



# Adopted Budget

2025–2026

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

**TRI MET**  
How life moves®



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## TriMet Board of Directors



**Dr. LaVerne Lewis**

Board President

District 6: E. Multnomah County

All Board meetings are open to the public. For more information, dates and agendas of meetings, visit [trimet.org/meetings/board](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



**Erin Graham**

District 2: NW and Portions of  
SW Portland



**Robert Kellogg**

District 3: SW Portland and  
Washington County



**Tyler Frisbee**

District 4: SE Portland



**JT Flowers**

District 5: N and NE Portland



**Kathy Wai**

Secretary/Treasurer  
District 7: Clackamas County

## TRIMET TriMet Officials



**Sam Desue, Jr.**

General Manager



**Nancy Young-Oliver**

CFO/Budget Officer

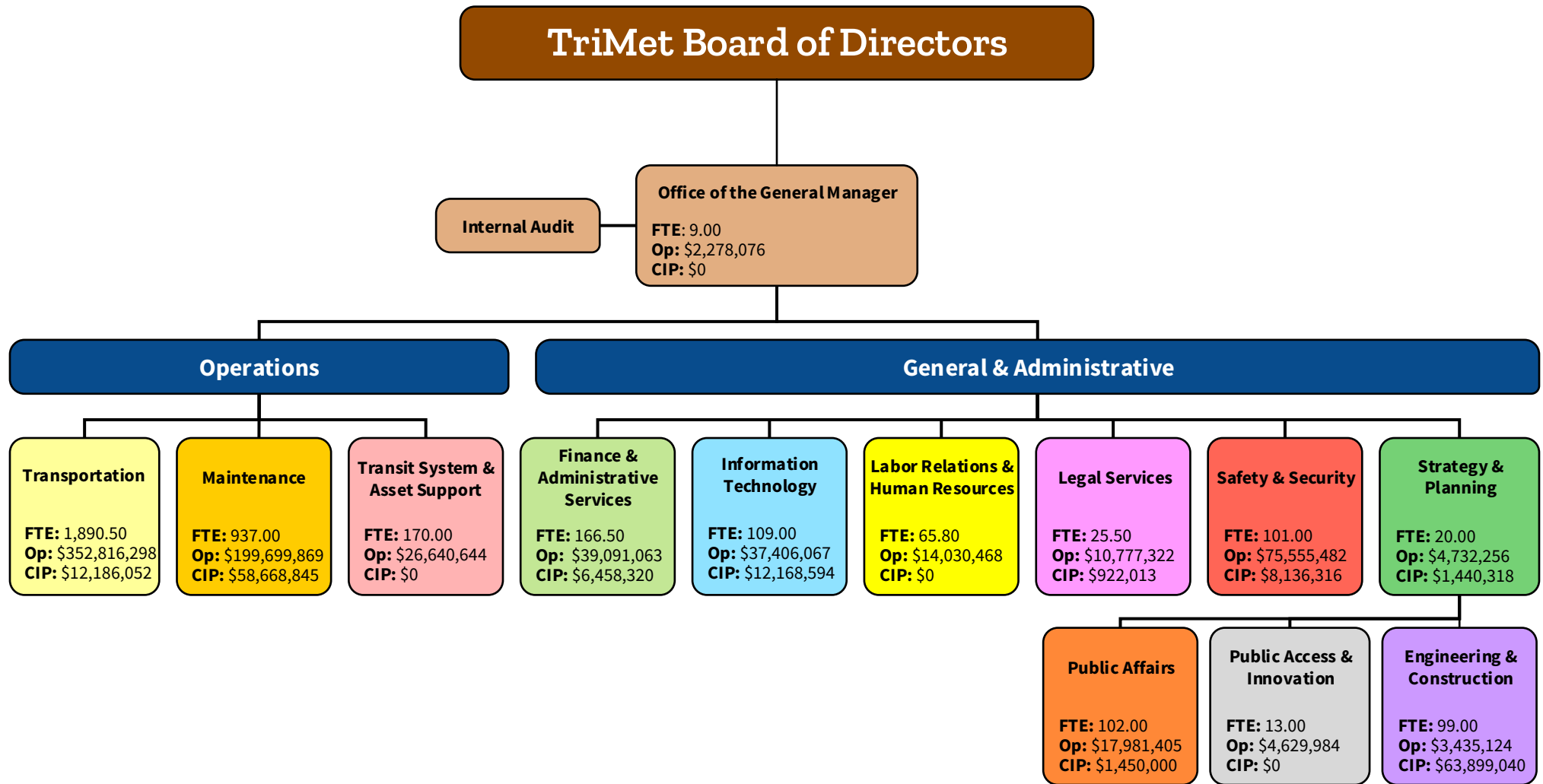
### Mailing Addresses: TriMet Board of Directors

Office of the General Manager  
101 SW Main St., Suite 700  
Portland, Oregon 97204

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



# TriMet FY2026 Organization Chart



## Organization Chart Continued

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

Division	Abv.	FTEs	Operating (\$)	Capital (\$)	Total (\$)	Reports to
Office of the General Manager	GM	9.00	2,278,076	-	2,278,076	TriMet Board of Directors
Transportation	TR	1,890.50	352,816,298	12,186,052	365,002,350	Chief Operating Officer
Maintenance	MT	937.00	199,699,869	58,668,845	258,368,714	Chief Operating Officer
Transit System & Asset Support	TS	170.00	26,640,644	-	26,640,644	Chief Operating Officer
Finance & Administrative Services	FA	166.50	39,091,063	6,458,320	45,549,383	General Manager
Information Technology	IT	109.00	37,406,067	12,168,594	49,574,661	General Manager
Labor Relations & Human Resources	HR	65.80	14,030,468	-	14,030,468	General Manager
Legal Services	LS	25.50	10,777,322	922,013	11,699,335	General Manager
Safety & Security	SS	101.00	75,555,482	8,136,316	83,691,798	General Manager
Strategy & Planning	SP	20.00	4,732,256	1,440,318	6,172,574	General Manager
Public Affairs	PA	102.00	17,981,405	1,450,000	19,431,405	Chief Strategy & Planning Officer
Public Access & Innovation	AI	13.00	4,629,984	-	4,629,984	Chief Strategy & Planning Officer
Engineering & Construction	EC	99.00	3,435,124	63,899,040	67,334,164	Chief Strategy & Planning Officer

Table 1. TriMet Organization Chart

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



## About TriMet

### About Us

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

### Mobility Information for Riders

- Trimet.org includes a **next generation multimodal trip planner**, which integrates rail, bus, bike, 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).

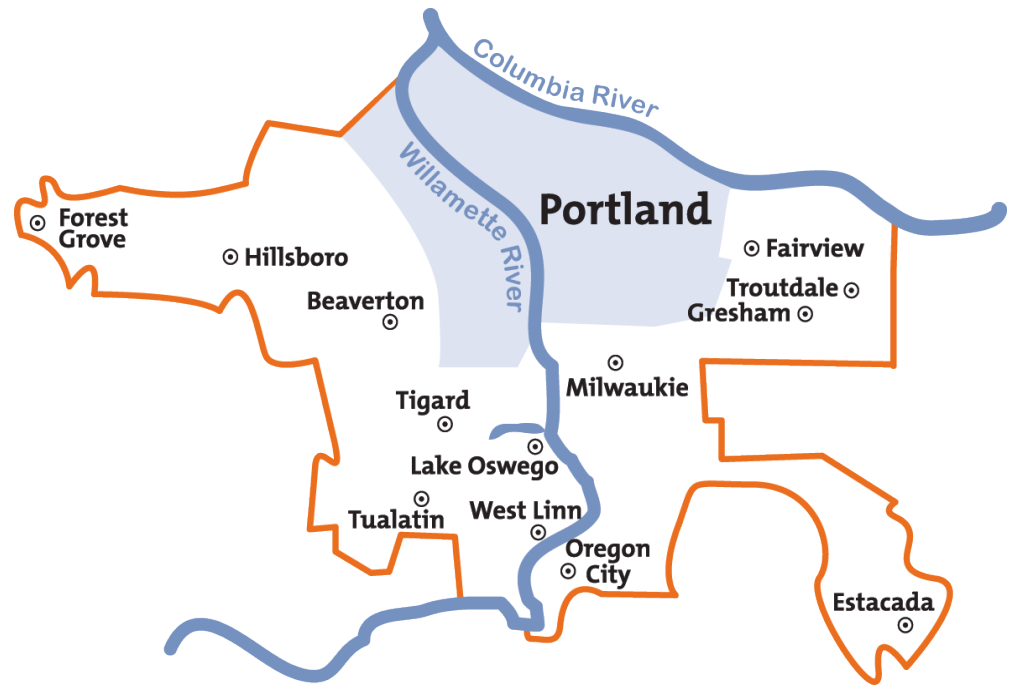


Figure 1. Map of TriMet Service Area

## GFOA Distinguished Budget Presentation Award



Figure 2. GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to TriMet, Oregon, for its Fiscal Year 2025 Budget beginning July 01, 2024. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe the FY2026 budget continues to conform to program requirements, and we will submit the Adopted FY2026 budget to the GFOA to determine its eligibility for recognition.



# Budget Message

May 2025

**To:** TriMet Board of Directors

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

**Re:** FY2026 Adopted Budget

## Budget Overview

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

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

The FY2026 Adopted Budget includes:

- Resources supporting FY2026 budget of \$1.96 billion including \$89.2 million in operating revenue, \$555.0 million in tax revenues, and \$147.5 million in federal funding.
- Day-to-day Operating Requirements of \$918.1 million including \$552.5 million to operate the transit system, \$236.6 million in general and administrative costs, \$54.5 million for pension and other post-employment benefits (OPEB), and \$74.5 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$165.3 million.

- Pass Through Requirements (funds received by TriMet that the agency is required to provide to other governmental agencies), Funding Exchange Payments (general funds exchanged with another governments federal funds) and Special Payments (one-time agreements to fund projects for which TriMet benefits) totaling \$24.3 million.
- Contingency is an appropriated amount based on 3% of operating requirements and may be adjusted for known risks for those activities where the amount and timing is unknown at the time of budget adoption. FY2026 contingency totals \$77.5 million which includes \$50.0 million in reserves due to federal funding uncertainties.
- Ending Fund Balance totals \$771.4 million and is unappropriated and not available for spending in FY2026. Fund balance includes \$166.9 million in restricted bond proceeds and other restrictions to be spent after FY2026; \$47.6 million restricted for future debt service payments; and \$556.9 million in unrestricted fund balance<sup>1</sup>, which for FY2026 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term and future years.

## Significant Budgetary Items

### Fiscal Sustainability

TriMet remains focused on financial responsibility amid rising costs fueled by inflation and other economic pressures. Aligning with The Business Plan and “Connecting People for a Better Life,” we concentrate our spending on mission-critical categories: customers, infrastructure, internal business practices, people, and financial stewardship. By carefully monitoring expenditures and limiting growth to essential services and safety, TriMet ensures resources remain available for future needs.

To support new priorities and maintain balance, some divisions reduced their operating budgets by 2–3% between the Proposed and Adopted Budgets, resulting in approximately \$7.1 million in agency-wide savings. These reductions, net of \$4.5 million in new funding, reflect the agency’s continued commitment to fiscal discipline and long-term sustainability.

When constraints arise, such as the federally mandated accessible transportation requirements, utility costs, insurance requirements, and fuel to name a few, the agency has contingency measures in place to offset shortfalls, safeguarding core services and strengthening regional livability.

### Safety & Security Investments

Since FY2022, TriMet has made significant investments in safety and security efforts for riders and employees. The FY2026 Adopted Budget for the Safety & Security Division is \$83.7 million, more than 2.5 times what it was in FY2022 (\$32.5 million). New investments include improvements to infrastructure using Crime Prevention through Environmental Design (CPTED), expanded CCTV coverage, and increases

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



in the total number of unarmed safety and security personnel who provide presence, assistance, and resources system wide. These investments have allowed the agency to focus on various concerns and chart a path forward to improve ridership.

### Capital Investments

The FY2026 Budget maintains TriMet's commitment to investing in infrastructure that supports safe, reliable, and efficient transit service, supporting major corridor projects and ongoing system upgrades. This includes continued development of the 82nd Avenue Transit Project, TriMet's next Frequent Express (FX) line, improving speed, reliability, and access along a high-ridership route, and transit and safety enhancements on TV Highway. System wide, TriMet is also replacing aging equipment, track, and signals to maintain safety and ensure long-term reliability.

### State of Good Repair

TriMet is considered a mature transit agency operating multiple modes of transportation, from aging bus and rail facilities, most 40 years old or older. Sections of our MAX light rail system have been in operation since 1986. As with similar large transit agencies, TriMet's operating and maintenance facilities, light rail track segments and substations, and light rail vehicles are in need of mid-life overhaul or replacement. In this year's budget and future years' budgets, TriMet is putting significant focus on our existing assets with nearly \$82.9 million, approximately 50% of the total CIP budget, is focused on State of Good Repair and will continue to grow in future years.

### Organizational Investment and Restructuring

The FY2026 Adopted Budget includes additional FTEs, primarily in Transportation, Maintenance, Customer Service, and Safety, to support anticipated increases in maintenance needs, planned service enhancements, safety improvements, and to address workforce gaps. As part of broader structural changes, the Chief Operating Officer (COO) division was reclassified as a department and integrated into the Transportation Division. Additionally, the Inclusion, Diversity, Equity, and Accessibility (IDEA) Division was redesigned to become Public Access & Innovation (AI) to better reflect its revised role, focusing on Title VI regulation and agency innovation. These changes improve operational alignment and support key priorities in the Business Plan.



## Budgetary Impact

The FY2026 Adopted Budget translates TriMet's strategic priorities into direct community investments. Organized by the categories in the FY2026 Business Plan, the budget reflects how resources are being used to expand access, improve system safety and reliability, support a strong workforce, and ensure long-term fiscal health.

## Customers: Serving Riders, Partners, and the Community

The FY2026 Adopted Budget prioritizes projects that directly enhance the experience of riding TriMet. From faster, more reliable service to better accessibility and upgraded fare systems, these investments are designed to make transit easier, safer, and more responsive to the needs of the community. Initiatives prioritize improvements that reflect what riders have asked for; more frequent service, better access, easier fare payment, and safer, more comfortable trips.

### Key Rider-Focused Investments:

- **Service Enhancements:** Continued implementation of Forward Together, and improve rider experience.
  - Projects include key corridor improvements to expand access, reduce bus travel times, and improve reliability, as well as improvements to transit safety by addressing crash rates, and upgrading bus stops.
- **Accessibility Improvements:** Dedicated to projects that make riding easier for everyone.
  - Includes accessible stop and station planning guided by TriMet's Pedestrian Plan<sup>2</sup>, ADA-compliant upgrades to TriMet.org, expanded on-demand services, and modernization of the LIFT platform.
- **Customer Engagement & Outreach:** Support better communication and engagement with riders.
  - Includes outreach on fare policy, service changes, corridor projects, support for rider recovery and customer satisfaction efforts, and STIF-funded outreach to expand access to reduced fare programs.
- **Fare System Modernization:** Upgrades to improve fare payment and access.
  - Replacing fareboxes on fixed-route buses, fare vending machines, and updating related systems.
- **Safety & Security Enhancements:** Creating a safer, more welcoming system.
  - Includes nine infrastructure projects focused on lighting, CCTV, and design improvements, and funding for a new Director of Emergency management and two dispatchers.

## Infrastructure: Maintain and Build Transit Infrastructure

TriMet is maturing as an agency, as a result, the FY2026 Adopted Budget reflects a strategic shift from rapid expansion toward long-term asset management. An estimated \$82.9 million, half of the total \$165.3 million Capital Improvement Program budget, is dedicated to

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<sup>2</sup> [TriMet's Pedestrian Plan](#)

maintaining a state of good repair, with upgrades to aging facilities, technology systems, and vehicles. Expansion projects continue at a measured pace, focusing on high-priority corridors that support system performance and regional growth.

**Key Infrastructure Investments:**

- **State of Good Repair:** Major upgrades to core infrastructure, including;
  - Maintenance shops, track, and substations,
  - IT systems like CCTV and real-time tracking,
  - Facilities, layovers, and LIFT vehicles,
  - New light rail vehicles to replace the aging fleet.
- **Targeted Expansion:** Continued development of high-impact corridors, including;
  - 82nd Avenue FX bus line and Better Bus initiatives,
  - Planning support for Interstate Bridge Replacement,
  - Transit and safety enhancements along TV Highway,
  - Access and safety upgrades on Powell-Division and Highway 8.

Additional details on the Capital Improvement Program and the FY2026 Capital Budget can be found in the Capital Program section of the FY2026 Adopted Budget on pg.374.

**Internal Business Practices: Organize and Coordinate for Effectiveness and Efficiency**

The FY2026 Adopted Budget supports strategic improvements to how TriMet organizes, operates, and collaborates. Key efforts include modernizing procurement, enhancing internal coordination, and aligning with external partners to support long-term transit goals. These efforts help ensure resources are used efficiently, and that TriMet continues to deliver high-quality services across the region.

**Key Investments in Organizational Effectiveness:**

- **Contracted Services & Strategic Procurement:** Increased investments in core service contracts and IT systems.
  - Expanded software licensing and IT support
  - LIFT mobility services, including dispatch and ATP providers
  - Additional transit police and security services
  - Public affairs consulting and updated lease agreements
- **Workplace Efficiency & Structure:** Organizational changes.
  - Redesigned the IDEA Division to *Public Access & Innovation* to reflect its revised role.
  - Merging the Chief Operating Office into the Transportation Division for streamlined operations

## People: Supporting the TriMet Team

Investing in TriMet team members is a key priority of the FY2026 Adopted Budget, with a focus on recruitment, development and long-term support. These efforts help the agency retain talent, build a more diverse pipeline of skilled workers, and ensure employees are equipped to meet growing service demands and support the current and future TriMet team.

### Key Workforce Investments:

- **Recruitment & Retention:** Support hiring and retention across the agency.
  - Includes funding for a new Mentorship Coordinator and initiatives to build and retain a skilled, diverse workforce.
- **Training & Development:** Strengthen onboarding and leadership programs.
  - Dedicated leadership development and skill training agency-wide, with additional focus on frontline staff in Transportation and Maintenance.
- **Community Workforce Program:** Grant-funded initiative building a diverse career pipeline.
  - Supports diesel and electric vehicle maintenance training in partnership with community colleges and nonprofit partners.
- **Staffing Changes and Expansion:** Adjustments to support growth and service delivery.
  - To meet increasing service demands, TriMet adjusted staffing levels in the FY2026 Adopted Budget. This includes the reduction or reorganization of 13.8 FTEs, the addition of 69.5 FTEs and the extension of 32.0 limited-term positions. These changes result in a net increase 87.7 FTEs, with most new positions in Transportation and Maintenance to support expanded service and growing maintenance needs.

## Financial: Stewardship and Optimization

The FY2026 Adopted Budget supports TriMet's long-term financial resilience by aligning resources with agency priorities while maintaining flexibility for future needs. Strategic realignment of capital investments, robust contingency planning, and targeted fare programs ensure the agency can continue to deliver essential services while managing risks and promoting equitable access.

### Key Financial Commitments:

- **Contingency Planning & Resilience:** \$77.5 million in contingency and \$771.4 million in ending fund balance.
  - These reserves provide critical flexibility to respond to unforeseen cost pressures and protect core services over time.
- **Fare Equity & Access:** Continued investment in reduced fare programs for low-income riders.
  - Supported by STIF and other grants, these efforts promote equity and expand access while contributing to TriMet's long-term fare strategy.



## Budgetary Trends

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

### Budgetary Trends - Revenues (In Millions)

Revenues	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Adopted
Passenger Revenues	\$49.9	\$52.1	\$57.3	\$62.7
Payroll Taxes	\$485.2	\$511.4	\$540.5	\$555.0
Federal Operating Grants	\$130.1	\$146.9	\$157.4	\$147.5

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

#### Trend Analysis

**Passenger Revenue:** Passenger revenues are forecast to increase 9.4% over FY2025 Estimate. In January 2024, for the first time in over a decade, TriMet increased the Adult fares by \$0.30. Honored Citizen and Youth reduced fares increased by \$0.15. The increase brought fares to \$2.80/\$1.40 respectfully.

**Payroll Taxes:** Payroll taxes continue to perform well, with projected growth of 5.7% through FY2025 and 2.7% in FY2026. From January 2016 through January 2025, TriMet benefitted from scheduled tax rate increases. Beginning in FY2026, projection no longer assume further rate increases, which partially explains the slower growth rate compared to prior years.

**Federal Operating Grants:** Federal operating grants have been influenced by federal stimulus actions and are shown as one-time resources during FY2021-2024. FY2026 continues to be at an elevated level with multiple years of formula funding to draw upon.

### Budgetary Trends - Expenditures (In Millions)

Expenditures	FY2023 Actual	FY2024 Actual	FY2025 Estimated	FY2026 Adopted
Personnel Services (not including OPEB)	\$368.5	\$404.1	\$457.4	\$509.8
Materials & Services (not Included OPEB)	\$195.2	\$235.3	\$253.0	\$279.3

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

#### Trend Analysis

**Personnel Services:** Average personnel costs, including wages and benefits, are projected to increase by approximately 11.5% from the FY2025 Estimate to the FY2026 Adopted Budget. The budgeted amount for FY2026 includes vacant positions.

**Materials & Services:** FY2024 had increases in security services, renewable diesel fuel, and contracted services for accessible transportation. In FY2025 – FY2026, materials and services had further increases due to security services, accessible transportation contracted services and general inflation.

### Ridership and Employment Trends (in Thousands)

Trends	FY2023 Actual	FY2024 Actual	FY2025 Estimated <sup>3</sup>	FY2026 Adopted <sup>4</sup>
Ridership (Fixed Route)	57,295.4	62,262.7	64,809.5	67,077.8
Employment (Tri-County)	839.6	837.9	839.6	841.5

Table 4. FY2026 Adopted 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>5</sup>:** According to the May 2025 Oregon Economic and Revenue Forecast, Oregon has regained most jobs lost during the pandemic, though job growth has slowed. Unemployment rose to 4.6% in March 2025, the highest rate since summer of 2021 at 4.7%. Labor conditions are expected to soften, with unemployment projected to peak at 5.2% in 2027.

Despite this, the Oregon Economic and Revenue Forecast state that throughout Oregon, wages continue to grow at around 4% annually. Remote and hybrid work remain prevalent, as employers continue to offer flexibility. This shift reflects Oregon's changing work culture and is influencing migration trends. The labor market is expected to remain relatively stable.



<sup>3</sup> Figures based on TriMet's FY2025 estimates

<sup>4</sup> Figures based on TriMet's FY2026 estimates

<sup>5</sup> Information and data referenced is from the [Oregon Economic and Revenue Forecast, May, 2025](#)

## Differences Between the Proposed (Approved) and Adopted Budget

Changes in resources and requirements between the Proposed (Approved) and Adopted FY2026 Budget are summarized in the tables below. These adjustments reflect updated forecasts, public input, and continued alignment with agency goals and legal requirements under Oregon Revised Statutes 294.453<sup>6</sup> and 294.456<sup>7</sup>. The most significant adjustments include revised projections for payroll tax revenue, updated beginning fund balances, refined grant and non-operating revenue estimates, and capital project realignment.

Per Oregon Local Budget Law, the amount of estimated expenditures, less ending fund balance and contingency, for the Adopted Budget may not be increased by more than \$5,000 or 10% of estimated expenditures, less ending fund balance and contingency, of the Proposed Budget, whichever is greater.

Key changes include:

- Updated resource projections
- Personnel Services and Materials & Services adjustments
- Capital Improvement Program realignment
- Updated grant funding and project timing
- Adjustments to contingency and ending fund balance

The net effect of all FY2026 budget changes from Proposed (Approved) to Adopted is a \$12.0 million increase in Resources and Requirements,. These adjustments are within the limit allowed by Local Budget Law, and are summarized in the tables below.

### New Priorities

The Adopted Budget reflects new agency priorities and community needs identified since the release of the Proposed (Approved) Budget.

These include:

Continued implementation of Forward Together and targeted investments in high-ridership corridors.

Expanded customer engagement and outreach, including new funding for rider recovery and customer satisfaction efforts.

New safety positions to support system wide response and coordination.

Launch of a new grant-funded Community Workforce Program focused on diesel and electric vehicle maintenance.

Net increase in full-time equivalent positions.

<sup>6</sup> [Oregon Revised Statute 294.453](#)

<sup>7</sup> [Oregon Revised Statute 294.456](#)

## Resource Budget Changes: FY2026 Proposed (Approved) to Adopted Budget

Source	Approved	Adopted	Change
Beginning Fund Balance	\$796,400,750	\$821,613,675	\$25,212,925
Operating Revenue	\$97,160,600	\$90,641,500	(\$6,519,100)
Non-Operating Resources	\$24,168,500	\$31,138,200	\$6,969,700
Tax Revenue	\$550,201,300	\$554,972,200	\$4,770,900
Federal, State and Local Grants	\$231,421,500	\$232,498,200	\$1,076,700
Capital Grants	\$57,837,537	\$38,198,465	(\$19,639,072)
Other Resources	\$187,425,188	\$187,560,072	\$134,884
Total	\$1,944,615,375	\$1,956,622,312	\$12,006,937

Table 5. FY2026 Proposed (Approved) to Adopted Budget Changes: Resources

## Description of Change:

- **Beginning Fund Balance:** Increased beginning fund balance by \$25.2 million due to updated FY2025 estimates of operating revenues, tax revenues and capital projects.
- **Operating Revenue:** Decreased operating revenue by \$6.5 million due to updated projections on passenger revenue.
- **Non-Operating Resources:** Increased non-operating revenue by \$7.0 million based on projected interest and increases in miscellaneous resources.
- **Tax Revenue:** Increased tax revenues by \$4.8 million a result of updated estimates of Employer payroll tax.
- **Federal, State and Local Grants:** Increased federal, state, and local operating grants by \$1.0 million to reflect most recent projection.
- **Capital Grants:** Decreased CIP resources by \$19.6 million as a result of updated cash flows and reprioritization of projects.
- **Other Resources:** Increased other resources by \$134.9 thousand as a result of updated estimates on STIF Pass-through.





## Requirement Budget Changes: FY2026 Proposed (Approved) to Adopted Budget

Object Classification	Approved	Adopted	Change
Personnel Services	\$553,312,067	\$563,982,058	\$10,669,991
Materials & Services	\$272,516,000	\$279,554,800	\$7,038,800
Capital Improvement Program (CIP)	\$221,146,490	\$165,329,498	(\$55,816,992)
Pass Through/Fund Exchanges/Special Payments	\$24,112,800	\$24,312,800	\$200,000
Debt Service	\$74,520,877	\$74,520,877	\$0
Contingency	\$77,010,468	\$77,541,732	\$531,264
Ending Fund Balance	\$721,996,673	\$771,380,547	\$49,383,874
Total	\$1,944,615,375	\$1,956,622,312	\$12,006,937

Table 6. FY2026 Proposed (Approved) to Adopted Budget Changes: Requirements

### Description of Change:

- **Personnel Services:** Increased Personnel Services by \$10.7 million due to final adjustments to wages/salaries, benefits, and the addition of new FTEs.
- **Materials & Services:** Increased Materials & Services by \$7.0 million due to anticipated rate increases, budget-realignment adjustments, added maintenance and repair, STIF-funded fare subsidies and community outreach, and new grant-funded workforce programs.
- **Capital Improvement Program (CIP):** Decreased CIP by \$55.8 million due to reprioritization and strategic realignment of projects with agency objectives, as well as restructuring projects to align with bonding and debt capacity.
- **Pass Through/Fund Exchanges/Special Payments:** Increased Pass Through/Fund Exchanges/Special Payments by \$200.0 thousand due to updated STIF pass-through.
- **Debt Service:** No change in Debt Service.
- **Contingency:** Increased contingency by \$531.3 thousand to reflect changes in Personnel Services and Materials & Services.
- **Ending Fund Balance:** Increased ending fund balance by \$49.3 million due to net changes listed above.



## Guide to the FY2026 Adopted Budget

### What is the Budget?

This budget is far more than a simple list of numbers. It's a policy document, financial plan, operational guide, and communication tool that fosters a clear understanding of TriMet's approach to delivering safe, reliable, and equitable transit services. In accordance with Oregon's Local Budget Law, ORS 294.321<sup>8</sup>, the budget aligns funding with the region's strategic goals, ensures transparency through public participation, and provides a roadmap for both current operations and future improvements. Ultimately, it outlines how TriMet allocates resources to address community needs while planning for sustainable growth.

### How to Read the Budget Book

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

#### Overview

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

#### Financial Summary

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

#### Resources

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

#### Requirements

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

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<sup>8</sup> [Oregon Revised Statute 294.321](#)

## Debt Service

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

## Other Post-Employment Benefits (OPEB)

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

## Division Budgets

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

## Capital Program

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

## Trends

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

## Agency Personnel Profile

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

## Glossary & Acronyms

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

## Appendix

- **Purpose:** Supplies additional reference materials.
- **What's Inside:** Supporting documents.

## Strategic Goals & Strategies

### FY2026 Business Plan<sup>9</sup>

#### Vision, Mission, Values, and Outcomes

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

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

**Values:** Safety, Inclusivity, Equity, Community and Teamwork

#### Outcomes

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

Figure 3. FY2026 TriMet Business Plan Vision, Mission, Values, and Outcomes

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

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

<sup>9</sup> TriMet's FY2026 Business Plan can be found at [TriMet.org/BusinessPlan](https://www.trimet.org/BusinessPlan).



## Process for Creating Strategic Goals

Each year, TriMet reassesses its strengths, weaknesses, opportunities, and challenges to inform strategic priorities. This process includes input from staff, community partners, the public, and the TriMet Board. Feedback is gathered through outreach, engagement, and the annual Business Plan process. These insights guide our budget decisions, service planning, and long-term investments to ensure safe, equitable, and sustainable mobility options for the region.

## Strengths, Weaknesses, Opportunities, and Challenges

The following is an excerpt from the FY2026 Business Plan:

### Strengths

- History of TriMet as a leader in transit.
- System safety is a value at TriMet
- Taking clear steps to reduce greenhouse gas and other emissions
- Overall positive public support of TriMet.
- Continues to receive high ratings from bond rating agencies

### Weaknesses

- Employee shortages throughout the agency as retirements and employee attrition outpaces hiring and training
- Ongoing competing needs for capital and operating resources
- Capital asset maintenance and replacement needs
- Still developing succession planning and technical capacity

### Opportunities

- Increase available destinations within reasonable travel time
- Public and jurisdictional support for existing and expanded public transit services
- Transit-oriented development
- Further expand diversity of TriMet employees and contractors
- Recently-awarded grant funding to gain direct experience with hydrogen fuel-cell buses

### Challenges

- Increasing ridership needs continued responses to challenges
- Vandalism of passenger facilities and vehicles
- Enhancing safety of employees who provide direct service to customers
- Cybersecurity threats
- Worldwide supply chain and human resources challenges
- Resiliency to significant but rare events such as earthquakes, infectious diseases, and increasing climate-related events

## Measures, Targets, and Performance

TriMet provides tens of millions of rides every year to people throughout the region. TriMet strives to connect people with valued mobility options that are safe, convenient, reliable, accessible and welcoming to all.

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

## FY2025 Accomplishments and Milestones

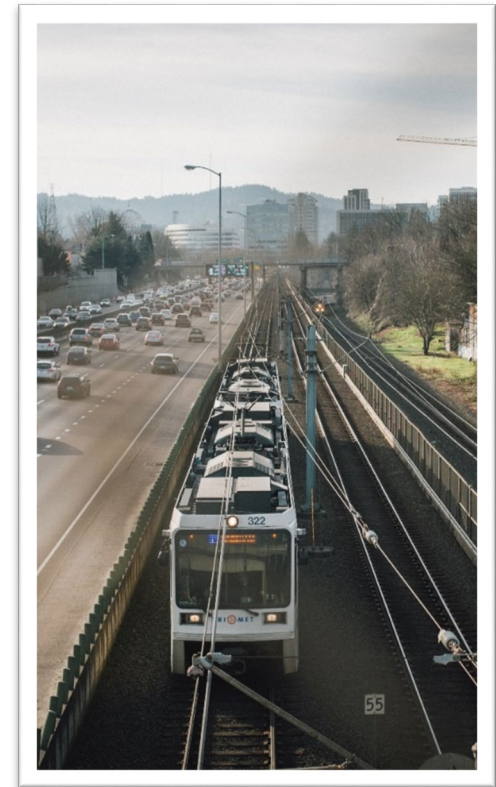
TriMet has made progress on and substantially completed many of the FY2025 Business Plan Key Strategic Actions. Major accomplishments and milestones, organized by category, include:

### Customers

- Hiring of operators met and exceeded goal of over 400 new operators.
- Customer feedback on stops and stations in real-time using QR code launched January 2025.
- Hiring of Service Workers increased and met budgeted targets.
- Transit App awarded Riders Choice Awards for 2024 to TriMet for 1st place for punctuality with riders most likely to say they got to their destination when expected; 1st place for best customer service with riders most likely to say they were satisfied with resolutions of customer service issues; and 2nd place for best bus operators according to riders.

### Infrastructure

- A Better Red extension completed on-schedule and under budget, with service started in fall 2024 and zero lost time from injuries.
- Hollywood/NE 42nd Ave MAX Station new pedestrian ramp completed, making way for affordable housing development, which broke ground at the former site of the Hollywood Transit Center in January 2025.
- The 82nd Avenue Transit Project received approval to enter into the Federal Transit Administration's (FTA's) Capital Investment Grant Project Development Phase with the locally preferred alternative adoption anticipated in summer 2025.
- Received and put into service 24 battery electric buses.



- Scheduled to complete bus priority projects at six locations with treatments such as intersection, lane, and signal improvements to reduce rider delays.

### Internal Business Practices

- Continuing to use renewable electricity for all MAX service and TriMet owned and operated facilities and stations.
- Continuing to use renewable diesel for all diesel fixed-route bus, LIFT vehicles, and WES commuter rail trains.
- Won APTA Innovation award for providing grocery delivery to LIFT customers.
- TriMet Safety Response Team is active and visible on the system, with approximately 130,000 interactions with riders and members of the public in calendar year 2024.

### People

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

### Financial

- Continuing to provide financial management consistent with the Strategic Finance Plan.
- On schedule for developing a five-year Capital Improvement Plan coordinated with the FY2026 Budget.
- Working with potential partners for other funding and services that would support additional recipients of Access Transit support for free transit rides.
- Awarded \$39 million for zero-emission buses to be used on the 82nd Avenue Transit Project.
- Awarded federal ATTAIN grant for \$2.36 million to upgrade systems in light rail vehicles for effectiveness, efficiency, and safety.
- Applied for and received STIF Discretionary grants for enhancing accessibility at bus stops and reducing delays and improving travel times for bus service.

## Actions

The Actions in the Business Plan are structured around five categories to help organize and track our efforts. Each of these categories encompasses a wide range of efforts and opportunities. The following pages are an excerpt from the FY2026 TriMet Business Plan and present some key actions and targets for the coming years.

For a full review of the current status, results, targets and key strategic actions, see the [TriMet Business Plan](#) on [trimet.org/businessplan/](https://trimet.org/businessplan/).

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

Category	Action #	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Customers	1	SP	Implement feasible service enhancements as developed through engagement with riders, public, and other partners.	FY2029
Customers	2	SP	Develop long-range plan for growth in bus and MAX service that would help meet TriMet's and the region's goals for transit ridership if additional operations funds are identified.	FY2027
Customers	4	LS	Support the delivery of the Multnomah County Library location and separate housing project for re-development of the Gresham City Hall Park & Ride.	FY2028
Customers	7	SS; IT	Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology.	Continuous
Customers	12	MT	Complete daily cleaning on at least 90% of fixed-route buses and complete deep cleaning at least every 30 days on 80% of MAX vehicles and every 60 days on 95% of fixed-route buses.	Continuous
Customers	21	TR; HR; TS	Hire, train, and retain operators to support service needs	Continuous
Customers	24	FA; MT	Complete TVM replacement for improved Hop card distribution and sales.	FY2026

Table 7. Customers: Actions to Serve Our Riders, Stakeholders, and the Broader Community



**Infrastructure: Actions to Maintain and Build Transit Infrastructure**

Category	Action #	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Infra	1	EC; PA	With partners, pursue opportunities for potentially viable transit infrastructure projects.	Continuous
Infra	2	EC	Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program.	Continuous
Infra	6	EC	Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners.	Continuous
Infra	7	EC; FA	Use grants received to purchase initial fleet of hydrogen fuel-cell electric buses, retrofit bays for maintenance and provide necessary fueling infrastructure.	FY2029
Infra	11	IT	Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity.	FY2027

Table 8. Infrastructure: Actions to Maintain and Build Transit Infrastructure

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

Category	Action #	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Int Bus Prac	1	GM; CO; MT; TS	Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program	Continuous
Int Bus Prac	2	FA; IDEA	Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms.	Continuous
Int Bus Prac	4	SS	Work with partners and service providers to address needs of vulnerable populations and those in need of services.	Continuous
Int Bus Prac	5	PA	Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies.	Continuous

Table 9. Internal Business Practices: Actions to Organize and Coordinate for Effectiveness and Efficiency

### People: Actions to Support TriMet Team Members

Category	Action #	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
People	4	HR	Conduct and act on results from employee engagement survey:	Continuous
People	6	HR	Implement Human Resources-related initiatives, especially those that are agency-wide	Continuous
People	7	All	Engage with employees informed by results of engagement survey and initiatives developed as a result	Continuous
People	9	HR	Continue recruiting activities appropriate for vacant positions	Continuous
People	11	HR	Develop and implement succession program	FY2026
People	13	SS	Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees	FY2026
People	14	SS; EC; MT	Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers	Continuous

Table 10. People: Actions to Support TriMet Team Members

### Financial: Actions to Steward and Optimize Resources

Category	Action #	Lead Division	FY2026 - FY2030 Actions	Target Accomplishment Date
Financial	1	FA	Manage and align financial performance and decision-making with the Strategic Financial Plan	FY2028
Financial	2	FA	Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand	Continuous
Financial	3	FA	Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan; the upcoming fiscal year will be fully defined and funded with years two through five allocated with projected resources known at this time	Continuous
Financial	9	SS	Implement plans to decrease fare evasion	Continuous

Table 11. Resources: Actions to Steward and Optimize Resources

## Priorities and Issues

The following section outlines the principal issues that shaped development of the FY2026 Adopted Budget, along with the actions TriMet is taking to address them. Each issue is linked to specific priorities in the Business Plan and supported by strategies reflected in the Adopted Budget.

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

In FY2025, TriMet saw an increase in weekly bus service by more than 500 hours compared to FY2024 actuals. During the same period, MAX service saw a 3.0% decrease in weekly vehicle hours, primarily due to schedule adjustments. Despite these changes, ridership continues to grow system wide.

In FY2026, through targeted ridership efforts and service enhancements, TriMet plans to add another 1,400 weekly vehicle hours of bus service over FY2025 estimates, while maintaining current service levels for light rail, commuter rail, and streetcar. These adjustments are designed to improve frequency, reliability, and the overall rider experience, while aligning with workforce availability and financial capacity.

Passenger revenue is closely tied to ridership. Revenue growth follows ridership trends: when ridership increases, as does passenger revenue; when ridership declines, revenue falls. Although passenger revenue is gradually recovering from the sharp decline in FY2021, it remains below pre-pandemic levels. Forecasts project continued growth in FY2026 and beyond, in line with planned service enhancements.

Ridership is influenced by a wide range of factors, including economic conditions, fare levels, travel time, fuel prices, job and wage growth, and the prevalence of remote work. These external and operational dynamics are central to understanding TriMet's financial outlook.

No fare increases are included in the FY2026 Adopted Budget. Together, these trends shape the service, financial, and policy landscape for FY2026 and form the basis for the priorities and challenges addressed in this Adopted Budget.



## Internal Policy

### Meet or Exceed Strategic Financial Goals

The FY2026 Adopted Budget is guided by TriMet's Strategic Financial Plan and has been developed to meet or exceed all established financial policies. This includes maintaining a minimum of 2.0 to 2.5 months of unrestricted operating reserves, holding contingency above the 3% threshold, and ensuring debt service remains below 7.5% of continuing revenues. The budget also maintains full funding for pension and OPEB obligations, continues alignment with fare policy objectives, and funds a balanced Capital Improvement Plan.

January 2025 marked the final tax rate increase for employer and self-employment payroll taxes. FY2026 will be the first full year reflecting these increases, with future revenue growth tied directly to regional wage and employment trends. In FY2026, this approach allowed the agency to respond to rising costs, invest in core services, and preserve financial flexibility for future challenges.

**Business Plan Category:** Financial

#### Actions

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

## Economic

### Growing Ridership and Passenger Revenues

While TriMet continues to see steady ridership recovery, with fixed-route boardings increasing from 62.6 million in FY2024 to 64.8 million in FY2025 (a 3.5 percent increase), overall ridership remains below 2019 performance. Passenger revenue rose during this time, from \$52.1 million to \$57.3 million, and is projected to continue to grow at \$62.7 million in FY2026. To sustain and accelerate this recovery, the FY2026 Adopted Budget invests in key strategies to enhance the rider experience.

**Business Plan Category:** Customers

#### Actions

- Fully implement strategies under the Forward Together service plan to improve frequency, reliability, and access on high-ridership corridors.
- Continue daily cleaning of all fixed-route buses and MAX vehicles, with detailed deep cleaning every 30 to 60 days depending on mode.
- Hire and retain operators, service workers, and mechanics to support growing service demand and improve system dependability.

- Replace aging fareboxes and ticket vending machines to improve customer experience and reduce fare-related delays.
- Expand customer outreach and rider feedback mechanisms to guide service planning and promote fare equity initiatives.

### Requirements Outpacing Resources

While the FY2026 Adopted Budget remains balanced, TriMet's financial forecast shows that ongoing operating requirements are projected to exceed available resources in future years. Personnel costs continue to grow, fueled by wage and benefit increases, while external cost drivers, such as utilities, insurance, and contracted services, are outpacing revenue growth. One-time federal relief funds that helped offset prior gaps are now exhausted, and fare revenue has not fully recovered to pre-pandemic levels.

To maintain balance in FY2026, the agency implemented early cost control measures. Between the Proposed and Adopted Budgets, several divisions reduced spending by 2 to 3 percent, resulting in \$7.1 million in savings. While these actions contribute to short-term stability, the long-term outlook will require continued cost containment, revenue enhancement, and strategic use of fund balance to avoid deeper service or workforce impacts.

### Business Plan Category: Financial

#### Actions

- Manage and align financial performance and decision-making with the Strategic Financial Plan (Action 1).
- Manage financial resources to sustain agency operations through potential shortfalls resulting from economic and ridership changes.
- Manage and align financial performance and decision-making with the Strategic Financial Plan.
- Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants





## Regulatory

### Environmental Sustainability

TriMet continues to reduce the environmental impact of its operations through the use of renewable resources and long-term infrastructure planning. All MAX light rail service and TriMet-owned facilities are powered by renewable electricity. In addition, all fixed-route diesel buses, LIFT diesel vehicles, and WES trains now run on renewable diesel, significantly reducing lifecycle greenhouse gas emissions compared to traditional fuels.

TriMet is preparing for the future of zero-emissions transit by investing in infrastructure upgrades and closely evaluating emerging vehicle technologies. These efforts support a cleaner, more resilient transit system while maintaining service reliability and fiscal responsibility.

You can learn more about TriMet's sustainability work here: [Trimet.org](https://trimet.org).

**Business Plan Category:** Infrastructure

#### Actions

- Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support a zero-emissions fleet.
- Continue using renewable electricity for MAX and TriMet facilities and renewable diesel for diesel-powered vehicles.
- Evaluate performance, infrastructure needs, and total cost of ownership for low- and zero-emission vehicle technologies.

### Meet Transit Asset Management (TAM) Requirements

The Federal Transit Administration (FTA) requires all transit agencies to develop and implement a Transit Asset Management (TAM) plan to ensure that capital assets are maintained in a State of Good Repair. This includes tracking performance, setting targets, and prioritizing funding for asset replacement and rehabilitation.

### Sustainability Milestones

**100% Renewable Electricity:** All MAX light rail service, electric buses, and TriMet-owned facilities are powered by 100% renewable electricity sourced from wind, solar, and other clean energy. This has reduced greenhouse gas emissions by nearly 24%.

**Renewable Diesel for Entire Fleet:** All fixed-route diesel buses, LIFT paratransit diesel vehicles, and WES trains now operate on renewable diesel, significantly reducing lifecycle emissions—by up to 71% compared to traditional diesel.

**Energy Efficiency Upgrades:** TriMet is retrofitting its facilities with high-efficiency LED lighting, cutting facility energy use by up to 60%. Regenerative braking on MAX trains captures energy and feeds it back into the system to power trains and reduce outages.

**Long-Term Zero-Emissions Goal:** TriMet is working toward a zero-emissions bus fleet. This includes evaluating vehicle technologies, investing in infrastructure, and identifying long-term funding strategies for a full transition.

TriMet's FY2026 Adopted Budget reflects this commitment through significant investment in core infrastructure and fleet renewal. Approximately \$82.9 million, half of all Capital Improvement Program (CIP) funding, is dedicated to State of Good Repair projects. These include continued replacement of Type I and II light rail vehicles, rehabilitation of substations and track segments, modernization of fareboxes and ticket vending machines, LIFT vehicle replacements, and facilities upgrades.

These efforts support TriMet's long-term shift from expansion to preservation, maintaining safety, reliability, and compliance with federal standards.

**Business Plan Category:** Infrastructure

**Actions**

- Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.
- Deliver budgeted state of good repair projects on time and on budget.
- Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or repurpose retired Type 1 vehicles.
- Complete FTA-compliant update of the Transit Asset Management (TAM) Plan.

## Legislative

### Statewide Transportation Improvement Fund requirements

The Statewide Transportation Improvement Fund (STIF) provides critical resources to support transit services across Oregon. STIF funds must be used to finance public transportation, including the maintenance and expansion of service, planning activities, capital improvements, and targeted access initiatives.

In FY2024 and FY2025, TriMet allocated STIF funding to preserve existing service, expand the income-based reduced fare program, and invest in capital improvements such as ADA accessibility and bus stop amenities. In FY2026, TriMet will continue to use STIF funds to stabilize service levels, support student and low-income fare programs, and replace aging LIFT paratransit vehicles.

**Business Plan Category:** Internal Business Practices and Financial

**Actions**

- Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements.

## Differences from Prior Year

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

**Trends in Ridership** TriMet’s ridership has been steadily rebounding since FY2023. After recording 57.3 million boarding rides that year, the number climbed to 62.2 million in FY2024. Projections place FY2025 ridership at 64.2 million and forecast 67.0 million for FY2026, indicating continued growth as more people resume in-person work, school, and community activities. Passenger revenue has followed this upward trajectory, supported by investments in service reliability, safety, and marketing efforts. These trends reflect ongoing progress in restoring and ultimately exceeding historic ridership levels, helping stabilize the funding base that supports essential transit services.

**Operator & Mechanic Shortages:** Like many agencies, TriMet has been challenged by labor shortages, particularly among operators and mechanics. However, through targeted hiring campaigns, increased starting wages, childcare subsidies, and hiring, referral, and retention bonuses, TriMet has fully restored operator staffing levels. Significant progress has also been made on the maintenance side, with hiring gaps narrowing and continued efforts planned for FY2026.

**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. Half of the \$165.4 million capital budget, \$82.9 million, is dedicated towards State of Good Repair projects, including \$22.8 million for maintenance infrastructure, \$16.0 million for IT infrastructure, \$6.5 million for fare infrastructure, as well as dedicated funds for the purchase of new light rail vehicles to replace the aging fleet. The budget also includes \$82.4 million for continued investment in corridor upgrades like 82nd Avenue, Better Bus, and infrastructure enhancements along Powell-Division and Highway 8 corridors to improve transit access and rider safety. Capital Improvement Project details can be found in the CIP section of the Budget.



**Organizational Changes:** For FY2026, TriMet implemented targeted organizational changes to enhance alignment with agency goals, improve efficiency, and support service delivery. This included restricting select division and departments to reflect their evolving roles and responsibilities. The Chief Operating Officer (COO) division was reclassified as a department and integrated into the Transportation Division to streamline operations. The IDEA Division was redesigned as Public Access & Innovation (AI) to better reflect its revised role. The changes, along with related staffing adjustments, align with key priorities in TriMet’s Business 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 TV 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.

**Restated Strategic Financial Plan:** At the June 2025 Board meeting the TriMet Board of Directors approved TriMet’s restated Strategic Financial Plan<sup>10</sup> which provides updated financial guidance and policies to inform near-term decisions and support long-term sustainability. The plan outlines key challenges and opportunities facing TriMet as a transit agency and includes a detailed fiscal profile covering major resources, requirements, capital assets, and liabilities. It also establishes clear Fiscal Guidelines, Financial Policies, and Monitoring and Compliance practices.

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<sup>10</sup> TriMet’s Strategic Financial Plan can be found at [TriMet.org/About/Accountability](https://www.trimet.org/About/Accountability)

## Financial Structure, Policy, and Process

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

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statute (ORS) 267<sup>11</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 its activities. As required by ORS 294.456<sup>12</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 chart to the right, titled Legal Level of TriMet Fund Appropriation, demonstrates the legal level of budgetary control and funding appropriation by organizational units and programs, and contains the following information:

- **Organizational Units and FY2026 Appropriation Levels**
  - Office of the General Manager Division - \$2.3 million
  - Transportation Division - \$365.0 million
  - Maintenance Division - \$258.4 million
  - Transit System & Asset Support Division - \$26.6 million
  - Finance & Administrative Services Division - \$45.5 million
  - Information Technology Division - \$49.6 million
  - Labor Relations & Human Resources Division - \$14.0 million
  - Legal Services Division - \$11.7 million
  - Safety & Security Division - \$83.7 million
  - Strategy & Planning Division - \$6.2 million

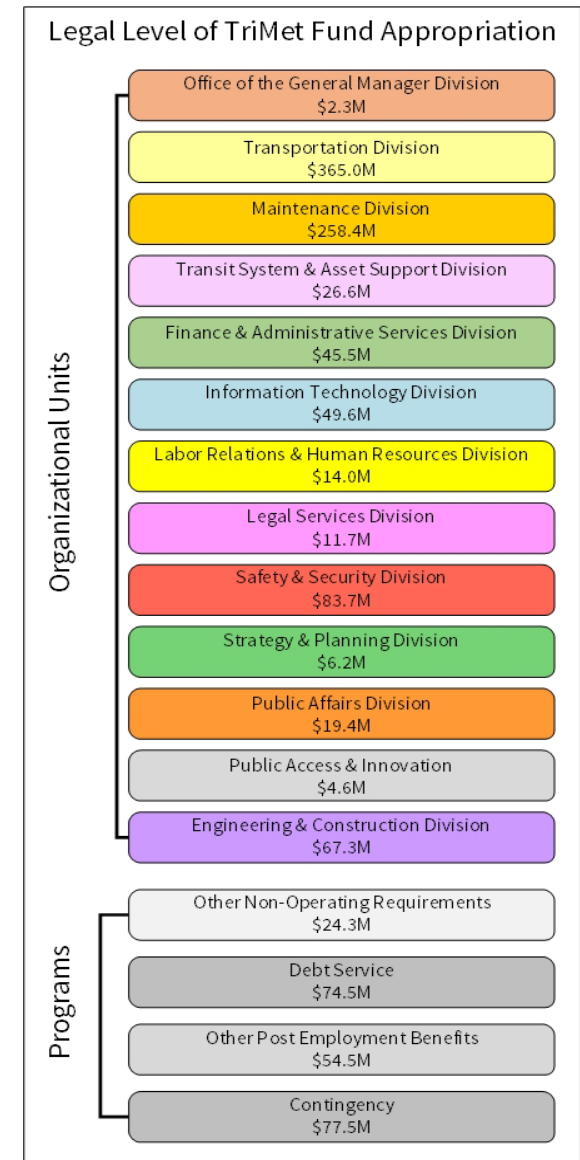


Figure 4. Legal Level of TriMet Fund Appropriation Graphic

<sup>11</sup> [Oregon Revised Statute 267](#)

<sup>12</sup> [Oregon Revised Statute 294.456](#)



- Public Affairs Division - \$19.4 million
- Public Access & Innovation Division - \$4.6 million
- Engineering & Construction Division - \$67.3 million
- **Programs**
  - Other Non-Operating Requirements - \$24.3 million
  - Debt Service - \$74.5 million
  - Other Post-Employment Benefits - \$54.5 million
  - Contingency - \$77.5 million

## Basis of Budgeting

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

## Key Differences: Budget vs. GAAP

### Additions for Budget Activities Not Considered Revenues/Expenses under GAAP

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

### Additions for GAAP-Required Adjustments Not Reflected in the Budget

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

**Subtractions for Resources Not Recognized as Revenues under GAAP**

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

**Fund Balance vs. Net Position**

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

**Reconciliation and Reporting**

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

**Financial Policies**

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

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

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

The following section includes discussion of long-term financial guidelines and policies, as well as how the FY2026 budget complies with relevant financial policies.

## Fiscal Guidelines

### Grow and Maintain Revenues

To ensure long-term financial sustainability, the District will pursue a diverse and stable revenue base that supports current operations and future growth.

- **Revenue 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 its long-term financial forecast to support service reliability.
- **Prioritization of Increased Revenues:** Revenue growth from payroll tax increases due to regional employment growth and fare revenue increases from higher ridership will be prioritized by first, maintaining existing service and then expanding service.

### Manage Operations for Cost Efficiency

Implement cost-saving measures and operational efficiencies to optimize resource utilization while maintaining service levels. Perform periodic reviews of operational costs and capital expenditures.

- **System Costs:** 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 toward service enhancements and align with the District's long-term goals.
- **Current Service Costs:** should not grow faster than revenue growth year over year. In the event costs do exceed revenues those costs shall be paid by one-time revenues 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 components include:

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

### 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

The FY2026 Budget document complies with the following strategic financial policies to help guide financial decision making.

### Fiscal Policy: 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>13</sup>, TriMet structures our revenue management around the following principles:

- **One-Time-Only (OTO) Revenues & Expenditures:** 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 (CE) & Expenditures:** 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.
- **Budget Balancing Approach:** If continuing revenues fall short of enduring expenditures, the agency will first adjust expenditures to align with available funding, identify other existing or sustainable revenues, or utilize reserves.

**Policy Performance:** Continuing revenues cover all recurring operating costs; any gaps are closed using the budget-balancing hierarchy before reserves are tapped. One-time revenues, such as bond proceeds and capital grants, are applied to limited duration projects and programs. Additionally as payroll-tax receipts and fare revenue rebound, TriMet plans to use the added recurring revenue for State of Good Repair projects and to retain and recruit staff.

### Use of Restricted Assets

Restricted assets are funds or resources designated for specific purposes by external, legal, or contractual obligations.

- **Use of Restricted Assets:** 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.

**Policy Performance:** In the FY2026 Adopted Budget restricted revenue source is applied solely to its legally defined purpose and restricted dollars are utilized before any unrestricted funds: STIF payroll-tax revenue is used only for HB 2017-eligible purposes (service expansion, student (grades 9-12) transportation, and low-income fare support). Similarly, Federal formula and discretionary grants (e.g.,

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<sup>13</sup> TriMet's Strategic Financial Plan can be found online here: [trimet.org/about/accountability](https://trimet.org/about/accountability)

§§ 5307, 5337, 5339) are used to finance preventative maintenance, ADA paratransit, and the specific capital projects for which awards were received. Bond proceeds are restricted to support capital projects; no bond dollars support recurring operating costs.

### 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.

- **Unmet Fund Balance:** If, in a given year, this range cannot be achieved, TriMet should institute a plan to restore the unrestricted fund balance to a level within the following 1-3 year range.

**Policy Performance:** TriMet begins FY2026 with an unrestricted fund balance of \$695.3 million, equal to roughly 9.1 months of operating expense. During FY2026, the agency plans a controlled draw-down, ending the year at about \$556.9 million, or 7.3 months, still comfortably above the 2.0–2.5-month target.

### 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.

**Policy Performance:** For FY2026 TriMet allocated \$77.5 million in Contingency, above the 3% minimum. This amount includes \$50.0 million for federal-funding uncertainty with the remaining balance reserved for other unknowns such as fuel-price spikes or emergency repairs.

### 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.

- **Reserve Review:** As part of each annual budget cycle Finance 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.

**Policy Performance:** FY2026 is the first year this reserves policy is in force. Implementation will be phased in during the year and formally evaluated as part of the FY2027 budget process. The FY2026 Adopted Budget projects an Unrestricted Fund Balance of \$556.9 million at



year-end, about 7.3 months of operating cost. Finance will track these balances and recommend any necessary adjustments in the FY2027 budget to keep Reserves aligned with changing economic conditions and capital requirements.

## 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 Ratio:** Debt service on Senior Lien Payroll Tax Revenue Bonds shall not exceed 7.5% of continuing operating revenues over the long-term forecast.
- **Minimum Spend Requirement:** New capital project 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.
- **Credit Quality:** TriMet continues to seek strong investment-grade ratings to minimize borrowing costs while preserving financial flexibility.

**Policy Performance:** For FY2026, senior-lien payroll-tax bond debt service is budgeted at \$51.4 million, approximately 5.8 percent of projected continuing revenues, and below the 7.5 percent cap. The planned \$150 million bond issue is structured to maintain a debt-service ratio under the 7.5% threshold. Continuing revenues are regularly monitored to ensure compliance with the debt policy.

## Fare Policy

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

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

**Policy Performance:** TriMet's most recent fare adjustment took effect in January 2024. Under the two-year review rule, staff will complete the next cost-of-service evaluation during the FY2027 budget cycle.

## Investments

District funds are invested in line with all applicable federal, state, and local statutes as well as the Board-adopted Investment Policy.

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

**Policy Performance:** Introduced as a new policy in June 2025, but previously adhered to in practice, this policy will be formally evaluated as part of the FY2027 budget process. All reserve balances are invested in accordance with TriMet's Investment Policy to preserve capital and ensure 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:

- **Adequate Funded Status:** Targeting at least an 80%–90% funding ratio, aligning with current industry and Governmental Accounting Standards Board guidelines.
- **Surplus:** Once plans are sufficiently funded, any additional pension contributions are reallocated to address Other Post-Employment Benefits (OPEB) liabilities until they too reach target levels.

**Policy Performance:** The FY2026 Adopted Budget fully funds the actuarially recommended contributions for both pension plans, keeping their funded ratios in the mid 80% range, squarely within the 80%–90% policy target. The budget also appropriates about \$54.5 million for retiree healthcare, split between pay-go costs and a deposit to the OPEB trust, advancing TriMet's hybrid-funding strategy. Finance will review updated actuarial valuations and recommend any needed contribution adjustments during the FY2027 budget process.

For additional information regarding TriMet's Strategic Financial Policy, please see the Strategic Financial Plan at [TriMet.org/about/accountability](https://www.trimet.org/about/accountability).

## Balanced Budget

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

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

- Maintain between 2.0 and 2.5 months of operating reserves.
- Maintain a minimum contingency of 3% of operating requirements, adjusted upwards as needed to address significant impacts, such as negotiations on the Working and Wage Agreement.
- Ensure one-time-only expenditures are balanced with one-time-only revenues.
- Utilize continuing revenues to fund continuing and one-time expenditures.
- Make contributions to the management and union pension plans and/or OPEB.
- Materials and services were held in alignment with the previous year. Items driven by rate setters outside TriMet's control (i.e., diesel fuel, utilities, etc.) were adjusted accordingly.

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

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

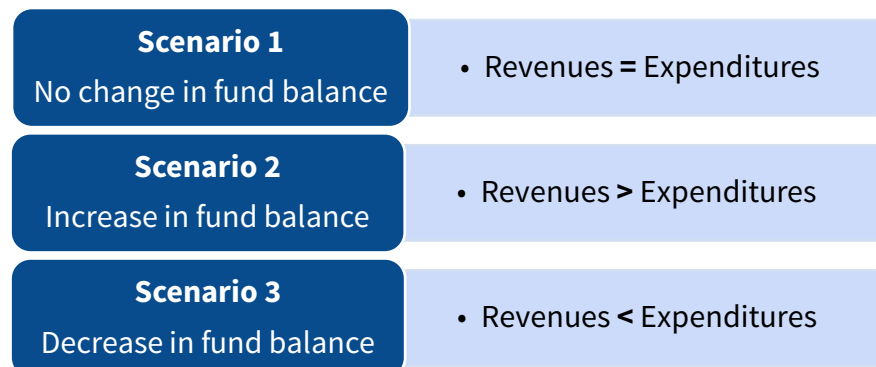


Figure 5. Balanced Budget Scenario Graphic

For FY2026, TriMet's Adopted Budget is balanced under **scenario three**; expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet's projected ending fund balance is declining over that of FY2025, it is well above 2.5 months of operating reserves. Management's plan is to end the year with excess ending fund balance in order to address future forecasted funding shortfalls.

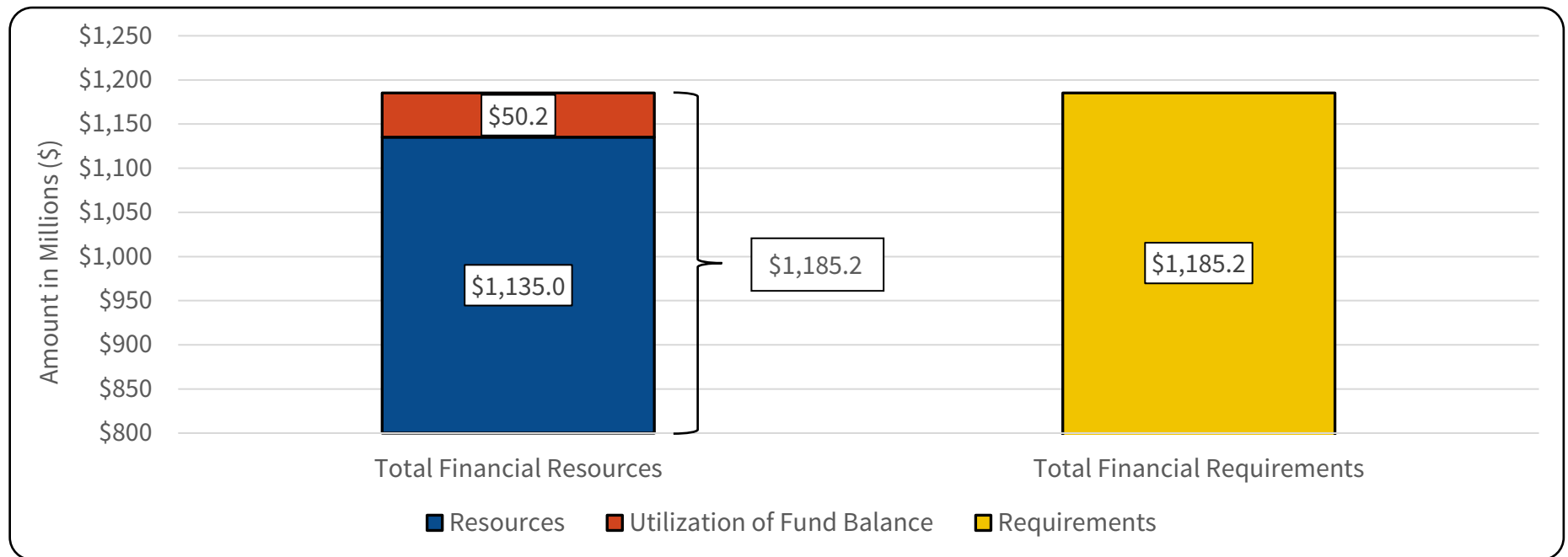
**Summary of Financial Resources and Requirements (in Millions)**

Figure 6. Bar Chart of Financial Resources and Requirements (in Millions)

The bar chart above shows a summary of total dollar amount of TriMet's FY2026 Total Financial Resources and Total Financial Requirements in millions. The first column displays Resources at \$1,135.0 million, in blue and Utilization of Fund Balance at \$50.2 million, in orange, stacked together as one column, labeled as Total Financial Resources, totaling \$1,185.2 million. Requirements are represented by a single yellow column, labeled Total Financial Requirements at \$1,185.2 million. When Total Financial Resources is equal to Total Financial Requirements, the budget is considered balanced.

## Budget Process

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

Budgeting for local governments in Oregon is governed by Local Budget Law (Chapter 294 of the Oregon Revised Statutes<sup>14</sup>). Its two major objectives are to:

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

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

## Budget Process Requirements

**Preparing and Reviewing the Budget:** Development of the TriMet budget is an extensive effort conducted over the course of nine months, prepared in accordance with Local Budget Law with input from riders as well as the broader community. It includes consideration of safety, equity, and long-term concerns and issues, as identified in TriMet's Business Plan. To give the public opportunity to participate in the budget process, Local Budget Law requires a Budget Officer be appointed and a Budget Committee formed.

**Budget Officer:** TriMet's Chief Financial Officer serves as the Budget Officer and, through TriMet's Budget & Forecasting Department, prepares and publishes the budget under direction of the General Manager.

**Budget Committee:** TriMet's Board of Directors serve as the Budget Committee (Committee). The Committee will review, approve and, if needed, make recommendations for revision to the Adopted Budget before formally adopting the budget. In addition, the Committee will



<sup>14</sup> [Oregon Revised Statutes 294](#)



hear and consider public testimony regarding the allocation of available funding, priorities, service enhancements, cleanliness of the system, and it will review and approve any amendments to the budget after formal adoption.

**Public Involvement Process:** TriMet engages in proactive public outreach efforts throughout the year by holding public meetings in various communities to gather feedback on fare changes, service modifications, safety and security on the system, equity, services for seniors and people on a low income, and capital projects. In addition, TriMet conducts an Annual Attitude and Awareness Survey and hosts open Board meetings where public comment is encouraged. As part of the budget process, TriMet welcomes public testimony and invites community members to review the Proposed Budget, ensuring transparency and accountability.

**Direct Public Testimony:** Community members may directly contact TriMet with input for the budget during public outreach meetings described above or through [www.trimet.org/meetings/board](http://www.trimet.org/meetings/board). In addition, community members also have opportunity to testify in public forum on the day of the public meeting or they can provide written testimony in advance of the public meeting to [BoardTestimony@trimet.org](mailto:BoardTestimony@trimet.org). TriMet's Board of Directors (acting in its capacity as the Budget Committee) meet to receive public comment before approving the budget.

**Budget Notices & Posted Information:** Notices are published, budget documents are made available for public review, and opportunities for public comment are provided. These actions encourage public participation in the budget decision-making process and give public exposure to budget programs and fiscal policies before adoption.

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

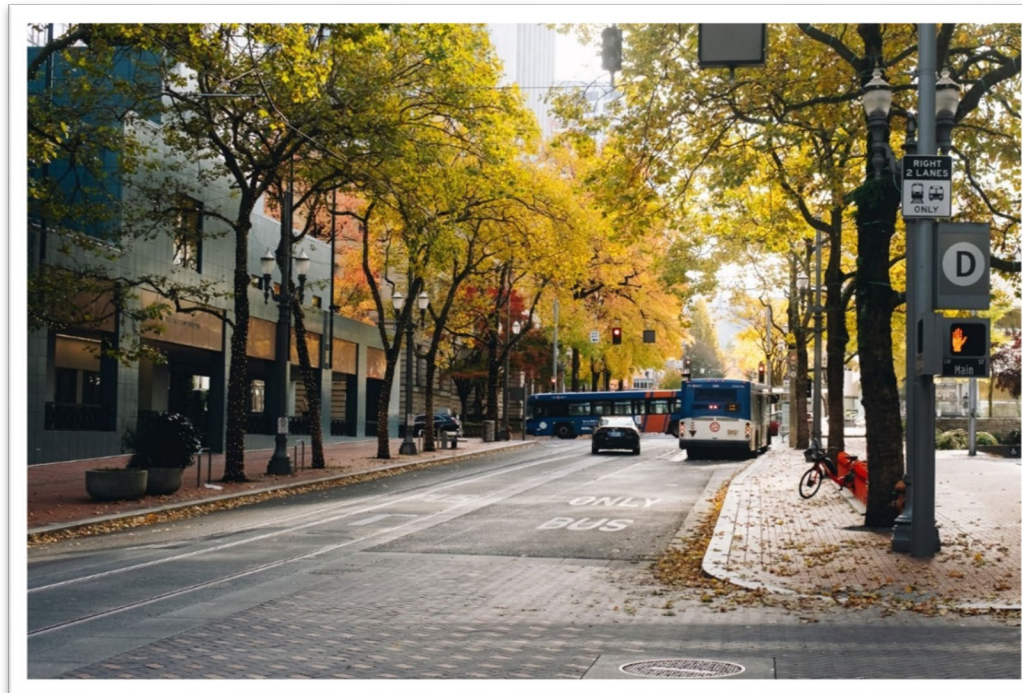
**Tax Supervising & Conservation Commission Hearing:** The Tax Supervising & Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, is responsible for reviewing the budgets of all governmental jurisdictions in Multnomah County, in accordance with Local Budget Law. The TSCC holds a required public hearing, generally in April, with the TriMet Board of Directors and management in attendance, on the Budget. The outcome of this hearing is a letter certifying that the Budget is in compliance with Local Budget Law and may contain recommendations and/or objections. TriMet is responsible for addressing any recommendations or objections from the TSCC. The TSCC found the Approved FY2026 TriMet Budget to be in compliance with Oregon Budget Law and made no recommendations for changes. The Tax Supervision and Conservation Commission's 2025–26 Approved Budget Certification Letter is available on page 437 of the Appendix.

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

limited. Changes normally include adjustments to revenue projections, and changes in personnel and capital carryover, and they are presented to the Board at adoption. The TriMet Board of Directors unanimously voted to adopt the FY2026 Budget as presented at the May 2025 Board meeting. Board Resolution No. 25-05-24, Adopting the FY2026 Annual Budget and Appropriating Funds, is available on page 439 of the Appendix.

**Amending the Budget:** Appropriation changes after budget adoption are completed through formal resolution to the Board of Directors. Such changes occur when moving funds from one organizational unit appropriation to another or when moving funds from the contingency appropriation to an organizational unit or program appropriation.

The following page demonstrates the annual budget cycle calendar and identifies activities within each budget development phase. Budget preparation starts in September of each year, and the entire process includes procedures to prepare, review, approve, adopt, and modify the budget for the fiscal year. The budget cycle calls for the Budget Committee to adopt the budget during its May Board business meeting. Should unforeseen changes need to be made, budget adoption would move to the June Board business meeting. The cycle is set to ensure adoption by the beginning of the fiscal year, in accordance with Local Budget Law.



## FY2026 Budget Calendar and Process

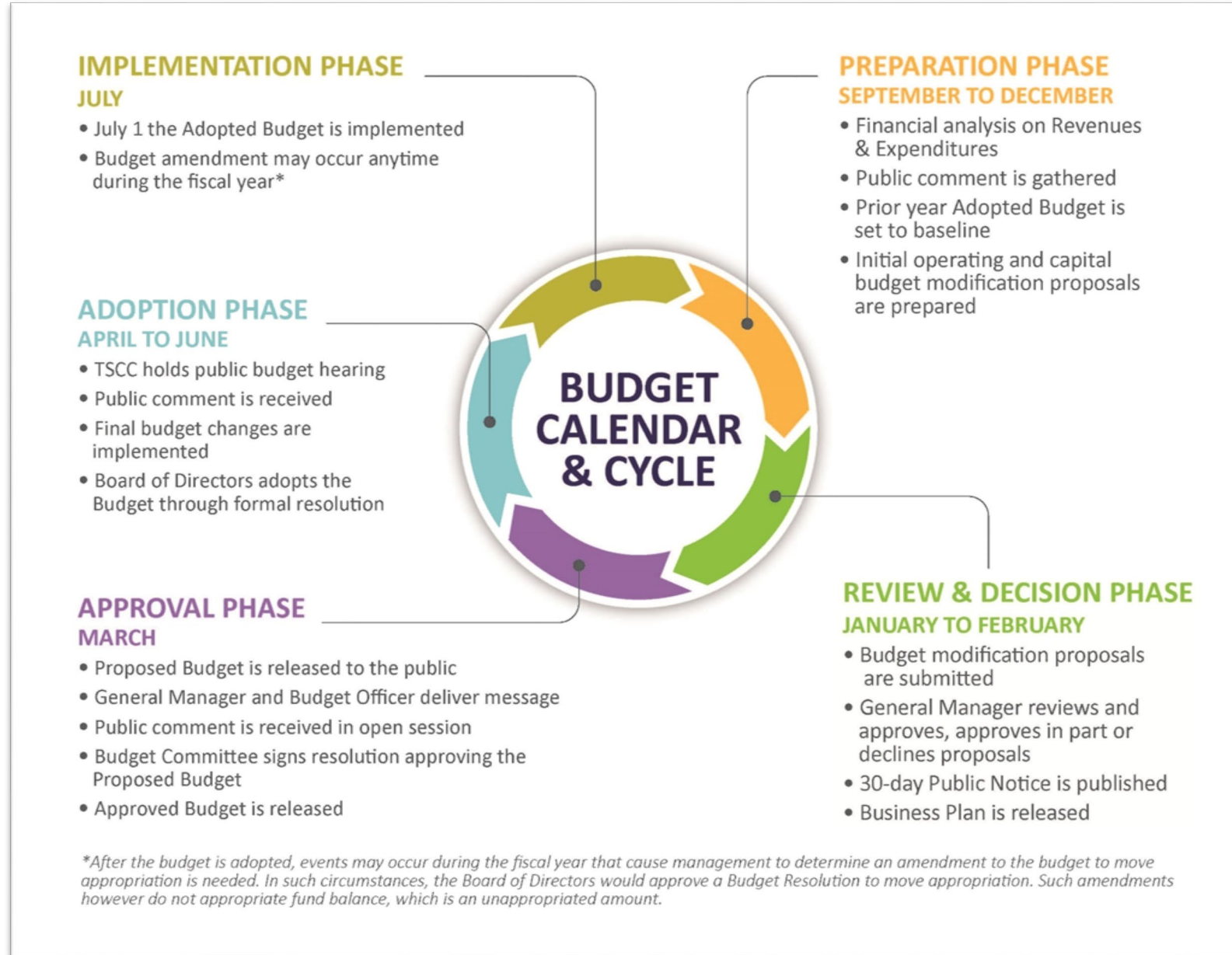


Figure 7. Budget Calendar & Cycle

## Budget Calendar and Process

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

### Budget Preparation Phase (September to December)

#### 1. Financial Analysis

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

#### 2. Public Feedback

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

#### 3. Strategic Priorities

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

#### 4. Budget Manual Creation

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

#### 5. Baseline Budget Development

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

### Review and Decision Phase (January to February)

#### 1. Budget Modification Requests

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

#### 2. Executive Review

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

**3. CIP Recommendations & Work Sessions**

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

**4. Public Notice**

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

**5. Modified Baseline Budget**

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

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

- a. TriMet publishes the Proposed Budget for public review.

**2. Budget Message**

- a. General Manager and Budget Officer deliver message.

**3. Public Comment & Hearings**

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

**4. Budget Committee Action**

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

**5. Approved Budget Publication**

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

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

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

**2. Final Adjustments**

- a. Following TSCC budget review, TSCC will send member districts a letter certifying any recommendations and/or objections the commission has to budget or budget process.



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

### 3. Formal Adoption

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

## Implementation Phase (July)

### 1. Budget in Effect (July 1)

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

### 2. Amendments as Needed

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



## Financial Summaries

### Fund Balance<sup>15</sup>

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

### Fund Balance Defined

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

### FY2026 Adopted Fund Balance Schedule (in millions)

Fund	Totals
Beginning fund balance	\$821.6
+ All Increases (resources)	\$1,135.0
- All Decreases (requirements)	\$1,185.2
= Ending Fund Balance	\$771.4

Table 12. FY2026 Adopted Budget Fund Balance Schedule (in millions)

The beginning fund balance for FY2026 is projected at \$821.6 million, representing the difference between forecasted resources and expenditures. Over the fiscal year, total resources are expected to reach \$1,135.0 million, while total expenditures are estimated at \$1,185.2 million. Combined, the beginning fund balance and total resources amount to \$1,956.6 million. After accounting for all expenditures, the ending fund balance is projected to be \$771.4 million.

Unappropriated fund balance includes the following three categories:

- **Restricted Bond Proceeds & Other Restricted** funds including funds held for major capital project spending in a subsequent year.
- **Restricted Debt Service** includes funds held to pay debt obligations in a subsequent year.
- **Unrestricted Fund Balance** includes cash, investments, receivables, prepaid expenses, unearned revenues, accrued payroll, accounts payable, limited liabilities and materials & supplies.

<sup>15</sup> Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures.

## 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 than actual results. In addition, TriMet's expenditures may be less than budgeted due to vacancies in approved positions, unscheduled overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing the ending fund balance by 6.1% in FY2026, 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	FY2025 Estimate	FY2026 Adopted Budget	\$ Change	% Change
Restricted for Bond Proceeds	\$75.0	\$166.9	\$91.9	122.5%
Restricted for Debt Service	\$51.4	\$47.6	(\$3.8)	(7.4%)
Unrestricted Fund Balance	\$695.3	\$556.9	(\$138.4)	(19.9%)
Operating Requirements	\$839.3	\$918.1	\$78.8	9.4%

Table 13. Fiscal Year Ending (in millions)

The Fiscal Year Ending table highlights key variances from the FY2025 estimate to the FY2026 Adopted Budget. The Unrestricted Fund Balance is projected to decline by \$138.4 million (-19.9%), while Operating Requirements increase by \$78.8 million (+9.4%). Restricted for Bond Proceeds increased by \$91.9 million (+122.5%) while funds restricted for Debt Service decreased by \$3.8 million (-7.4%).

### Budgeted Months of Operating Reserves

Categories	FY2025 Estimate	FY2026 Adopted Budget	Change	% Change
Budgeted Months of Operating	9.9	7.3	(2.60)	(26.3%)

Table 14. Budgeted Months of Operative Reserves

The Budgeted Months of Operating Reserves decrease from 9.9 months for FY2025 Estimate to 7.3 months in the FY2026 Adopted Budget.

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

- **Restricted for Bond Proceeds:** TriMet is planning to issue up to \$150.0 million in new revenue bonds (subject to Board authorization) in FY2026 with some anticipated spend during the fiscal year.
- **Restricted for Debt Service:** Future obligation for debt service.

- **Unrestricted Fund Balance:** Utilizing built up reserves to offset inflation and maintain service needs.
- **Operating Requirements:** Most significant increases are due to the working and wage agreement contracts, training support for transportation and maintenance personnel, service contracts for accessible transportation and safety and security personnel and debt service payments for the new bond issuance (subject to Board authorization).
- **Budgeted Months of Operating:** The lower operating months reserve demonstrates utilization of unrestricted fund balance. The ratio, however, is well above the requirement minimum of 2.0-2.5 months.

## Revenues and Requirements

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

### Revenues

#### FY2026 Adopted Budgeted Resources (in millions)

Resource	FY2025 Estimate	FY2026 Adopted Budget	Increase (Decrease)	% Change
Operating	\$77.8	\$89.2	\$11.4	14.7%
P/R Taxes	\$540.5	\$555.0	\$14.5	2.7%
Federal	\$157.4	\$147.5	(\$9.9)	(6.3%)
Other	\$106.6	\$117.6	\$11.0	10.3%
CIP	\$68.3	\$55.3	(\$13.0)	(19.0%)
Bond Proceeds	\$0.0	\$150.0	\$150.0	100%
Non-Operating	\$15.5	\$20.5	\$5.0	32.3%
Beg. Fund Balance	\$873.1	\$821.6	(\$51.5)	(5.9%)
Total Resources	\$1,839.2	\$1,956.7	\$117.4	6.4%

Table 15. FY2026 Budgeted Resources (in millions)

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

TriMet's total FY2026 resources are projected at \$1.956 billion, reflecting an increase of \$117.4 million (+6.4%) over the FY2025 Estimate. This increase is primarily driven by operating revenues, which are projected to grow by \$11.4 million (+14.7%), and Bond Proceeds of \$150.0 million (subject to Board authorization). However, federal funding is anticipated to decrease by \$9.9 million (-6.3%), and CIP revenues are projected to decrease by \$13.0 million (-19.0%) due to updated cash flows and reprioritization of projects.

The beginning fund balance is forecasted at \$821.6 million, down \$51.5 million (-5.9%) from the FY2025 Estimate.

The following describes the major revenues, other financing sources and capital resources. The Resources tab provides financial details by source including the federal and state grant/local contributions.

## Operating Revenues

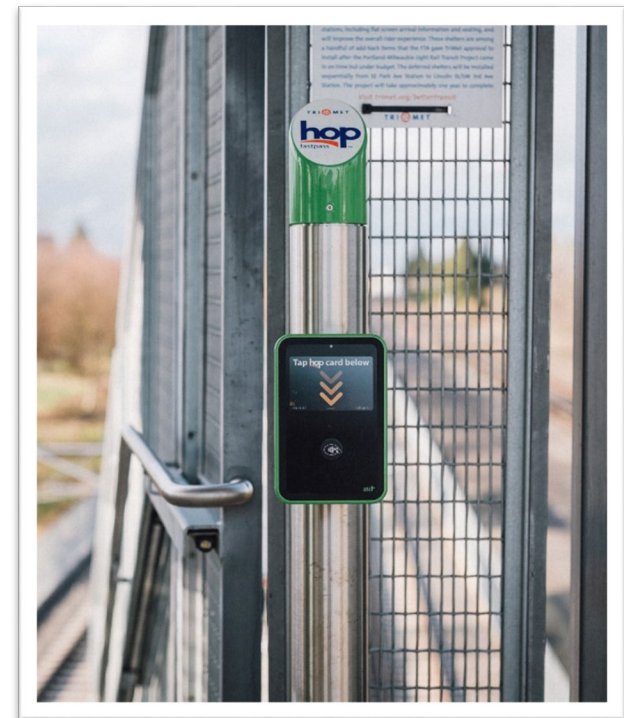
TriMet's operating revenues are generated from passenger fares, service contract revenues and advertising.

**Passenger Revenue:** The revenue TriMet earns from passenger fares is forecast to cover \$62.7 million in current annual operating costs, or 7.9% of operating expenses (less Other Post-Employment Benefits and Debt Service). The continuation of the reduced fare based on income, Hop Fastpass® market penetration, and continued on-time performance will have positive effects on returning ridership.

**Hop Fastpass®:** Since launching in 2018, Hop Fastpass® has modernized fare payment across TriMet, C-TRAN, and Portland Streetcar, with 87% of passenger revenue now flowing through the system. To improve access, TriMet is rolling out new touchscreen fare vending machines at MAX stations and transit centers starting in 2025, replacing aging ticket machines. These machines allow riders to purchase and reload Hop cards using cash, credit, or debit.

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

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





**Accessible Transportation Contract Revenues:** State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$8.3 million for FY2025 and expected to increase in FY2026 to \$13.6 million due to the number of rides and inflation in the rate per ride reimbursement.

**Service Contract Revenues:** This category contains the Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2026, these revenues are projected to be \$10.9 million.

## Payroll Taxes

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

**Employer Payroll Tax Revenues:** Customers, employers, and local governments in the region continue to desire more service than TriMet is able to fund. To help TriMet pay for service and expansion, the Oregon Legislature, in 2003 and again in 2009, authorized TriMet to increase the payroll tax rate one-tenth of one percent over ten years.

The first payroll tax increase authorized by the TriMet Board of Directors began January 1, 2005, and ended January 1, 2014, and it continues to pay for service, including numerous bus frequent service upgrades, the MAX Green Line, MAX Orange Line, WES, and the associated cost of those operations.

The Board of Directors authorized the second payroll tax increase of one-tenth of one percent over ten years starting January 1, 2016, and ending January 1, 2025. The revenues from this tax rate increase have helped or will help pay for additional service such as the Division Transit Project, Better Red project, frequent service upgrades, and new bus lines identified in TriMet's Forward Together service plan and the Capital Improvement Program (CIP).

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

Payroll tax revenue forecasts are developed by an outside consultant and carefully consider the impact of the economy, wage and job growth. Internally, staff performs a reasonableness test against historical figures, which assists in creating the budgeted figures.

**Self-employment Tax Revenues:** In FY2026, self-employment tax revenue is projected at \$18.1 million, a 33.5% decrease from the FY2025 estimate of \$27.2 million, and below the FY2025 Adopted Budget of \$21.5 million.

## Federal Resources

**Federal Grants:** Federal operating funds total \$147.5 million or 16.2% of TriMet's resources for operations (excluding Beginning Fund balance). This includes Section 5307 Urbanized Area Formula of \$63.2 million, Section 5337 State of Good Repair of \$56.7 million, 5310 Enhanced Mobility of Seniors & Individuals with Disabilities of \$2.4 million, and other smaller federal grants of \$5.9 million. Additionally, TriMet anticipates about \$19.2 million dollars in FY2026 of federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional capital bonded debt service.

## State & Local Operating Grants:

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

## Other Revenues

In FY2026, other non-operating revenues are budgeted at \$31.1 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 3.4% of TriMet's operating revenues.

## Capital Resources

The FY2026 Adopted Capital Improvement Program totals \$165.3 million, funded through a mix of General Fund contributions, bond proceeds, and federal, state, and local support. Bond proceeds—TriMet's largest CIP funding source—include prior issuances and a new, anticipated FY2026 issuance totaling \$58.0 million. External funding provides \$55.3 million, while the General Fund contributes \$52.0 million. Projects supported by discretionary grants and regional partnerships include transit center expansions, 82nd Avenue and TV Highway improvements, and the Red Line Extension. All funds are restricted to specific uses through intergovernmental agreements or bond criteria and cannot be reallocated without meeting strict eligibility requirements.



## Requirements

### FY2026 Adopted Budgeted Requirements (in millions)

Requirement	FY2025 Estimate	FY2026 Adopted Budget	Increase (Decrease)	% Change
Personnel Services	\$520.0	\$564.0	\$44.0	8.5%
Materials & Services	\$253.3	\$279.6	\$26.3	10.4%
CIP	\$159.1	\$165.3	\$6.2	3.9%
Pass Through	\$19.2	\$24.3	\$5.1	26.6%
Debt	\$66.0	\$74.5	\$8.5	12.9%
Contingency	\$0.0	\$77.5	\$77.5	100%
End. Fund Balance	\$821.6	\$771.4	(\$50.2)	(6.1%)
Total Requirements	\$1,839.2	\$1,956.6	\$117.4	6.4%

Table 16. FY2025 Budgeted Requirements (in millions)

TriMet's total requirements for FY2026 are projected at \$1.956 billion, representing an increase of \$117.4 million (+6.4%) over the FY2025 Estimate. This growth is primarily driven by higher personnel services costs, investment in materials & services, and increased ending fund balance due to bond proceeds.

Personnel services remain the largest expenditure at \$564.0 million (+8.5%), driven by wage adjustments, workforce retention, and the addition of new FTEs. Materials and services increase to \$279.6 million (+10.4 %), while CIP funding rises to \$165.3 million (+3.9%) for fleet modernization and infrastructure improvements. Debt service reaches \$74.5 million (+12.9%), pass-through funds grow to \$24.3 million (+26.6%), and \$77.5 million is budgeted for contingency reserves. The ending fund balance declines to \$771.4 million (-6.1%).

The Requirements tab details expenditures by organization unit (divisions) and by Object Class, and includes the personnel services schedule, materials and services schedule, summary of employees, and summary of fixed-route service.

Operating requirements include funding to continue implementing the requirements of Statewide Transportation Improvement Fund (STIF); the cost of operating and maintaining service in the existing transit system; costs associated with further development of Hop Fastpass®; compensation, pension funding and benefit costs; and renewable diesel fuel costs. Non-operating costs include funding for capital investments, debt service expense, pass-through, and contingency.

Following is a discussion on expenditures and the table to the right provides a summary of expenditures by object.

## Operating Requirements

**Statewide Transportation Improvement Fund (STIF):** The FY2026 Adopted Budget commits STIF funds to pay for preserving and expanding service, operation of Access Transit programs (including those based on income), and student fare programs.

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

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

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

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

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

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





## Non-Operating Requirements

**Capital Maintenance and Replacement:** The FY2026 Adopted Budget allocates \$165.3 million for capital projects, with a focus on maintaining a state of good repair and supporting high-impact corridor improvements. Key investments include \$14.4 million for 82nd Avenue FX, \$10.3 million for TV Highway upgrades, and \$14.1 million for transit center expansions. Fleet investments total \$26.1 million for new light rail vehicles. Approximately \$82.9 million—half 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 FY2026 debt service is \$74.5 million, of which \$51.4 million is senior lien debt or 5.8% 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 \$24.3 million and participate in Regional funding exchanges totaling \$3.8 million with Metro.

**Contingency:** Contingency is an appropriated amount of a minimum of 3% of operating requirements and adjusted for risks and those activities unknown at the time of budget adoption. For FY2026, contingency is budgeted at \$77.5 million, which included \$50 million due to federal funding uncertainty.





## Long Range Planning

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

TriMet continues in our most intensive decade yet with size, complexity of operations, and overall expansion and growth. Table 16 depicts TriMet's projected revenues and expenditures (and key assumptions) over a 10-year period and in accordance to the Strategic Financial Plan Guidelines.

## Financial Forecasts

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

### Resources:

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

### Requirements:

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



### Ten-Year Financial Forecast Summary (in millions)

Financial Forecast Summary (millions) Fiscal Year	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Revenues	\$ 894	\$ 940	\$ 970	\$ 989	\$ 1,022	\$ 1,059	\$ 1,102	\$ 1,150	\$ 1,200	\$ 1,253
Expenditures	\$ 963	\$ 1,005	\$ 1,053	\$ 1,110	\$ 1,162	\$ 1,225	\$ 1,297	\$ 1,362	\$ 1,429	\$ 1,518
Adjustments <sup>16</sup>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (84)	\$ (205)	\$ (223)	\$ (239)	\$ (276)
Revenues over Expenditures	\$ (69)	\$ (65)	\$ (82)	\$ (121)	\$ (140)	\$ (82)	\$ 10	\$ 10	\$ 10	\$ 11
Beg./Unrestricted Budgetary Fund Balance	\$ 725	\$ 656	\$ 592	\$ 509	\$ 388	\$ 249	\$ 167	\$ 177	\$ 187	\$ 197
End./Unrestricted Budgetary Fund Balance	\$ 656	\$ 592	\$ 509	\$ 388	\$ 249	\$ 167	\$ 177	\$ 187	\$ 197	\$ 208
Months Unrestricted Budgetary Fund Balance	10.4	8.9	7.3	5.2	3.2	2.0	2.0	2.0	2.0	2.0

Table 17. FY2026 Adopted Budget Ten-Year Financial Forecast Summary (in millions)

Table 16 presents TriMet's ten-year financial forecast from FY2026 to FY2035, organized by Revenues, Expenditures, Adjustments, Revenue over Expenditures, the Unrestricted Beginning Fund Balance (Beg./Unrestricted Budgetary Fund Balance), and the Unrestricted Ending Fund Balance (End./Unrestricted Budgetary Fund Balance). It also indicates the number of months the Unrestricted Budgetary Fund Balance can cover operating expenses, labeled as "Months Unrestricted Budgetary Fund Balance." The corresponding financial data is indicated sequentially from FY2026 to FY2035. The table highlights the direct relationship between annual budget and the fund balance over time.

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

These deficits steadily reduce the Unrestricted Fund Balance, with the Ending Fund Balance dropping from \$656 million (10.4 months of operating costs) in FY2026 to \$167 million (2.0 months of operating costs) by FY2031. Starting in FY2031, the 10-year forecast summary includes projected adjustments that are necessary to maintain the required minimum of 2.0 to 2.5 months of operating expenses per TriMet's Strategic Financial Plan. TriMet leadership is actively addressing these financial challenges and expects to gain a clearer outlook over the next 18 months.

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

<sup>16</sup>Adjustments are portrayed as a decrease to Expenditures, they may also be inversely applied as increases to Revenues or a combination of.

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

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

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

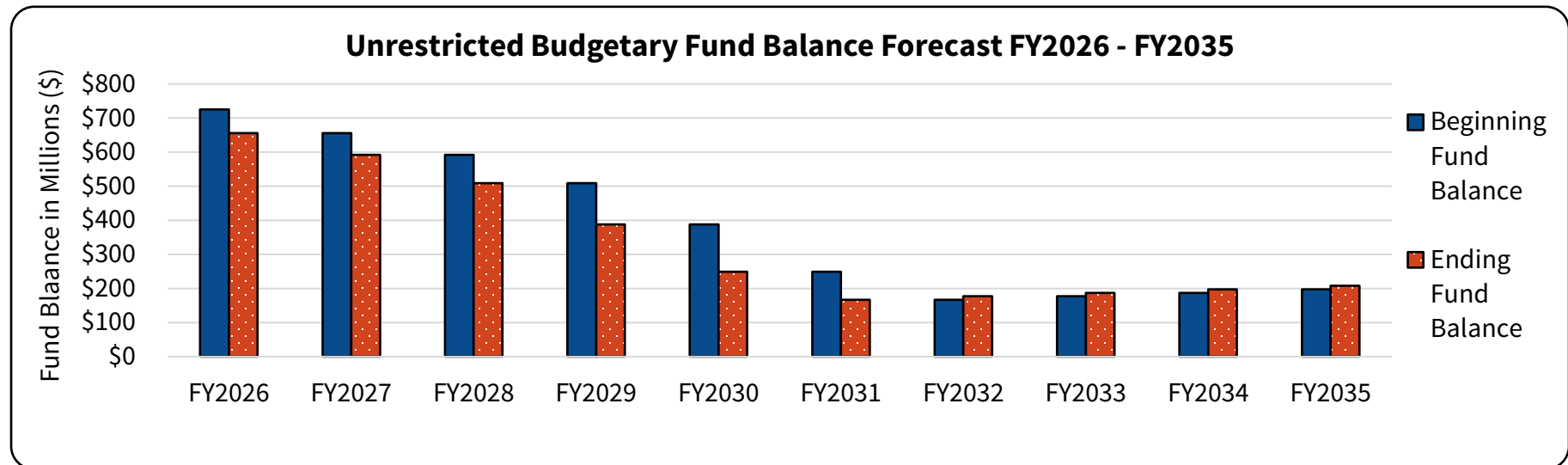


Figure 8. FY2026 Adopted Budget Unrestricted Budgetary Fund Balance Forecast Bar Chart

### Unrestricted Budgetary Fund Balance Ten-Year Forecast Table

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

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

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

Table 18. FY2026 Adopted Budget Unrestricted Budgetary Fund Balance FY2026 – FY2035 Forecast (in millions)

### Months of Unrestricted Budgetary Fund Balance Ten-Year Forecast

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

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

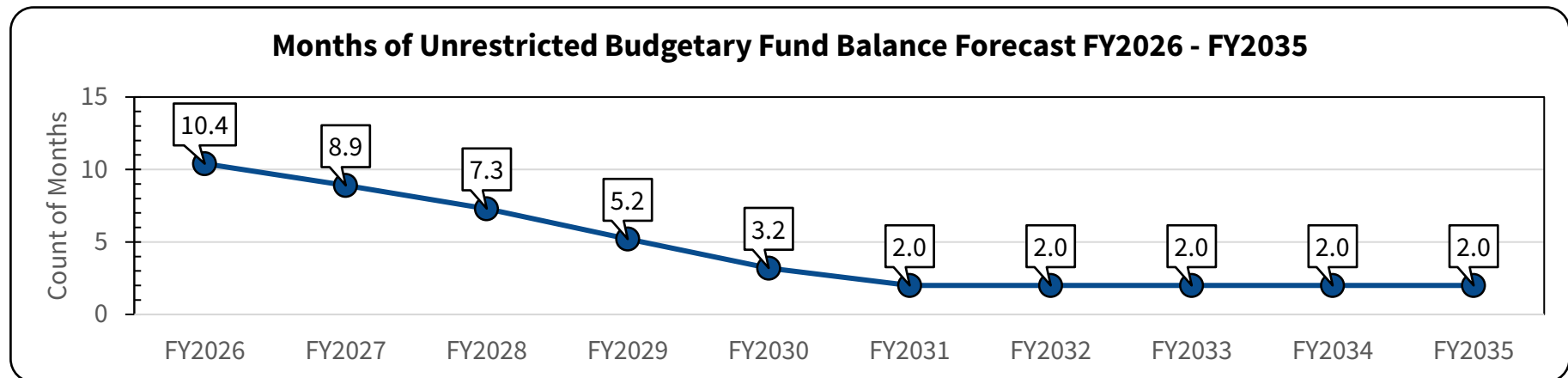


Figure 9. FY2026 Adopted Budget Months of Unrestricted Budgetary Fund Balance Line Graph

### Months of Unrestricted Budgetary Fund Balance Ten-Year Forecast Table

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

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

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

Table 19. FY2026 Adopted Budget Months of Unrestricted Budgetary Fund Balance

## Long Range Assumptions

### Long-Term Growth Assumptions

The following table showcases key assumptions, reflective year-over-year growth rates that contribute to TriMet's long-range financial outlook.

Long-Term Growth Assumptions Key Assumptions	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029	Forecast 2030	Forecast 2031	Forecast 2032	Forecast 2033	Forecast 2034	Forecast 2035
Passenger Revenue <sup>17</sup>	3.0%	6.9%	4.2%	4.8%	3.7%	5.1%	4.4%	4.4%	4.2%	4.2%
Fixed Route Ridership <sup>17</sup>	5.9%	4.9%	4.3%	4.9%	3.8%	5.2%	4.5%	4.6%	4.2%	4.3%
Payroll Tax Base	5.7%	5.7%	5.8%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%	4.9%
Federal Formula Funds	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Personnel Services - Salary/Wages	4.0%	1.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Personnel Services - Medical Dental	3.4%	4.1%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%	6.0%
Personnel Services - Other	4.1%	1.3%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Materials & Services	14.0%	3.8%	3.8%	3.9%	3.9%	4.0%	4.0%	4.0%	4.1%	4.1%
Diesel Fuel & Utilities <sup>18</sup>	-6.6%	6.6%	5.7%	5.3%	4.4%	4.4%	4.7%	4.6%	4.3%	4.4%
Funding of Pension OPEB/UAAL (incl. Normal Cost)	-3.3%	2.9%	3.0%	2.6%	2.1%	3.0%	1.4%	2.0%	0.5%	2.3%
Sr. Lien Debt as a % of Revenue	7.5%	7.1%	6.9%	7.5%	7.3%	7.0%	7.5%	7.2%	6.9%	7.5%
Fixed Route Service Hours (MAX & Bus)	3.4%	2.3%	1.6%	1.9%	1.1%	2.1%	2.1%	2.4%	1.9%	2.1%
Bus Service Hours	3.9%	2.6%	1.8%	2.0%	1.2%	2.0%	2.4%	2.7%	2.1%	2.4%
MAX Service Hours	0.3%	0.0%	0.0%	1.5%	0.0%	2.8%	0.0%	0.0%	0.0%	0.0%

Table 20. FY2026 Long-Term Growth Rate Key Assumptions

The Long-Term Growth Assumptions table reflects modest and steady economic and ridership growth, aligned with TriMet's strategic goals. Passenger revenue and fixed-route ridership are projected to rise gradually as service enhancements take effect and recovery continues. Payroll tax revenues, the agency's primary funding source, are forecast to grow at an average annual rate of 5% based on regional employment trends.

Operating costs such as wages, benefits, and materials are expected to increase moderately, with medical and dental costs rising more sharply at 6% annually after FY2028. Initial spikes in Materials & Services and fuel/utilities reflect inflationary adjustments before stabilizing. Service hour growth remains modest, with greater increases projected for bus than MAX service, consistent with the phased

<sup>17</sup> Passenger Revenue and Ridership are related to one another.

<sup>18</sup> Diesel Fuel and Utilities reflect budgeted rates



implementation of Forward Together and other service enhancement strategies. Debt service remains under the board approved 7.5% senior lien cap.

### **Assumptions Used in the Long-Range Financial Plan and Relation to Strategic Goals**

The assumptions guiding TriMet's long-range financial plan are closely tied to the agency's strategic goals, as outlined in the FY2026 Business Plan and reinforced by the priorities in the Adopted Budget. Each assumption reflects current policies, recent investments, and future direction across five core categories: Customers, Infrastructure, Internal Business Practices, People, and Financial.

These assumptions support the agency's ten-year financial outlook and are structured around forecasted growth in revenues and expenditures, anticipated service enhancements, and major organizational initiatives. The forecast assumes timely implementation of planned objectives and incorporates one-time and ongoing financial impacts of key strategies, including ridership recovery, state of good repair, service improvements, and workforce investment. Together, these assumptions reflect TriMet's commitment to delivering reliable, efficient, and fiscally sustainable transit service to the region.

### **Customers: Serving Our Riders, Partners, and the Broader Community**

The FY2026 Adopted Budget and the Business Plan directly support TriMet's long-term financial assumptions for increased fixed route ridership and passenger revenue. The ten-year forecast assumes steady annual ridership growth, averaging 4–5%, which is closely tied to investments that improve service reliability, access, affordability, customer satisfaction and overall rider experience.

**Service Enhancements:** Continued implementation of Forward Together expands frequent and weekend service, adds new lines, and improves coverage in underserved areas. Accessibility upgrades include ADA-compliant stop and station planning, TriMet.org improvements, and modernization of on-demand and LIFT service.

**Access and Innovation:** TriMet is working to make services more accessible to everyone and improve how transit is delivered. The newly restructured Public Access & Innovation Division leads efforts to expand access, improve rider communications, and support innovations that help more people use the system with confidence and ease.

**Investments in Safety and Security:** TriMet is committing unprecedented resources to keep riders and employees safe on buses and trains, which is necessitated by disorderly conduct and illicit drug use in the community extending onto the public transit system at times.

**Customer Engagement Efforts:** Expanded customer outreach and engagement to gather feedback on fare policy, service changes, and corridor projects, while supporting rider recovery, satisfaction, and access to reduced fare programs.

**Income-based Fare Qualification:** Since FY2018, more than 60,000 Oregonians, living on a low income of up to 200% of the federal poverty level, have signed up for TriMet’s Honored Citizen reduced fare. Those enrolled through the program have taken over 260,000 rides on average per month.

### **Infrastructure: Maintaining and Building Transit Infrastructure**

TriMet’s long-term forecast assumes modest, strategic growth in service hours aligned with maintaining a safe, reliable, and modern transit system. The FY2026 Adopted Budget and Business Plan shift the agency’s capital focus from rapid expansion toward long-term asset management, while continuing to support infrastructure improvements that increase efficiency and support regional growth.

**State of Good Repair:** TriMet continues to prioritize reinvestment in aging infrastructure to ensure long-term reliability. Projects include substation replacements, technology system upgrades, facility improvements, and the procurement of new light rail vehicles to replace the oldest parts of the fleet.

**Expansion Projects:** Approximately half of the FY2026 CIP Budget supports expansion-related investments focused on improving system capacity, rider amenities, and long-term service reliability.

**Corridor Infrastructure Improvements:** Infrastructure investments along key corridors, such as 82nd Avenue FX, aim to increase speed, accessibility, and reliability—supporting regional development and meeting growing rider demand without the cost of large-scale expansion.

**Modernization & Upgrades:** Ongoing upgrades to fare systems, CCTV, real-time tracking, and safety infrastructure are designed to improve system operations and rider experience.

**Planning & Readiness:** TriMet continues to support early planning efforts for future regional initiatives such as the Interstate Bridge Replacement and coordinated Better Bus projects with local partners.

### **Internal Business Practices: Organizing and Coordinating for Effectiveness and Efficiency**

TriMet’s long-term financial strategy relies on efficient operations, strategic procurement, and strong coordination across departments and regional partners. The FY2026 Adopted Budget reflects efforts to modernize internal systems, improve workplace structure, and ensure contracted services are aligned with agency goals and values.

**Contracting and Procurement:** Expanded use of strategic sourcing and updated contracts support essential services and technology upgrades. Major investments include mobility services, transit security, and expanded IT licensing to support core operations and cybersecurity.

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

**Regional Collaboration:** TriMet continues to work closely with government partners to coordinate transit-supportive development, joint infrastructure planning, and implementation of system wide improvements like Better Bus and Transit Signal Priority (TSP).

**Transit Oriented Development:** TriMet promotes and facilitates real estate development along bus routes and light rail alignments. These developments give riders places to live, places to shop, and places to recreate within easy walking distance of transit routes.

### **People: Supporting TriMet Team Members**

TriMet's long-term success depends on recruiting, developing, and retaining a skilled and diverse workforce. The FY2026 Adopted Budget supports internal growth through targeted investments in recruitment, professional development, and new workforce pipelines to meet evolving service needs.

**Recruitment & Retention:** TriMet continues to invest in hiring strategies and internal programs that strengthen employee support, including a new Mentorship Coordinator and agency-wide retention initiatives.

**Training & Development:** Enhanced onboarding and leadership development efforts focus on building capacity across departments—especially in frontline roles within Transportation and Maintenance.

**Community Workforce Program:** A new grant-funded initiative supports a sustainable, diverse pipeline of mechanics trained in diesel and electric vehicle maintenance through partnerships with local colleges and community organizations.

**Workforce Expansion:** The agency added 87.7 net full-time equivalent positions to meet service demands, reflecting a continued focus on safety, reliability, and operational capacity.

### **Financial: Stewarding and Optimizing Resources**

TriMet's financial strategy supports long-term sustainability while keeping services stable and accessible. The FY2026 Adopted Budget reflects careful planning to align investments with agency priorities, strengthen reserves, and maintain flexibility to respond to economic uncertainty and changing travel demand.

**Fare Strategy and Access Programs:** TriMet continues to support reduced fare programs for riders who qualify based on income, helping more people access transit while contributing to a stable long-term fare structure.

**Strategic Capital Planning:** The agency follows a five-year CIP framework to manage infrastructure investments and cash flows, ensuring capital projects are scoped and funded based on agency goals, readiness, and financial capacity.

**Fare Increase:** Facing rising costs, TriMet implemented its first Adult fare increase in more than a decade and also increased Honored Citizen and Youth reduced fares in January 2024. The new funds from these increases will be used to preserve and expand essential transit services. Additional fare increases will be considered as necessary.

**Fiscal Priorities:** The FY2025 CIP estimate was revised to \$159.1 million, a 20.5% decrease from the \$200.0 million originally budgeted, reflecting adjustments to match project delivery capacity. The FY2026 CIP Budget totals \$165.3 million, a 17.4% decrease from the FY2025 Budget, aligning funding with agency priorities, available resources, and implementation readiness.

**Contingency Planning and Fund Balance:** Reserves totaling \$77.5 million in contingency and \$780 million in ending fund balance help TriMet safeguard core services and respond to unanticipated cost pressures.

**Debt:** The long-range planning includes maximizing the debt capacity of the agency per the Strategic Financial Plan guidelines. This includes going out for bonds every two to three years but not exceeding 7.5% debt capacity limit. Borrowing is also evaluated for need by reviewing project timelines and cash flows. As the infrastructure continues to age, the debt issuances of the agency become even more critical.





## Resource Assumptions

TriMet's long-term financial outlook is built around four major revenue streams: payroll tax, passenger revenue, federal funding, and STIF operating grants. These core resources drive the 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 4.9–5.8% over the next decade.

**Passenger Revenue and Ridership:** Passenger revenue growth closely tracks fixed-route ridership, which is projected to grow 4–5% annually. Key drivers include service improvements, fare structure, fuel prices, economic conditions, and remote work trends.

**Federal Formula Grants:** Predictable annual funding from the FTA continues under the Infrastructure Investment and Jobs Act (IIJA), which secures formula funding through FY2026. The forecast assumes a steady 3% annual growth rate for federal revenue.

**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 4% of forecasted resources include interest income, advertising, energy tax credit sales, Streetcar reimbursements, and contracted services like ATP. These sources remain relatively stable but are less predictable than TriMet's core funding streams.





## Requirement Assumptions

The long-range financial forecast anticipates steady growth in core cost categories, Personnel Services, Materials & Services, and Capital contributions, primarily driven by 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 3–4% annual increases. 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 (avg. ~3%) and healthcare (6%).

**Materials & Services:** Costs are projected to grow moderately, with an average increase of ~4% annually across the forecast. These include professional services, contracts, software licenses, and ongoing maintenance costs necessary to support system reliability and growth.

**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 EV 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 Growth:** Bus and MAX service hours are expected to grow gradually each year, in line with Forward Together and other long-term service plans. Projected bus service hour growth averages 2–3% annually; MAX remains more stable due to fixed infrastructure.

**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 in FY2026.

**Capital Improvement Program (CIP) Contributions:** General Fund contributions to capital 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.



## Supplemental Information

The following describes TriMet's organization, community (riders), population and key background information.

### Organization, Service and Background

- TriMet was created by the state of Oregon to serve over 1.6 million people in a 533 square-mile area across three counties.
- The Portland urbanized area is the 23<sup>rd</sup> largest in the U.S. but has the 13th highest transit ridership. Among the 50 largest population centers, TriMet and the Portland region rank 10th in transit boardings per capita.
- By using renewable electricity for our MAX trains, electric buses, and TriMet-owned facilities and renewable diesel to fuel our diesel buses, LIFT vehicles, and WES trains, TriMet expects to reduce more than 155 million pounds of greenhouse gas emissions every year—the equivalent of taking more than 15,000 cars off the road.
- Some 66% of our riders say the primary purpose for their trip is for recreation and 47% say they ride to work [2024 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- FY2024 TriMet Transportation Stats:
  - Bus Service
    - 78 bus lines; 6,154 stops
    - 125,268 average weekday rides
    - 40.4 million rides
  - MAX Service
    - 5 MAX Lines; 95 stations
    - 71,619 average weekday rides
    - 24.0 million rides
  - WES Service
    - 1 commuter rail line; 5 stations
    - 458 average weekday rides
    - 115.5 Thousand rides
  - LIFT Service
    - Door to door demand service
    - 2,106 average weekday rides



## Community

### 2024 Attitude and Awareness Survey

#### Demographic Breakdown

TriMet riders represent a diverse population across the three counties we serve. The demographic breakdown of respondents from our 2024 Attitude & Awareness Survey <sup>19</sup> is as follows:

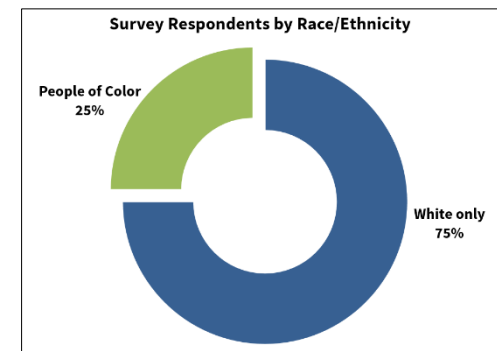
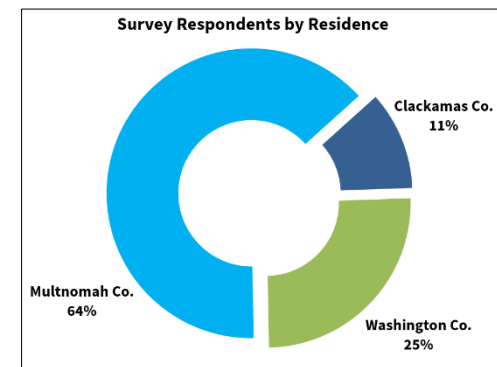
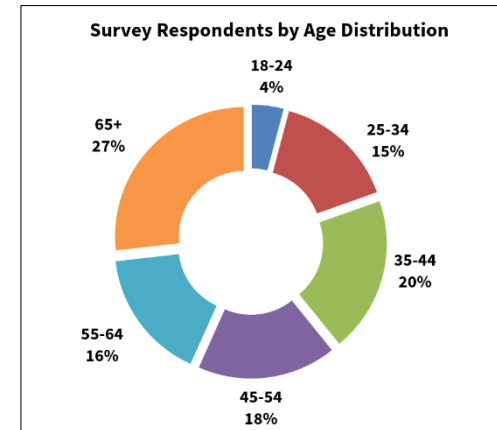
- **Age Distribution:** The largest segment of survey respondents, 26%, were 65 years or older, followed by 19% between the ages of 35 and 44. Those aged 45 to 54 made up 17% of respondents, while 16% were between 55 and 64 years old. Younger age groups were less represented, with 15% of respondents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

#### Key Findings

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

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

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



<sup>19</sup> TriMet's 2024 Attitudes and Awareness Survey can be found here: [TriMet Attitude Awareness Survey](#)



## Hop Fastpass® Report

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

## TriMet District

The top five largest employers in the TriMet District<sup>20</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. FY2023 was 13.0% over the previous year, with FY2024 at 3.3% increase, expected to come in 3.4% higher.

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



<sup>20</sup> Data taken from 2023 Quarterly Census of Employment Wages

## A Brief History of TriMet: From Crisis to Innovation

By the mid-20th century, Portland's once-vibrant transit system was in serious decline. Transit ridership had dropped sharply, and Rose City Transit, the city's main provider, was on the brink of collapse. In January 1969, the Portland City Council acted decisively by creating the Tri-County Metropolitan Transportation District of Oregon, known as TriMet, to take control of local transit and prevent a shutdown. TriMet began operations on December 1, 1969, and soon secured stable funding through a new payroll tax.

In its early years, TriMet focused on stabilizing service, updating an outdated system, and preparing for regional growth. During the 1970s, public resistance to freeway expansion led Portland to shift transportation priorities. Instead of building the proposed Mt. Hood Freeway, local and federal leaders redirected funds to public transit. This decision laid the groundwork for light rail in the region.

MAX light rail service began in 1986 with a 15-mile line connecting Gresham and downtown Portland. The project came in under budget and was met with overwhelming public support. MAX quickly became a symbol of Portland's new direction and a catalyst for community development. TriMet built on that success with major expansions, including the Westside line to Hillsboro, the Red Line to the airport, and service into Clackamas County and Milwaukie.



TriMet also introduced innovations such as TransitTracker, Frequent Service bus lines, and the WES Commuter Rail line, which became one of the first suburb-to-suburb rail services in the country. In 2015, TriMet opened Tilikum Crossing, a bridge designed only for transit vehicles, bicycles, and pedestrians. It was the first of its kind in the United States and reflected TriMet's ongoing commitment to accessible and sustainable transportation.

From a moment of crisis in 1969 to its emergence as a national model for integrated public transit, TriMet's history is rooted in community values, regional cooperation, and forward-thinking choices. The agency continues to evolve alongside the Portland region, striving to improve mobility, reduce congestion, and support livable, connected communities for generations to come.



## Summary

The FY2026 Adopted Budget totals just over \$1.96 billion. TriMet continues to provide essential transit service to the tri-county area and will again increase service hours in FY2026. Payroll tax revenues remain the agency's most consistent and reliable funding source and provides the basis for the essential services provide. FY2026 is challenged by costs growing at a faster pace than revenues, however, through prudent fiscal savings in other areas, TriMet has built up reserves that will sustain the agency for at least the next five years.

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

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

TriMet is committed to staying on course to achieve long-term fiscal stability to keep commitments to riders, employees, retirees and payroll taxpayers and to meet the transit needs of the growing region. There is uncertainty in terms of federal funding and the growing cost of providing service, however, the agency will steadily move forward and ensure we are doing the best for the region by providing essential services that benefit many lives.



## Helpful Links

### About TriMet

Find out more about our agency's structure, current news, our history and how we became TriMet, our efforts in sustainability and transit equity, everything you need to know about our public meetings and committees, what we are doing to make TriMet a better transit provider, and how to ride.

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



### Financial

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

- Budget Document – [trimet.org/about/accountability.htm#financial](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 the 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)
- TSCC - [www.tscmultco.com/](http://www.tscmultco.com/)



## Summary of Financial Resources & Requirements

Revenue & Requirement Categories	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
<b>Financial Resources</b>							
Operating Revenue	69,923,131	70,437,576	83,178,100	77,781,580	95,698,500	95,698,500	89,179,400
Tax Revenue	485,182,225	511,423,193	540,430,300	540,465,994	550,201,300	550,201,300	554,972,200
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,392,123	146,252,900	146,252,900	147,454,600
State Funding	34,333,021	43,657,213	74,805,000	67,444,553	84,272,800	84,272,800	84,132,800
Local Funding	3,228,385	5,958,721	1,588,300	1,958,113	2,357,900	2,357,900	2,372,900
Interest	22,522,874	35,955,379	305,000	28,324,000	20,000,000	20,000,000	25,000,000
Miscellaneous	4,500,887	5,654,310	6,340,800	8,936,340	4,168,500	4,168,500	6,138,200
CIP Resources	62,368,808	73,154,622	94,331,188	68,287,480	74,969,625	74,969,625	55,265,437
Bond Proceeds					150,000,000	150,000,000	150,000,000
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
<b>Total Financial Resources</b>	<b>\$831,484,890</b>	<b>\$909,595,731</b>	<b>\$990,480,788</b>	<b>\$966,089,118</b>	<b>\$1,148,214,625</b>	<b>\$1,148,214,625</b>	<b>\$1,135,008,637</b>
<b>Financial Requirements</b>							
Personnel Services	368,483,336	404,119,285	467,653,762	457,421,033	499,079,607	499,079,607	509,769,258
Materials & Services	195,173,750	235,309,464	266,961,900	253,037,009	272,266,000	272,266,000	279,304,800
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,798,131	54,482,460	54,482,460	54,462,800
Capital Improvement Program (CIP)	195,335,826	245,674,607	200,902,230	159,087,478	221,146,490	221,146,490	165,329,498
Pass Through/Fund Exch/Special Payments	16,297,796	20,899,921	23,116,800	19,207,335	24,112,800	24,112,800	24,312,800
Debt Service	62,497,737	65,611,863	66,064,560	66,064,560	74,520,877	74,520,877	74,520,877
Contingency			36,791,826		77,010,468	77,010,468	77,541,732
<b>Total Financial Requirements</b>	<b>\$908,889,679</b>	<b>\$1,018,326,708</b>	<b>\$1,124,358,245</b>	<b>\$1,017,615,546</b>	<b>\$1,222,618,702</b>	<b>\$1,222,618,702</b>	<b>1,185,241,765</b>
<b>Surplus (Deficit)</b>	<b>-77,404,789</b>	<b>-\$108,730,977</b>	<b>-\$133,877,457</b>	<b>-\$51,526,428</b>	<b>-\$74,404,077</b>	<b>-74,404,077</b>	<b>-50,233,128</b>
<b>Fund Balance</b>							
Beginning Balance	1,026,675,626	981,871,080	847,810,440	873,140,103	796,400,750	796,400,750	821,613,675
Ending Balance	949,270,837	873,140,103	713,932,983	821,613,675	721,996,673	721,996,673	771,380,547
Change in Balance	-77,404,789	-108,730,977	-133,877,457	-51,526,428	-74,404,077	-74,404,077	-50,233,128
<b>Percent Change</b>	<b>-7.54%</b>	<b>-11.07%</b>	<b>-15.79%</b>	<b>-5.90%</b>	<b>-9.34%</b>	<b>-9.34%</b>	<b>-6.11%</b>
<b>Total Resources (includes beginning fund balance)</b>	<b>\$1,858,160,516</b>	<b>\$1,891,466,811</b>	<b>\$1,838,291,228</b>	<b>\$1,839,229,221</b>	<b>\$1,944,615,375</b>	<b>\$1,944,615,375</b>	<b>\$1,956,622,312</b>
<b>Total Requirements (includes ending fund balance)</b>	<b>\$1,858,160,516</b>	<b>\$1,891,466,811</b>	<b>\$1,838,291,228</b>	<b>\$1,839,229,221</b>	<b>\$1,944,615,375</b>	<b>\$1,944,615,375</b>	<b>\$1,956,622,312</b>

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

## Resource Summary

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941	57,866,941	74,950,085
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000	51,361,000	51,361,000
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809	687,172,809	695,302,590
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750	\$796,400,750	\$821,613,675
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	57,263,200	75,548,500	75,548,500	62,700,000
Transit Advertising	3,856,048	1,162,500	4,090,900	1,958,400	1,233,300	1,233,300	1,958,400
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	8,264,900	8,215,800	8,215,800	13,608,200
Service Contracts	9,366,090	9,705,985	9,348,800	10,295,080	10,700,900	10,700,900	10,912,800
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$77,781,580	\$95,698,500	\$95,698,500	\$89,179,400
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	508,859,847	527,675,400	527,675,400	532,478,600
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	27,179,172	18,715,500	18,715,500	18,142,600
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	4,426,975	3,810,400	3,810,400	4,351,000
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$540,465,994	\$550,201,300	\$550,201,300	\$554,972,200
Other Revenue							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,392,123	146,252,900	146,252,900	147,454,600
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000	540,000	400,000
State STIF-Formula	32,984,000	43,564,597	74,405,000	67,029,553	83,732,800	83,732,800	83,732,800
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	502,713	895,800	895,800	910,800
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100	1,462,100	1,462,100
Interest	22,522,874	35,955,379	305,000	28,324,000	20,000,000	20,000,000	25,000,000
Miscellaneous	4,500,887	5,654,310	6,340,800	8,936,340	4,168,500	4,168,500	6,138,200
Total Other Revenue	\$194,728,226	\$238,173,094	\$253,132,800	\$264,055,129	\$257,052,100	\$257,052,100	\$265,098,500
Total Operating Resources(Excluding Beginning Fund Balance)	\$749,833,582	\$820,033,863	\$876,741,200	\$882,302,703	\$902,951,900	\$902,951,900	\$909,250,100
CIP Resources	62,368,808	73,154,622	94,331,188	68,287,480	74,969,625	74,969,625	55,265,437
Bond Proceeds					150,000,000	150,000,000	150,000,000
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* 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.



## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	1,098,388	1,235,932	1,327,006	1,178,254	1,599,873	1,599,873	1,537,650
Public Access & Innovation-Department	1,138,798	2,036,841					
Internal Audit Department	363,229	524,954	729,582	670,875	723,935	723,935	740,426
Total Office of the General Manager Division	\$2,600,415	\$3,797,727	\$2,056,588	\$1,849,129	\$2,323,808	\$2,323,808	\$2,278,076
Transportation Division							
Office of Chief Operating Officer Department	1,292,105	1,251,362	1,121,920	860,546	1,090,331	1,090,331	1,063,149
Transportation Administration Department	1,374,976	1,516,929	2,139,083	1,622,076	2,049,644	2,049,644	1,944,518
Bus Transportation Department	153,357,882	158,910,164	173,659,953	171,720,689	185,578,795	185,578,795	189,367,722
Operations Command Center Department		8,772,018	9,816,548	9,389,893	10,522,332	10,522,332	10,573,874
Service Delivery Department	2,856,597		7,428,323	7,701,871	7,765,571	7,765,571	8,133,510
Accessible Transportation Programs Department	38,694,024	58,221,456	63,076,757	60,020,703	74,102,555	74,102,555	73,614,387
Rail Transportation Department	35,267,481	32,306,213	38,476,441	39,725,015	39,318,935	39,318,935	39,692,719
Commuter Rail Department	7,934,194	8,744,695	8,488,064	8,015,091	8,587,052	8,587,052	8,169,981
Portland Streetcar Department	19,067,675	20,009,229	19,272,388	18,934,596	19,869,580	19,869,580	20,256,438
Operations Planning & Development Department	2,166,295						
Service Planning & Delivery Department	639,958	10,245,210					
Operations Training & Planning Department	9,241,699						
Total Transportation Division	\$271,892,886	\$299,977,276	\$323,479,477	\$317,990,480	\$348,884,795	\$348,884,795	\$352,816,298
Maintenance Division							
Maintenance Administration Department	1,199,984	972,884	2,516,950	1,533,410	2,227,904	2,227,904	2,066,236
Bus Maintenance Department	67,666,724	70,345,010	79,703,320	76,854,910	77,891,753	77,891,753	80,108,677
Facilities Management Bus-Rail Department	29,967,316	33,497,695	38,344,184	38,472,901	40,151,489	40,151,489	44,266,294
Rail Maintenance Of Way Department	21,496,197	23,641,892	26,293,186	27,269,760	29,108,013	29,108,013	27,754,536
Rail Equipment Maintenance Department	40,750,651	48,250,174	45,349,213	44,186,694	42,273,624	42,273,624	45,504,126
Total Maintenance Division	\$161,080,872	\$176,707,655	\$192,206,853	\$188,317,675	\$191,652,783	\$191,652,783	\$199,699,869
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department		704,022	1,649,055	711,603	1,067,787	1,067,787	985,144
Transit System Support Services Department		1,873,979	2,648,321	2,359,985	2,798,680	2,798,680	3,056,642
Transit Training & Development Department		10,820,581	13,522,774	14,130,552	19,235,571	19,235,571	18,930,410
Transit Asset & Maintenance Support Department		644,008	3,641,140	3,043,905	3,745,942	3,745,942	3,668,448
Total Transit System & Asset Support Division		\$14,042,590	\$21,461,290	\$20,246,045	\$26,847,980	\$26,847,980	\$26,640,644

## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
<b>Finance &amp; Administrative Services Division</b>							
Finance & Administrative Services Department	915,336	1,002,464	1,977,563	1,203,182	1,845,275	1,845,275	1,634,176
Financial Services Department	3,801,426	4,410,678	4,465,102	4,561,535	4,829,189	4,829,189	4,775,437
Budget & Forecasting Department	1,294,244	1,333,824	1,756,294	1,819,420	2,153,267	2,153,267	2,081,353
Risk Management Department	5,477,979	5,777,625	6,179,959	6,329,614	7,144,296	7,144,296	7,817,725
Procurement & Supply Chain Management Department	6,337,501	7,021,861	7,260,030	7,312,521	8,107,584	8,107,584	7,968,209
Fare Revenue & Administrative Services Department	10,487,776	10,808,365	11,582,547	10,868,113	12,837,479	12,837,479	13,025,045
Grants Development & Compliance Department		753,352	1,232,939	1,236,164	1,406,744	1,406,744	1,789,118
<b>Total Finance &amp; Administrative Services Division</b>	<b>\$28,314,262</b>	<b>\$31,108,169</b>	<b>\$34,454,434</b>	<b>\$33,330,549</b>	<b>\$38,323,834</b>	<b>\$38,323,834</b>	<b>\$39,091,063</b>
<b>Information Technology Division</b>							
IT Administration Department	14,547,959	15,074,886	19,250,887	17,088,178	18,945,018	18,945,018	19,201,140
IT Operations & Infrastructure Department	4,687,733	4,732,784	5,494,763	5,507,580	6,338,688	6,338,688	6,517,085
Information Security Department	1,111,798	1,011,502	1,162,385	1,226,039	1,241,913	1,241,913	1,221,400
Enterprise Systems Department	5,123,679	4,931,510	5,396,963	5,025,768	5,375,434	5,375,434	5,646,349
Intelligent Transportation Systems Department	3,794,746	3,971,496	4,368,180	4,410,679	4,427,339	4,427,339	4,820,093
<b>Total Information Technology Division</b>	<b>\$29,265,915</b>	<b>\$29,722,178</b>	<b>\$35,673,178</b>	<b>\$33,258,244</b>	<b>\$36,328,392</b>	<b>\$36,328,392</b>	<b>\$37,406,067</b>
<b>Labor Relations &amp; Human Resources Division</b>							
Human Resources Administration Department	964,404	1,312,009	1,816,449	1,307,900	1,641,469	1,641,469	1,572,091
Benefits & HRIS Department	1,798,036	2,063,933	2,156,187	2,461,443	2,668,498	2,668,498	2,836,294
Talent Management Department	3,179,554	3,888,793	4,580,484	4,719,426	5,750,629	5,750,629	6,559,956
Labor Relations Department	1,053,072	1,215,469	1,360,231	1,328,857	1,444,042	1,444,042	2,007,551
Compensation Department	732,199	648,883	1,562,228	1,266,740	1,150,212	1,150,212	1,054,576
<b>Total Labor Relations &amp; Human Resources Division</b>	<b>\$7,727,265</b>	<b>\$9,129,087</b>	<b>\$11,475,579</b>	<b>\$11,084,366</b>	<b>\$12,654,850</b>	<b>\$12,654,850</b>	<b>\$14,030,468</b>
<b>Legal Services Division</b>							
Legal Services Administration Department	1,677,584	1,684,619	1,978,881	1,650,621	1,942,349	1,942,349	1,948,266
Litigation Department	1,150,504	1,295,156	1,374,256	1,428,859	1,458,000	1,458,000	1,438,070
Real Estate & Transit Oriented Development Department	3,924,857	2,527,079	6,794,028	5,220,961	8,593,741	8,593,741	7,390,986
<b>Total Legal Services Division</b>	<b>\$6,752,945</b>	<b>\$5,506,854</b>	<b>\$10,147,165</b>	<b>\$8,300,441</b>	<b>\$11,994,090</b>	<b>\$11,994,090</b>	<b>\$10,777,322</b>
<b>Safety &amp; Security Division</b>							
Safety & Security Administration Department	883,998	1,222,327	1,537,279	1,297,281	1,405,645	1,405,645	1,345,318
Safety & Environmental Services Department	4,652,630	4,811,539	7,511,360	6,672,068	8,495,420	8,495,420	8,494,514
Security & Emergency Management Department	27,900,845	43,916,213	62,416,033	57,816,008	68,066,883	68,066,883	65,715,650
<b>Total Safety &amp; Security Division</b>	<b>\$33,437,473</b>	<b>\$49,950,079</b>	<b>\$71,464,672</b>	<b>\$65,785,357</b>	<b>\$77,967,948</b>	<b>\$77,967,948</b>	<b>\$75,555,482</b>

## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Strategy & Planning Division							
Strategy & Planning Administration Department			1,375,495	1,004,292	1,395,123	1,395,123	1,383,731
Service Planning Department			3,422,456	2,933,327	2,445,665	2,445,665	3,348,525
Total Strategy & Planning Division			\$4,797,951	\$3,937,619	\$3,840,788	\$3,840,788	\$4,732,256
Public Affairs Division							
Public Affairs Administration Department	858,308	1,010,760	1,341,390	1,203,370	1,237,320	1,237,320	1,186,745
Community Affairs & Engagement Department	2,196,362	1,404,144	1,552,249	1,256,479	1,580,006	1,580,006	1,585,072
Government Services and Public Affairs Department	1,112,981	1,316,577	1,172,498	1,161,947	1,120,204	1,120,204	1,430,102
Communications & Marketing Department	5,924,276	8,849,431	10,070,147	10,674,245	6,123,307	6,123,307	8,525,103
Customer Information Services Department	4,270,850	4,666,883	5,964,622	5,343,833	4,555,006	4,555,006	5,254,383
Total Public Affairs Division	\$14,362,777	\$17,247,795	\$20,100,906	\$19,639,874	\$14,615,843	\$14,615,843	\$17,981,405
Public Access & Innovation Division							
Public Access & Innovation Department			2,839,974	2,335,105	2,715,089	2,715,089	4,629,984
Total Public Access & Innovation Division			\$2,839,974	\$2,335,105	\$2,715,089	\$2,715,089	\$4,629,984
Engineering & Construction Division							
Engineering & Construction Administration Department	1,765,456	1,867,535	1,481,649	1,843,330	921,471	921,471	1,521,614
Policy & Planning Department	5,435,010						
Design & Construction Department	209,023	-45,352	682,578	941,790	881,030	881,030	732,915
Major Projects Department	812,787	417,156	2,293,368	1,598,038	1,392,906	1,392,906	1,180,595
Total Engineering & Construction Division	\$8,222,276	\$2,239,339	\$4,457,595	\$4,383,158	\$3,195,407	\$3,195,407	\$3,435,124
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,798,131	54,482,460	54,482,460	54,462,800
Debt Service	62,497,737	65,611,863	66,064,560	66,064,560	74,520,877	74,520,877	74,520,877
Total Operating Requirements	\$697,256,057	\$751,752,180	\$863,547,389	\$839,320,733	\$900,348,944	\$900,348,944	\$918,057,735
Capital Improvement Program (CIP)							
Transportation Division	3,145,457	18,674,970	13,550,272	10,501,697	10,276,883	10,276,883	12,186,052
Maintenance Division	67,841,450	89,584,094	74,796,549	56,770,592	101,804,201	101,804,201	58,668,845
Transit System & Asset Support Division		320,732					
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,083,317	6,018,383	6,018,383	6,458,320
Information Technology Division	11,882,426	14,509,348	11,587,708	9,455,388	10,393,594	10,393,594	12,168,594
Legal Services Division	10,738,539	13,399,683	1,500,000	577,987	400,000	400,000	922,013
Safety & Security Division	6,618,621	3,583,083	7,014,861	4,123,184	8,466,455	8,466,455	8,136,316
Strategy & Planning Division			1,754,409	205,694	616,278	616,278	1,440,318
Public Affairs Division	1,766,402	1,504,265	1,200,000	2,247,538	1,450,000	1,450,000	1,450,000
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	63,122,081	81,720,696	81,720,696	63,899,040
Total Capital Improvement Program (CIP)	\$195,335,826	\$245,674,607	\$200,902,230	\$159,087,478	\$221,146,490	\$221,146,490	\$165,329,498

## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	14,136,969	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
Regional Fund Exchange Payments		3,600,373	3,708,400	3,708,400	3,819,700	3,819,700	3,819,700
Special Payments	2,160,827	892,302					
Total Other Non-Operating Requirements	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,335	\$24,112,800	\$24,112,800	\$24,312,800
Contingency			36,791,826		77,010,468	77,010,468	77,541,732
Ending Fund Balance as of June 30**							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	74,950,085	111,762,135	111,762,135	166,906,965
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000	47,610,000	47,610,000
Unrestricted Funds	691,331,683	700,296,467	613,566,853	695,302,590	562,624,538	562,624,538	556,863,582
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$821,613,675	\$721,996,673	\$721,996,673	\$771,380,547
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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

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

## CIP Resources

Revenue Category	FY2023 Actual	FY2024 Actual	FY2025 Budget*	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
State, Local Government & Private Contributions	14,198,069	23,297,697	55,487,872	44,727,544	17,132,088	17,132,088	17,066,972
Federal Transit Administration Grants	48,170,739	49,856,925	38,843,316	23,559,936	57,837,537	57,837,537	38,198,465
Revenue Bond Proceeds	90,449,753	90,449,754	70,567,596	49,612,957	96,104,806	96,104,806	58,043,120
Operating Resources Dedicated for Capital**	42,517,265	82,070,231	36,003,446	41,187,041	50,072,059	50,072,059	52,020,941
Total CIP Resources	\$195,335,826	\$245,674,607	\$200,902,230	\$159,087,478	\$221,146,490	\$221,146,490	\$165,329,498

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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



## CIP Requirements

Division	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Transportation Division	3,145,457	18,674,970	13,550,272	10,501,697	10,276,883	10,276,883	12,186,052
Maintenance Division	67,841,450	89,584,094	74,796,549	56,770,592	101,804,201	101,804,201	58,668,845
Transit System & Asset Support Division		320,732					
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,083,317	6,018,383	6,018,383	6,458,320
Information Technology Division	11,882,426	14,509,348	11,587,708	9,455,388	10,393,594	10,393,594	12,168,594
Legal Services Division	10,738,539	13,399,683	1,500,000	577,987	400,000	400,000	922,013
Safety & Security Division	6,618,621	3,583,083	7,014,861	4,123,184	8,466,455	8,466,455	8,136,316
Strategy & Planning Division			1,754,409	205,694	616,278	616,278	1,440,318
Public Affairs Division	1,766,402	1,504,265	1,200,000	2,247,538	1,450,000	1,450,000	1,450,000
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	63,122,081	81,720,696	81,720,696	63,899,040
Total CIP Requirements	\$195,335,826	\$245,674,607	\$200,902,230	\$159,087,478	\$221,146,490	\$221,146,490	\$165,329,498

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

## Summary of Fund History

FY2023 Actual	FY2024 Actual	FY2025 Budget*	Fund	FY2026		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
1,026,675,626	981,871,080	847,810,440	Beginning Fund Balance-Restricted & Unrestricted	796,400,750	796,400,750	821,613,675
49,877,672	52,117,127	62,367,400	Passenger Revenue	75,548,500	75,548,500	62,700,000
20,045,459	18,320,449	20,810,700	Other Operating Revenue	20,150,000	20,150,000	26,479,400
485,182,225	511,423,193	540,430,300	Tax Revenue	550,201,300	550,201,300	554,972,200
194,728,226	238,173,094	253,132,800	Other Revenue	257,052,100	257,052,100	265,098,500
19,282,500	16,407,246	19,408,400	Other Non-Operating Resources	20,293,100	20,293,100	20,493,100
			Bond Proceeds	150,000,000	150,000,000	150,000,000
\$1,795,791,708	\$1,818,312,189	\$1,743,960,040	Total Operating Program Resources	\$1,869,645,750	\$1,869,645,750	\$1,901,356,875
			B. Requirements			
439,409,828	450,590,078	530,270,929	Personnel Services	553,312,067	553,312,067	563,982,058
195,348,492	235,550,239	267,211,900	Materials & Services	272,516,000	272,516,000	279,554,800
62,497,737	65,611,863	66,064,560	Debt Service	74,520,877	74,520,877	74,520,877
16,297,796	20,899,921	23,116,800	Other Non-Operating Requirements	24,112,800	24,112,800	24,312,800
		36,791,826	Contingency	77,010,468	77,010,468	77,541,732
949,270,837	873,140,103	713,932,983	Ending Fund Balance-Restricted & Unrestricted	721,996,673	721,996,673	771,380,547
\$1,662,824,690	\$1,645,792,204	\$1,637,388,998	Total Operating Program Requirements	\$1,723,468,885	\$1,723,468,885	\$1,791,292,814
			II. CIP			
			A. Resources			
14,198,069	23,297,697	55,487,872	State, Local Government & Private Contributions	17,132,088	17,132,088	17,066,972
48,170,739	49,856,925	38,843,316	Federal Transit Administration Grants	57,837,537	57,837,537	38,198,465
\$62,368,808	\$73,154,622	\$94,331,188	Total CIP Resources	\$74,969,625	\$74,969,625	\$55,265,437
			B. Requirements			
195,335,826	245,674,607	200,902,230	Projects	221,146,490	221,146,490	165,329,498
\$195,335,826	\$245,674,607	\$200,902,230	Total CIP Requirements	\$221,146,490	\$221,146,490	\$165,329,498
\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	Total Resources	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312
\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	Total Requirements	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

## Pass Through Revenues and Requirements

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	3,326,697	67,899	1,805,100				
State STIF-Formula Regional Coordination		7,492,574	7,366,000	7,366,030	7,499,700	7,499,700	7,499,700
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	10,810,272	8,846,773	10,237,300	8,132,905	12,793,400	12,793,400	12,993,400
Total Pass Through Revenues & Requirements	\$14,136,969	\$16,407,246	\$19,408,400	\$15,498,935	\$20,293,100	\$20,293,100	\$20,493,100

## Regional Fund Exchange Paymets

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

## Special Payments

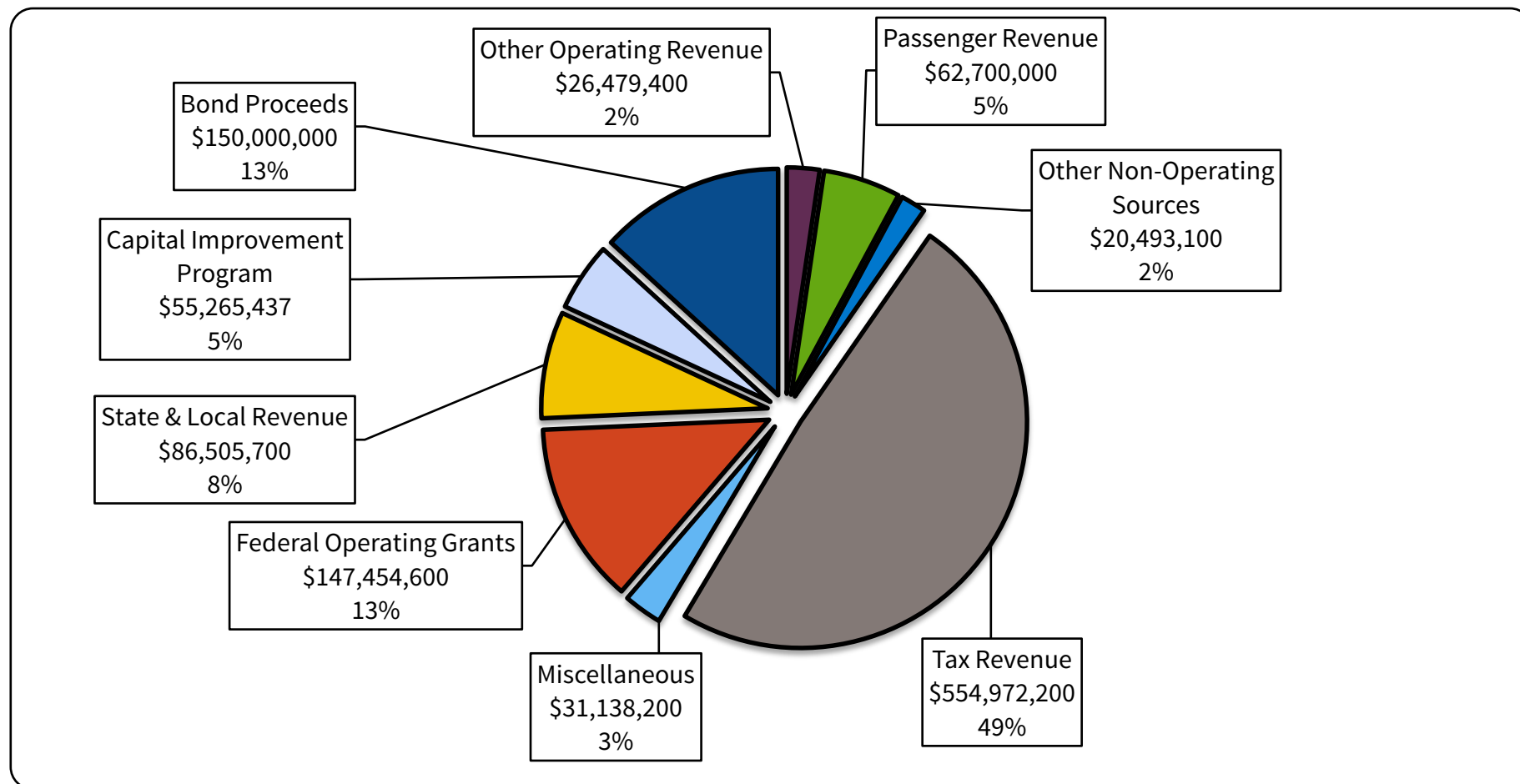
	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
City of Portland/Portland Streetcar (Stimulus Credit)	2,160,827	892,302					
Total Special Payments	\$2,160,827	\$892,302					

## Pass Through/Fund Exchanges/Special Payments

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Total Pass Through/Fund Exchanges/Special Payments	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,335	\$24,112,800	\$24,112,800	\$24,312,800

## Total Resources

### FY2026 Adopted Budget Total Resources<sup>1</sup> Pie Chart



1. FY2026 Adopted Budget, Total Resources Pie Chart

Total Resources = \$1,135,008,637

<sup>1</sup> Total Resources excludes Beginning Fund Balance of \$821,613,675

## FY2026 Adopted Budget Total Resources

Resource	Total Resources	Percent of Total
Other Operating Revenue	\$26,479,400	2%
Passenger Revenue	\$62,700,000	6%
Other Non-Operating Sources	\$20,493,100	2%
Tax Revenue	\$554,972,200	49%
Miscellaneous	\$31,138,200	3%
Federal Operating Grants	\$147,454,600	13%
State & Local Revenue	\$86,505,700	8%
Capital Improvement Program	\$55,265,437	5%
Bond Proceeds	\$150,000,000	13%
Total	\$1,135,008,637	100%

TriMet's total projected revenue for FY2026 is approximately \$1.14 billion, with tax revenue being the largest source, contributing 49% (\$555.0 million) of the total. Federal operating grants account for 13% (\$147.5 million), and bond proceeds provide another 13% (\$150 million). Passenger revenue is expected to generate 6% (\$62.7 million), while the Capital Improvement Program contributes 5% (\$55.3 million). State and local revenue represents 8% (\$86.5 million), with miscellaneous, other operating, and non-operating sources making up the remaining 7% (\$78.1 million).

Table 1. FY2026 Adopted Budget, Total Resources Table.





## Resource Summary

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941	57,866,941	74,950,085
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000	51,361,000	51,361,000
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809	687,172,809	695,302,590
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750	\$796,400,750	\$821,613,675
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	57,263,200	75,548,500	75,548,500	62,700,000
Transit Advertising	3,856,048	1,162,500	4,090,900	1,958,400	1,233,300	1,233,300	1,958,400
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	8,264,900	8,215,800	8,215,800	13,608,200
Service Contracts	9,366,090	9,705,985	9,348,800	10,295,080	10,700,900	10,700,900	10,912,800
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$77,781,580	\$95,698,500	\$95,698,500	\$89,179,400
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	508,859,847	527,675,400	527,675,400	532,478,600
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	27,179,172	18,715,500	18,715,500	18,142,600
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	4,426,975	3,810,400	3,810,400	4,351,000
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$540,465,994	\$550,201,300	\$550,201,300	\$554,972,200
Other Revenue							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,392,123	146,252,900	146,252,900	147,454,600
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000	540,000	400,000
State STIF-Formula	32,984,000	43,564,597	74,405,000	67,029,553	83,732,800	83,732,800	83,732,800
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	502,713	895,800	895,800	910,800
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100	1,462,100	1,462,100
Interest	22,522,874	35,955,379	305,000	28,324,000	20,000,000	20,000,000	25,000,000
Miscellaneous	4,500,887	5,654,310	6,340,800	8,936,340	4,168,500	4,168,500	6,138,200
Total Other Revenue	\$194,728,226	\$238,173,094	\$253,132,800	\$264,055,129	\$257,052,100	\$257,052,100	\$265,098,500
Total Operating Resources(Excluding Beginning Fund Balance)	\$749,833,582	\$820,033,863	\$876,741,200	\$882,302,703	\$902,951,900	\$902,951,900	\$909,250,100
CIP Resources	62,368,808	73,154,622	94,331,188	68,287,480	74,969,625	74,969,625	55,265,437
Bond Proceeds					150,000,000	150,000,000	150,000,000
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* 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	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	293,013,007	209,123,379	123,322,726	124,563,042	57,866,941	57,866,941	74,950,085
Unrestricted Fund Adjustment		32,600,243					
Restricted Debt Service	52,360,833	48,815,775	44,122,000	48,280,594	51,361,000	51,361,000	51,361,000
Unrestricted Budgetary Fund Balance	681,301,786	691,331,683	680,365,714	700,296,467	687,172,809	687,172,809	695,302,590
Total Beginning Fund Balance	\$1,026,675,626	\$981,871,080	\$847,810,440	\$873,140,103	\$796,400,750	\$796,400,750	\$821,613,675
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	57,263,200	75,548,500	75,548,500	62,700,000
Transit Advertising	3,856,048	1,162,500	4,090,900	1,958,400	1,233,300	1,233,300	1,958,400
ATP Serv - Contract Rev	6,823,321	7,451,964	7,371,000	8,264,900	8,215,800	8,215,800	13,608,200
Service Contracts	9,366,090	9,705,985	9,348,800	10,295,080	10,700,900	10,700,900	10,912,800
Local Operating Revenue	1,485,764	1,513,821	1,456,100	1,455,400	1,462,100	1,462,100	1,462,100
Total Operating Revenue	\$71,408,895	\$71,951,397	\$84,634,200	\$79,236,980	\$97,160,600	\$97,160,600	\$90,641,500
Non-Operating Resources							
Interest	22,522,874	35,955,379	305,000	28,324,000	20,000,000	20,000,000	25,000,000
Miscellaneous	\$4,500,887	5,654,310	6,340,800	8,936,340	4,168,500	4,168,500	6,138,200
Total Non-Operating Resources	\$27,023,761	\$41,609,689	\$6,645,800	\$37,260,340	\$24,168,500	\$24,168,500	\$31,138,200
Tax Revenue **							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	508,859,847	527,675,400	527,675,400	532,478,600
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	27,179,172	18,715,500	18,715,500	18,142,600
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	4,426,975	3,810,400	3,810,400	4,351,000
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$540,465,994	\$550,201,300	\$550,201,300	\$554,972,200
Grants							
Federal Operating Grants	130,143,059	146,947,471	170,093,700	157,392,123	146,252,900	146,252,900	147,454,600
State STIF-Discretionary	259,490	57,518	400,000	415,000	540,000	540,000	400,000
State STIF-Formula	32,984,000	43,564,597	74,405,000	67,029,553	83,732,800	83,732,800	83,732,800
State Operating Grants	1,089,531	35,098					
Local Operating Grants	1,742,621	4,444,900	132,200	502,713	895,800	895,800	910,800
Capital Grants	\$48,170,739	\$49,856,925	38,843,316	23,559,936	57,837,537	57,837,537	38,198,465
Total Grants	\$214,389,440	\$244,906,509	\$283,874,216	\$248,899,325	\$289,259,037	\$289,259,037	\$270,696,665
Other Resources							
Capital Assistance	14,198,069	23,297,697	55,487,872	44,727,544	17,132,088	17,132,088	17,066,972
Bond Proceeds					150,000,000	150,000,000	150,000,000
Other Non-Operating Resources	19,282,500	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
Total Other Resources	\$33,480,569	\$39,704,943	\$74,896,272	\$60,226,479	\$187,425,188	\$187,425,188	\$187,560,072
Total Resources	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* 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

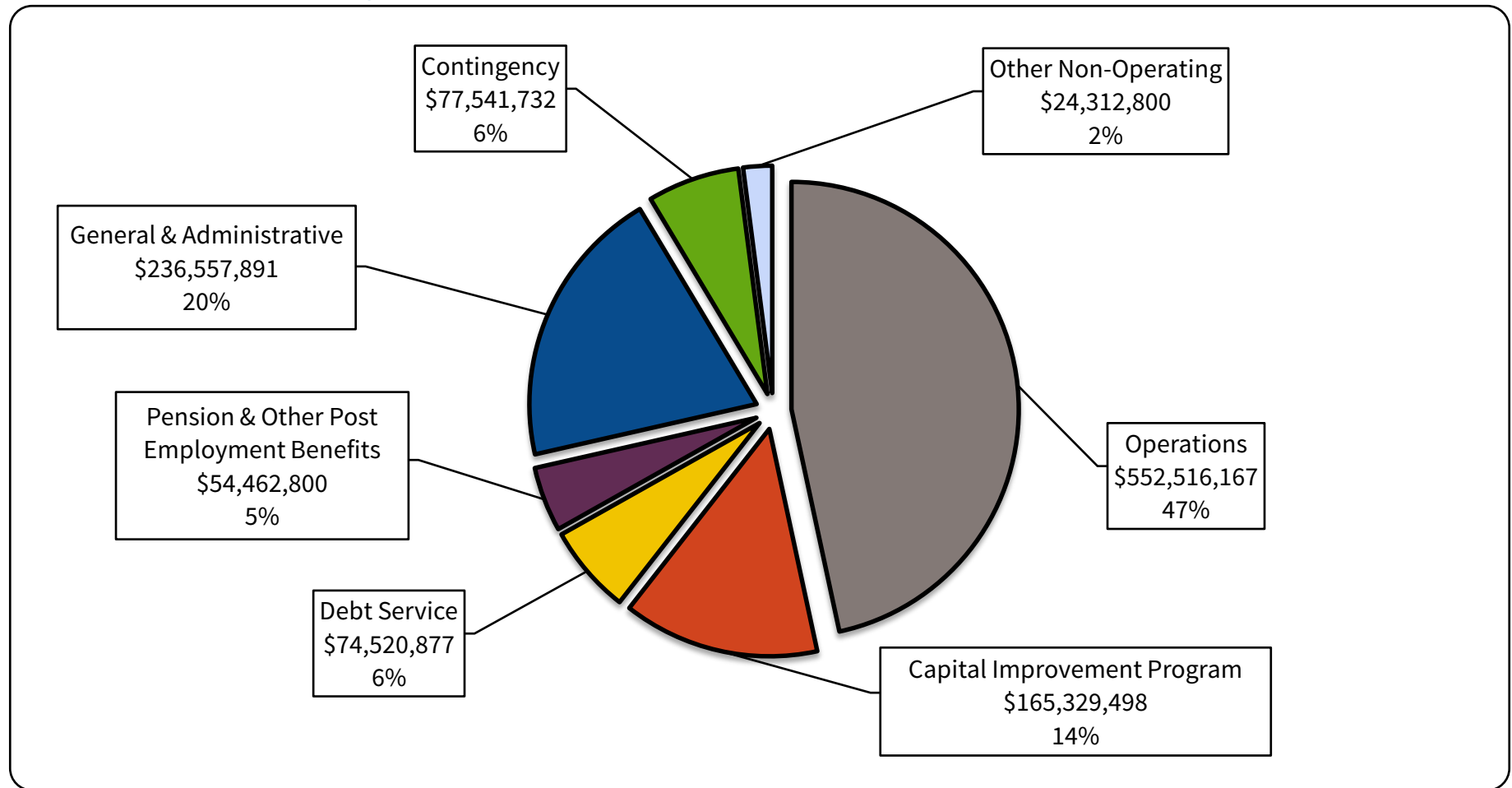
Type of Funding	Purpose	FY2026		
		Proposed	Approved	Adopted
<b>Federal Operating Grants</b>				
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance	63,196,400	63,196,400	63,196,500
FTA Section 5307 Urbanized Area Formula	Service Planning - Forward 2.0	88,700	88,700	88,700
FTA Section 5337 State of Good Repair	Preventive Maintenance	56,738,300	56,738,300	56,738,300
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	3,819,600	3,819,600	3,819,600
Regional STBG FHWA Flex Funds	Regional Transp Options Program	319,400	319,400	324,400
FTA section 5339(c) Low or No Emission	Low or No Emission	800,000	800,000	800,000
FTA Section 20005b Pilot Program	Transit Oriented Development & Eastside Park & Ride	162,800	162,800	159,400
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	1,550,000	1,550,000	2,355,400
Homeland Security Funds	Safety & Security-Canine/Tactical Training	338,500	338,500	733,100
FTA Section 5307/CMAQ FHWA Flex Funds	Open Street Map Data Maintenance	28,200	28,200	28,200
<b>Total Federal Operating Grants</b>		<b>\$127,041,900</b>	<b>\$127,041,900</b>	<b>\$128,243,600</b>
<b>Federal Operating Grants for Debt Service</b>				
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service & Preventive Maintenance	19,211,000	19,211,000	19,211,000
<b>Total Federal Operating Grants for Debt Service</b>		<b>\$19,211,000</b>	<b>19,211,000</b>	<b>19,211,000</b>
<b>Federal CIP Grants</b>				
FHWA ATAIN	LRV CAD-AVL	1,880,000	1,880,000	2,235,000
FTA Sec 5307 Carbon Reduction Program - Metro	TV Highway Improvements	5,000,000	5,000,000	5,000,000
FTA Sec 5307 Carbon Reduction Program - Metro	Better Bus	3,622,208	3,622,208	3,622,208
FTA Sec 5309 CIG Small Starts	PMIS Replacement			48,743
FTA Sec 5309 CIG Small Starts	Division Transit Project	253,780	253,780	253,780
FTA Sec 5339(a), 5339(c) NEV, & ODOT STBG FHWA Flex	Electric Bus Purchases	3,262,016	3,262,016	
FTA Sec 5309 CIG Small Starts	Red Line Extension and Reliability Improvement	2,626,755	2,626,755	3,290,645
FTA Sec 5339(c) Low or No Emission	82nd Avenue Transit Improvements	3,579,747	3,579,747	3,183,941
FTA Sec 5339(c) Low or No Emission	Upgrade Powell FCEB	823,200	823,200	920,000
FTA Comm Proj Funding/Congressionally Directed Spending	Blue Line Station Rehab.	1,449,516	1,449,516	1,971,069
FTA Sec 5339(a) Discr & FTA Comm Proj Funding/Congress	Garage, Layover & TC Expansion	9,321,713	9,321,713	7,752,941
State STIF Discretionary	Bus Stop Development	400,000	400,000	400,000
FTA Comm Proj Funding/Congressionally Directed Spending	Electric Vehicle Charging Infrastructure-Merlo	2,042,400	2,042,400	2,042,400
FTA Comm Proj Funding/Congressionally Directed Spending	Willamette Shore Trolley	160,000	160,000	91,760
FRA Corridor Identification & Development Program	185th Avenue MAX Overcrossing Project-Design Only	1,465,242	1,465,242	
FTA RAISE, FTA Comm Proj Funding	Columbia Operations Facility	19,864,576	19,864,576	4,466,267
FTA Sec 5310 Enhanced Mobility of Sr. & Indv w/Disab.	ATP Technology Grant	250,000	250,000	343,916
FTA FY2023 CMAQ Funds-Transferred to Sec 5307	Electric Vehicle Charging Infrastructure-Powell	1,454,272	1,454,272	1,454,272
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	382,112	382,112	1,121,523
<b>Total Federal CIP Grants</b>		<b>\$57,837,537</b>	<b>\$57,837,537</b>	<b>\$38,198,465</b>
<b>Total Federal Grants</b>		<b>\$204,090,437</b>	<b>\$204,090,437</b>	<b>\$185,653,065</b>

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

Type of Funding	Purpose	FY2026		
		Proposed	Approved	Adopted
State Operating Grants				
State STIF-Formula	Service and Fare Programs	83,732,800	83,732,800	83,732,800
State STIF-Discretionary	Spot Improvement Program & Market Study	540,000	540,000	400,000
Total State Operating Grants		\$84,272,800	\$84,272,800	\$84,132,800
State CIP Grants				
State STP/5310, 5339(a) & STF	ATP Fleet Expansion / Replacement	2,962,280	2,962,280	3,212,280
Total State CIP Grants		\$2,962,280	\$2,962,280	\$3,212,280
Total State Grants		\$87,235,080	\$87,235,080	\$87,345,080
Local Operating Grants				
City of Portland, City of Hillsboro, City of Beaverton	Transit Oriented Development	63,500	63,500	63,500
Portland Bureau of Transportation	Transit Priority Spot Improvements	85,000	85,000	100,000
City of Gresham	Eastside Park & Ride TOD Transition Project	15,300	15,300	15,300
City of Portland, Clean Energy Community Benefits Funds	Workforce Development	732,000	732,000	732,000
Total Local Operating Grants		\$895,800	\$895,800	\$910,800
Local CIP Contributions				
Port of Portland-Local match for Sec 5309, CIG SS, Red Line Ext	PMIS Replacement			51,195
WSDOT-Interstate Bridge Project (IBR)	Interstate Bridge Replacement Program	4,970,575	4,970,575	4,970,575
Multiple Local Agencies	185th Avenue MAX Overcrossing Project-Design Only	366,311	366,311	
Multiple Local Agencies	TV Highway Transit Improvements	4,875,000	4,875,000	4,875,000
Metro	Enhanced Transit Concepts - Better Bus	2,547,280	2,547,280	2,547,280
Multiple Local Agencies	Third Party Recovery	1,410,642	1,410,642	1,410,642
Total Local CIP Contributions		\$14,169,808	\$14,169,808	\$13,854,692
Total Local Contributions		\$15,065,608	\$15,065,608	\$14,765,492

## Total Requirements

### FY2026 Adopted Budget Total Requirements<sup>1</sup> Pie Chart



1. FY2026 Adopted Budget Total Requirements Pie Chart

Total Operating & Capital Requirements = \$1,185,241,765

<sup>1</sup> Total Requirements exclude Ending Fund Balance of \$771,380,547



## FY2026 Adopted Budget Total Requirements

Requirements	Total Requirements	Percent of Total
Operations	\$552,516,167	47%
Capital Improvement Program	\$165,329,498	14%
Debt Service	\$74,520,877	6%
Other Post-Employment Benefits	\$54,462,800	5%
General & Administrative	\$236,557,891	20%
Contingency	\$77,541,732	7%
Other Non-Operating	\$24,312,800	2%
Total	\$1,185,241,765	100%

Table 1. FY2026 Adopted Budget Total Requirements Table.

TriMet's total projected expenditures for FY2026 amount to \$1.18 billion, with operations comprising the largest portion at 47% (\$552.5 million), and General and administrative expenses account for 20% (\$236.6 million). Capital Improvement Program represents 14% (\$165.3 million) of total requirements, and Debt service payments make up 6% (\$74.5 million). Other post-employment benefits (OPEB) account for 5% (\$54.5 million), while contingency reserves are set at 7% (\$77.5 million). Additional non-operating expenses total 2% (\$24.3 million).



## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	1,098,388	1,235,932	1,327,006	1,178,254	1,599,873	1,599,873	1,537,650
Public Access & Innovation-Department	1,138,798	2,036,841					
Internal Audit Department	363,229	524,954	729,582	670,875	723,935	723,935	740,426
Total Office of the General Manager Division	\$2,600,415	\$3,797,727	\$2,056,588	\$1,849,129	\$2,323,808	\$2,323,808	\$2,278,076
Transportation Division							
Office of Chief Operating Officer Department	1,292,105	1,251,362	1,121,920	860,546	1,090,331	1,090,331	1,063,149
Transportation Administration Department	1,374,976	1,516,929	2,139,083	1,622,076	2,049,644	2,049,644	1,944,518
Bus Transportation Department	153,357,882	158,910,164	173,659,953	171,720,689	185,578,795	185,578,795	189,367,722
Operations Command Center Department		8,772,018	9,816,548	9,389,893	10,522,332	10,522,332	10,573,874
Service Delivery Department	2,856,597		7,428,323	7,701,871	7,765,571	7,765,571	8,133,510
Accessible Transportation Programs Department	38,694,024	58,221,456	63,076,757	60,020,703	74,102,555	74,102,555	73,614,387
Rail Transportation Department	35,267,481	32,306,213	38,476,441	39,725,015	39,318,935	39,318,935	39,692,719
Commuter Rail Department	7,934,194	8,744,695	8,488,064	8,015,091	8,587,052	8,587,052	8,169,981
Portland Streetcar Department	19,067,675	20,009,229	19,272,388	18,934,596	19,869,580	19,869,580	20,256,438
Operations Planning & Development Department	2,166,295						
Service Planning & Delivery Department	639,958	10,245,210					
Operations Training & Planning Department	9,241,699						
Total Transportation Division	\$271,892,886	\$299,977,276	\$323,479,477	\$317,990,480	\$348,884,795	\$348,884,795	\$352,816,298
Maintenance Division							
Maintenance Administration Department	1,199,984	972,884	2,516,950	1,533,410	2,227,904	2,227,904	2,066,236
Bus Maintenance Department	67,666,724	70,345,010	79,703,320	76,854,910	77,891,753	77,891,753	80,108,677
Facilities Management Bus-Rail Department	29,967,316	33,497,695	38,344,184	38,472,901	40,151,489	40,151,489	44,266,294
Rail Maintenance Of Way Department	21,496,197	23,641,892	26,293,186	27,269,760	29,108,013	29,108,013	27,754,536
Rail Equipment Maintenance Department	40,750,651	48,250,174	45,349,213	44,186,694	42,273,624	42,273,624	45,504,126
Total Maintenance Division	\$161,080,872	\$176,707,655	\$192,206,853	\$188,317,675	\$191,652,783	\$191,652,783	\$199,699,869
Transit System & Asset Support Division							
Transit System & Asset Support Administration Department		704,022	1,649,055	711,603	1,067,787	1,067,787	985,144
Transit System Support Services Department		1,873,979	2,648,321	2,359,985	2,798,680	2,798,680	3,056,642
Transit Training & Development Department		10,820,581	13,522,774	14,130,552	19,235,571	19,235,571	18,930,410
Transit Asset & Maintenance Support Department		644,008	3,641,140	3,043,905	3,745,942	3,745,942	3,668,448
Total Transit System & Asset Support Division		\$14,042,590	\$21,461,290	\$20,246,045	\$26,847,980	\$26,847,980	\$26,640,644

## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
<b>Finance &amp; Administrative Services Division</b>							
Finance & Administrative Services Department	915,336	1,002,464	1,977,563	1,203,182	1,845,275	1,845,275	1,634,176
Financial Services Department	3,801,426	4,410,678	4,465,102	4,561,535	4,829,189	4,829,189	4,775,437
Budget & Forecasting Department	1,294,244	1,333,824	1,756,294	1,819,420	2,153,267	2,153,267	2,081,353
Risk Management Department	5,477,979	5,777,625	6,179,959	6,329,614	7,144,296	7,144,296	7,817,725
Procurement & Supply Chain Management Department	6,337,501	7,021,861	7,260,030	7,312,521	8,107,584	8,107,584	7,968,209
Fare Revenue & Administrative Services Department	10,487,776	10,808,365	11,582,547	10,868,113	12,837,479	12,837,479	13,025,045
Grants Development & Compliance Department		753,352	1,232,939	1,236,164	1,406,744	1,406,744	1,789,118
<b>Total Finance &amp; Administrative Services Division</b>	<b>\$28,314,262</b>	<b>\$31,108,169</b>	<b>\$34,454,434</b>	<b>\$33,330,549</b>	<b>\$38,323,834</b>	<b>\$38,323,834</b>	<b>\$39,091,063</b>
<b>Information Technology Division</b>							
IT Administration Department	14,547,959	15,074,886	19,250,887	17,088,178	18,945,018	18,945,018	19,201,140
IT Operations & Infrastructure Department	4,687,733	4,732,784	5,494,763	5,507,580	6,338,688	6,338,688	6,517,085
Information Security Department	1,111,798	1,011,502	1,162,385	1,226,039	1,241,913	1,241,913	1,221,400
Enterprise Systems Department	5,123,679	4,931,510	5,396,963	5,025,768	5,375,434	5,375,434	5,646,349
Intelligent Transportation Systems Department	3,794,746	3,971,496	4,368,180	4,410,679	4,427,339	4,427,339	4,820,093
<b>Total Information Technology Division</b>	<b>\$29,265,915</b>	<b>\$29,722,178</b>	<b>\$35,673,178</b>	<b>\$33,258,244</b>	<b>\$36,328,392</b>	<b>\$36,328,392</b>	<b>\$37,406,067</b>
<b>Labor Relations &amp; Human Resources Division</b>							
Human Resources Administration Department	964,404	1,312,009	1,816,449	1,307,900	1,641,469	1,641,469	1,572,091
Benefits & HRIS Department	1,798,036	2,063,933	2,156,187	2,461,443	2,668,498	2,668,498	2,836,294
Talent Management Department	3,179,554	3,888,793	4,580,484	4,719,426	5,750,629	5,750,629	6,559,956
Labor Relations Department	1,053,072	1,215,469	1,360,231	1,328,857	1,444,042	1,444,042	2,007,551
Compensation Department	732,199	648,883	1,562,228	1,266,740	1,150,212	1,150,212	1,054,576
<b>Total Labor Relations &amp; Human Resources Division</b>	<b>\$7,727,265</b>	<b>\$9,129,087</b>	<b>\$11,475,579</b>	<b>\$11,084,366</b>	<b>\$12,654,850</b>	<b>\$12,654,850</b>	<b>\$14,030,468</b>
<b>Legal Services Division</b>							
Legal Services Administration Department	1,677,584	1,684,619	1,978,881	1,650,621	1,942,349	1,942,349	1,948,266
Litigation Department	1,150,504	1,295,156	1,374,256	1,428,859	1,458,000	1,458,000	1,438,070
Real Estate & Transit Oriented Development Department	3,924,857	2,527,079	6,794,028	5,220,961	8,593,741	8,593,741	7,390,986
<b>Total Legal Services Division</b>	<b>\$6,752,945</b>	<b>\$5,506,854</b>	<b>\$10,147,165</b>	<b>\$8,300,441</b>	<b>\$11,994,090</b>	<b>\$11,994,090</b>	<b>\$10,777,322</b>
<b>Safety &amp; Security Division</b>							
Safety & Security Administration Department	883,998	1,222,327	1,537,279	1,297,281	1,405,645	1,405,645	1,345,318
Safety & Environmental Services Department	4,652,630	4,811,539	7,511,360	6,672,068	8,495,420	8,495,420	8,494,514
Security & Emergency Management Department	27,900,845	43,916,213	62,416,033	57,816,008	68,066,883	68,066,883	65,715,650
<b>Total Safety &amp; Security Division</b>	<b>\$33,437,473</b>	<b>\$49,950,079</b>	<b>\$71,464,672</b>	<b>\$65,785,357</b>	<b>\$77,967,948</b>	<b>\$77,967,948</b>	<b>\$75,555,482</b>

## Requirement Summary

Division/Department	FY2023 Actual	FY2024 Actual	FY2025 Budget*	FY2025 Estimate	FY2026		
					Proposed	Approved	Adopted
Strategy & Planning Division							
Strategy & Planning Administration Department			1,375,495	1,004,292	1,395,123	1,395,123	1,383,731
Service Planning Department			3,422,456	2,933,327	2,445,665	2,445,665	3,348,525
Total Strategy & Planning Division			\$4,797,951	\$3,937,619	\$3,840,788	\$3,840,788	\$4,732,256
Public Affairs Division							
Public Affairs Administration Department	858,308	1,010,760	1,341,390	1,203,370	1,237,320	1,237,320	1,186,745
Community Affairs & Engagement Department	2,196,362	1,404,144	1,552,249	1,256,479	1,580,006	1,580,006	1,585,072
Government Services and Public Affairs Department	1,112,981	1,316,577	1,172,498	1,161,947	1,120,204	1,120,204	1,430,102
Communications & Marketing Department	5,924,276	8,849,431	10,070,147	10,674,245	6,123,307	6,123,307	8,525,103
Customer Information Services Department	4,270,850	4,666,883	5,964,622	5,343,833	4,555,006	4,555,006	5,254,383
Total Public Affairs Division	\$14,362,777	\$17,247,795	\$20,100,906	\$19,639,874	\$14,615,843	\$14,615,843	\$17,981,405
Public Access & Innovation Division							
Public Access & Innovation Department			2,839,974	2,335,105	2,715,089	2,715,089	4,629,984
Total Public Access & Innovation Division			\$2,839,974	\$2,335,105	\$2,715,089	\$2,715,089	\$4,629,984
Engineering & Construction Division							
Engineering & Construction Administration Department	1,765,456	1,867,535	1,481,649	1,843,330	921,471	921,471	1,521,614
Policy & Planning Department	5,435,010						
Design & Construction Department	209,023	-45,352	682,578	941,790	881,030	881,030	732,915
Major Projects Department	812,787	417,156	2,293,368	1,598,038	1,392,906	1,392,906	1,180,595
Total Engineering & Construction Division	\$8,222,276	\$2,239,339	\$4,457,595	\$4,383,158	\$3,195,407	\$3,195,407	\$3,435,124
Other Post Employment Benefits	71,101,234	46,711,568	62,867,167	62,798,131	54,482,460	54,482,460	54,462,800
Debt Service	62,497,737	65,611,863	66,064,560	66,064,560	74,520,877	74,520,877	74,520,877
Total Operating Requirements	\$697,256,057	\$751,752,180	\$863,547,389	\$839,320,733	\$900,348,944	\$900,348,944	\$918,057,735
Capital Improvement Program (CIP)							
Transportation Division	3,145,457	18,674,970	13,550,272	10,501,697	10,276,883	10,276,883	12,186,052
Maintenance Division	67,841,450	89,584,094	74,796,549	56,770,592	101,804,201	101,804,201	58,668,845
Transit System & Asset Support Division		320,732					
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,083,317	6,018,383	6,018,383	6,458,320
Information Technology Division	11,882,426	14,509,348	11,587,708	9,455,388	10,393,594	10,393,594	12,168,594
Legal Services Division	10,738,539	13,399,683	1,500,000	577,987	400,000	400,000	922,013
Safety & Security Division	6,618,621	3,583,083	7,014,861	4,123,184	8,466,455	8,466,455	8,136,316
Strategy & Planning Division			1,754,409	205,694	616,278	616,278	1,440,318
Public Affairs Division	1,766,402	1,504,265	1,200,000	2,247,538	1,450,000	1,450,000	1,450,000
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	63,122,081	81,720,696	81,720,696	63,899,040
Total Capital Improvement Program (CIP)	\$195,335,826	\$245,674,607	\$200,902,230	\$159,087,478	\$221,146,490	\$221,146,490	\$165,329,498



## Requirement Summary

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Pass Through Revenues & Requirements	14,136,969	16,407,246	19,408,400	15,498,935	20,293,100	20,293,100	20,493,100
Regional Fund Exchange Payments		3,600,373	3,708,400	3,708,400	3,819,700	3,819,700	3,819,700
Special Payments	2,160,827	892,302					
Total Other Non-Operating Requirements	\$16,297,796	\$20,899,921	\$23,116,800	\$19,207,335	\$24,112,800	\$24,112,800	\$24,312,800
Contingency			36,791,826		77,010,468	77,010,468	77,541,732
Ending Fund Balance as of June 30**							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	74,950,085	111,762,135	111,762,135	166,906,965
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000	47,610,000	47,610,000
Unrestricted Funds	691,331,683	700,296,467	613,566,853	695,302,590	562,624,538	562,624,538	556,863,582
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$821,613,675	\$721,996,673	\$721,996,673	\$771,380,547
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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

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



## Requirements by Object Class

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
<b>Personnel Services</b>							
Office of the General Manager	1,719,519	2,551,937	1,740,188	1,601,917	2,010,908	2,010,908	2,011,676
Transportation	213,115,303	218,793,992	238,794,577	237,492,129	253,088,995	253,088,995	257,710,698
Maintenance	88,280,938	96,879,688	114,731,853	109,537,342	122,049,783	122,049,783	125,233,869
Transit System & Asset Support		12,986,669	20,402,390	19,244,721	26,305,380	26,305,380	25,992,044
Finance & Administrative Services	18,286,017	20,254,318	23,392,734	22,874,449	25,511,234	25,511,234	25,471,463
Information Technology	15,692,471	17,061,736	20,702,678	18,841,845	20,663,192	20,663,192	21,343,567
Labor Relations & Human Resources	5,352,051	6,337,382	8,305,879	7,964,904	9,785,150	9,785,150	10,152,568
Legal Services	3,974,228	4,383,844	4,574,565	4,531,630	4,703,490	4,703,490	4,754,022
Safety & Security	8,719,145	12,501,040	14,182,972	15,292,777	15,504,048	15,504,048	15,909,382
Strategy & Planning			3,644,251	3,193,651	3,299,288	3,299,288	3,826,056
Public Affairs	9,605,536	10,852,331	12,940,506	12,303,481	11,899,243	11,899,243	12,829,605
Public Access & Innovation			2,177,774	1,738,938	2,252,889	2,252,889	2,259,284
Engineering & Construction	3,738,128	1,516,348	2,063,395	2,803,249	2,006,007	2,006,007	2,275,024
Other Post Employment Benefits	70,926,492	46,470,793	62,617,167	62,629,250	54,232,460	54,232,460	54,212,800
<b>Total Personnel Services</b>	<b>\$439,409,828</b>	<b>\$450,590,078</b>	<b>\$530,270,929</b>	<b>\$520,050,283</b>	<b>\$553,312,067</b>	<b>\$553,312,067</b>	<b>\$563,982,058</b>
<b>Materials &amp; Services</b>							
Office of the General Manager	880,896	1,245,790	316,400	247,212	312,900	312,900	266,400
Transportation	58,777,583	81,183,284	84,684,900	80,498,351	95,795,800	95,795,800	95,105,600
Maintenance	72,799,934	79,827,967	77,475,000	78,780,333	69,603,000	69,603,000	74,466,000
Transit System & Asset Support		1,055,921	1,058,900	1,001,324	542,600	542,600	648,600
Finance & Administrative Services	10,028,245	10,853,851	11,061,700	10,456,100	12,812,600	12,812,600	13,619,600
Information Technology	13,573,444	12,660,442	14,970,500	14,416,399	15,665,200	15,665,200	16,062,500
Labor Relations & Human Resources	2,375,214	2,791,705	3,169,700	3,119,462	2,869,700	2,869,700	3,877,900
Legal Services	2,778,717	1,123,010	5,572,600	3,768,811	7,290,600	7,290,600	6,023,300
Safety & Security	24,718,328	37,449,039	57,281,700	50,492,580	62,463,900	62,463,900	59,646,100
Strategy & Planning			1,153,700	743,968	541,500	541,500	906,200
Public Affairs	4,757,241	6,395,464	7,160,400	7,336,393	2,716,600	2,716,600	5,151,800
Public Access & Innovation			662,200	596,167	462,200	462,200	2,370,700
Engineering & Construction	4,484,148	722,991	2,394,200	1,579,909	1,189,400	1,189,400	1,160,100
Other Post Employment Benefits	174,742	240,775	250,000	168,881	250,000	250,000	250,000
<b>Total Materials &amp; Services</b>	<b>\$195,348,492</b>	<b>\$235,550,239</b>	<b>\$267,211,900</b>	<b>\$253,205,890</b>	<b>\$272,516,000</b>	<b>\$272,516,000</b>	<b>\$279,554,800</b>

## Requirements by Object Class

Division/Department	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Other Requirements							
Capital Improvement Program (CIP)	195,335,826	245,674,607	200,902,230	159,087,478	221,146,490	221,146,490	165,329,498
Pass Through/Fund Exchanges/Special Payments	16,297,796	20,899,921	23,116,800	19,207,335	24,112,800	24,112,800	24,312,800
Debt Service	62,497,737	65,611,863	66,064,560	66,064,560	74,520,877	74,520,877	74,520,877
Contingency			36,791,826		77,010,468	77,010,468	77,541,732
Ending Fund Balance as of June 30**							
Restricted Bond Proceeds & Other Restricted	209,123,379	124,563,042	52,755,130	74,950,085	111,762,135	111,762,135	166,906,965
Restricted Debt Service	48,815,775	48,280,594	47,611,000	51,361,000	47,610,000	47,610,000	47,610,000
Unrestricted Funds	691,331,683	700,296,467	613,566,853	695,302,590	562,624,538	562,624,538	556,863,582
Total Ending Fund Balance	\$949,270,837	\$873,140,103	\$713,932,983	\$821,613,675	\$721,996,673	\$721,996,673	\$771,380,547
Total Requirements	\$1,858,160,516	\$1,891,466,811	\$1,838,291,228	\$1,839,229,221	\$1,944,615,375	\$1,944,615,375	\$1,956,622,312

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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

## Personnel Services Schedule

Expense Category	Explanation	Budget* FY2025	Budget FY2026
<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. \$235,702,126 for union and \$97,637,182 for non-union.	309,717,886	333,339,308
Sick and Vacation Payout	\$485,768 for union sick and vacation payout; \$1,116,725 for non-union vacation payout.	1,445,418	1,602,493
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	5,157,451	7,886,118
Scheduled Overtime	Overtime that has been built into union operator shifts.	12,524,819	13,253,763
Unscheduled Overtime	All other overtime except scheduled overtime.	12,900,436	13,651,240
Limited Term Salaries & Wages	Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date. \$2,012,019 for union and \$7,847,846 for non-union.	8,940,756	9,859,865
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$256,615 for union and \$116,624 for non-union.	352,714	373,239
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,318,274	-3,318,274
<b>Fringe Benefits</b>			
Medical and Dental	\$67,224,413 for union medical and dental; \$17,182,675 for non-union medical and dental.	76,595,051	84,407,088
Disability and Life Insurance	\$227,299 for union Life/STD premiums; \$560,833 for non-union Life/LTD premiums.	742,842	788,132
Childcare Reimbursement	New Childcare Reimbursement program; \$603,450 union; \$172,800 non-union.		776,250
Oregon Paid Leave	\$928,731 for union Oregon Paid Leave; \$423,684 for non-union Oregon Paid Leave.	1,233,458	1,352,415
Social Security FICA	7.65% of first \$176,100 of salaries and wages; 1.45% thereafter.	26,397,318	28,583,276
TriMet Payroll Tax-PRT	0.8237% of 2025 gross income; 0.8237% of 2026 gross income.	2,844,629	3,099,702
Pension Expense-Normal Cost (cost of benefits earned this year)	\$17,893,827 for union Defined Contribution pension; \$10,015,226 for non-union Defined Contribution pension.	25,078,543	27,909,053
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits.	-19,459,285	-21,295,410
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.	6,500,000	7,501,000
<b>Total Personnel Services**</b>		<b>\$467,653,762</b>	<b>\$509,769,258</b>

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

\*\* Total does not include Other Post Employment Benefit costs of \$62,617,167 in FY2025 and \$54,212,800 in FY2026. See Other Post Employment Benefits department for DB pension plan assumptions.

## Materials &amp; Services Schedule

Expense Category	Budget* FY2025	Budget FY2026	Percent Change	Explanation
Adverstising/Promotion Media Fees	379,800	512,000	34.81%	Anticipated increase in production for rider communication materials.
Audits	245,000	260,000	6.12%	
Banking Charges	1,595,000	1,991,000	24.83%	Anticipated increase aligned with actual utilization.
Bridge, Tunnel & Highway Expenses	418,300	423,400	1.22%	
Casualty and Liability Costs	9,257,300	10,836,600	17.06%	Anticipated rate increases.
Contract Maintenance	21,832,300	24,526,600	12.34%	
Contracted Dispatch	4,243,400	4,472,600	5.40%	
Contracted Eligibility Assessment	1,635,600	1,351,500	-17.37%	
Custodial Service	1,480,700	1,662,200	12.26%	
Dues & Subscriptions	559,000	539,300	-3.52%	
Education & Training	1,804,800	2,283,900	26.55%	Anticipated increase to support union education reimb. and agency training.
Employee Relations & Union Contractual Services	484,100	534,100	10.33%	
Health Benefit Consultant	253,100	310,600	22.72%	
Lease Expenses	5,085,600	5,456,600	7.30%	Increase due to new and expanded leases.
Legal	304,200	274,200	-9.86%	
Light Rail Propulsion Power	7,114,300	8,085,600	13.65%	
Maintenance Materials-Revenue Equipments	19,759,100	15,759,100	-20.24%	
Miscellaneous Expenses	1,200,700	928,000	-22.71%	Decreased due to budget realignment.
Other Materials & Services	14,718,600	15,149,200	2.93%	In FY25, budgeted for increased comm. outreach for STIF prog & services.
Other Services	11,424,000	10,115,600	-11.45%	
Portland Streetcar	9,613,200	10,141,800	5.50%	
Professional & Technical Services	11,028,800	9,774,000	-11.38%	Decreased due to budget realignment.
Purchased Transportation Service	44,895,300	55,812,500	24.32%	Increased ridership and increased service hour rate.
Revenue Vehicles - Diesel Fuel	22,098,500	17,058,900	-22.81%	\$2.90/gallon for bus, \$3.80/gallon for LIFT and WES.
Revenue Vehicles - Oil & Gasoline	1,205,300	2,730,100	126.51%	Increased gasoline usage per LIFT vehicle operations.
Revenue Vehicles - Tires	1,332,300	1,746,400	31.08%	Increased repair and maintenance anticipated.
Security Services	51,555,900	53,735,400	4.23%	
Software License Fees	12,716,700	13,488,400	6.07%	Year-to-year cost increases on multiple products.
Temporary Help	340,700	312,000	-8.42%	
Telephone Expense	757,200	734,000	-3.06%	
Tickets, Passes & Fare Media Cards	1,300,000	674,400	-48.12%	Decreased to reflect actual utilization.
Uniforms	432,500	445,400	2.98%	
Utilities (Natural Gas, Electricity, Water/Sewer)	5,890,600	7,179,400	21.88%	Anticipated rate increases.
<b>Total Materials &amp; Services*</b>	<b>\$266,961,900</b>	<b>\$279,304,800</b>	<b>4.62%</b>	

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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

## Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	6.00	17.00	8.00	9.00	9.00	9.00	1.00
Part-Time Employees	0.00	1.00	0.00	0.00	0.00	0.00	0.00
Total Office of the General Manager Division	6.00	18.00	8.00	9.00	9.00	9.00	1.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	109.00	91.00	76.00	76.00	76.00	77.00	1.00
Limited Term Full-Time Employees	0.00	1.00	2.00	0.00	0.00	1.00	-1.00
Union Employees							
Full-Time Employees	1,515.00	1,640.00	1,552.00	1,550.00	1,550.00	1,570.00	18.00
Part-Time Employees	220.00	188.00	238.50	238.50	238.50	238.50	0.00
Limited Term Full-Time Employees	0.00	8.00	4.00	0.00	0.00	4.00	0.00
Total Transportation Division	1,844.00	1,928.00	1,872.50	1,864.50	1,864.50	1,890.50	18.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	103.00	102.00	108.00	107.00	107.00	108.00	0.00
Limited Term Full-Time Employees	2.00	1.00	1.00	0.00	0.00	0.00	-1.00
Union Employees							
Full-Time Employees	657.00	705.00	803.00	807.00	807.00	829.00	26.00
Limited Term Full-Time Employees	26.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Maintenance Division	788.00	808.00	912.00	914.00	914.00	937.00	25.00
Transit System & Asset Support Division							
Non-Union Employees							
Full-Time Employees	0.00	36.00	60.00	69.00	69.00	70.00	10.00
Limited Term Full-Time Employees	0.00	4.00	5.00	1.00	1.00	3.00	-2.00
Union Employees							
Full-Time Employees	0.00	47.00	57.00	93.00	93.00	87.00	30.00
Limited Term Full-Time Employees	0.00	5.00	11.00	9.00	9.00	10.00	-1.00
Total Transit System & Asset Support Division	0.00	92.00	133.00	172.00	172.00	170.00	37.00



## Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	63.00	71.00	78.00	79.00	79.00	78.00	0.00
Limited Term Full-Time Employees	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Part-Time Employees	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Union Employees							
Full-Time Employees	78.00	85.00	86.00	86.00	86.00	86.00	0.00
Part-Time Employees	0.00	0.00	1.30	1.30	1.30	0.50	-0.80
Total Finance & Administrative Services Division	142.00	157.00	166.30	167.30	167.30	166.50	0.20
Information Technology Division							
Non-Union Employees							
Full-Time Employees	91.00	92.00	99.00	100.00	100.00	100.00	1.00
Limited Term Full-Time Employees	1.00	10.00	13.00	1.00	1.00	9.00	-4.00
Total Information Technology Division	92.00	102.00	112.00	101.00	101.00	109.00	-3.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	38.00	45.00	51.00	59.00	59.00	62.00	11.00
Limited Term Full-Time Employees	0.00	2.00	3.00	3.00	3.00	3.00	0.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	38.80	47.80	54.80	62.80	62.80	65.80	11.00
Legal Services Division							
Non-Union Employees							
Full-Time Employees	22.00	24.00	24.00	24.00	24.00	24.00	0.00
Limited Term Full-Time Employees	3.00	2.00	0.00	0.00	0.00	1.00	1.00
Part-Time Employees	0	0	0	0	0	0.50	0.50
Total Legal Services Division	25.00	26.00	24.00	24.00	24.00	25.50	1.50
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	25.00	36.00	41.00	43.00	43.00	44.00	3.00
Limited Term Full-Time Employees	3.00	0.00	0.00	0.00	0.00	0.00	0.00
Union Employees							
Full-Time Employees	36.00	55.00	54.00	55.00	55.00	57.00	3.00
Total Safety & Security Division	64.00	91.00	95.00	98.00	98.00	101.00	6.00

## Summary of Employees

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2026			Change FY2025-FY2026
				Proposed	Approved	Adopted	
Strategy & Planning Division							
Non-Union Employees							
Full-Time Employees	0.00	0.00	17.00	17.00	17.00	19.00	2.00
Limited Term Full-Time Employees	0.00	0.00	3.00	0.00	0.00	1.00	-2.00
Total Strategy & Planning Division	0.00	0.00	20.00	17.00	17.00	20.00	0.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	50.00	51.00	57.00	58.00	58.00	58.00	1.00
Limited Term Full-Time Employees	7.00	7.00	4.00	3.00	3.00	6.00	2.00
Union Employees							
Full-Time Employees	31.00	27.00	33.00	29.00	29.00	27.00	-6.00
Limited Term Full-Time Employees	0.00	10.00	13.00	0.00	0.00	11.00	-2.00
Total Public Affairs Division	88.00	95.00	107.00	90.00	90.00	102.00	-5.00
Public Access & Innovation							
Non-Union Employees							
Full-Time Employees	0.00	0.00	13.00	13.00	13.00	12.00	-1.00
Limited Term Full-Time Employees	0.00	0.00	0.00	0.00	0.00	1.00	1.00
Total Public Access & Innovation	0.00	0.00	13.00	13.00	13.00	13.00	0.00
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	56.00	63.00	67.00	67.00	67.00	64.00	-3.00
Limited Term Full-Time Employees	15.00	19.00	25.00	21.00	21.00	35.00	10.00
Total Engineering & Construction Division	71.00	82.00	92.00	88.00	88.00	99.00	7.00
Operating Program							
Non-Union Employees							
Full-Time Employees	563.00	628.00	699.00	721.00	721.00	725.00	26.00
Limited Term Full-Time Employees	32.00	47.00	57.00	30.00	30.00	61.00	4.00
Part-Time Employees	0.80	1.80	0.80	0.80	0.80	2.30	1.50
Total Non Union Employees	595.80	676.80	756.80	751.80	751.80	788.30	31.50
Union Employees							
Full-Time Employees	2,317.00	2,559.00	2,585.00	2,620.00	2,620.00	2,656.00	71.00
Limited Term Full-Time Employees	26.00	23.00	28.00	9.00	9.00	25.00	-3.00
Part-Time Employees	220.00	188.00	239.80	239.80	239.80	239.00	-0.80
Total Union Employees	2,563.00	2,770.00	2,852.80	2,868.80	2,868.80	2,920.00	67.20
Total Operating Program Employees*	3,158.80	3,446.80	3,609.60	3,620.60	3,620.60	3,708.30	98.70

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

## Staffing Changes FY2026 Adopted Budget

Changes to FTE between the FY2025 Adopted and FY2026 Adopted Budget reflect a combination of renewing limited-term position, division reorganizations, and additional work requirements aligned with TriMet's strategic and operational goals. The FY2026 budget reflects a net increase of 98.00 FTE from FY2025, with 67.20 union and 31.50 non-union positions added. This staffing growth supports service reliability, internal reorganization, and key initiatives identified in the Business Plan.

The Transit System & Asset Support Division accounts for the largest increase, adding 37.00 FTEs to support expanded responsibilities. Transportation (+18.00 FTEs), Maintenance (+25.00 FTEs), and Labor Relations & Human Resources (+11.00 FTEs) also saw significant increases to support service delivery and workforce needs. Notable growth also occurred in Engineering & Construction (+7.00 FTEs), Safety & Security (+6.00 FTEs), and Legal Services (+1.50 FTEs).

Conversely, several divisions experienced reductions due to the expiration of limited-term positions and restructuring efforts. The Public Affairs Division (-5.00 FTE) saw an overall decrease in total position, as did Information Technology (-3.00 FTE).

### FY2026 Adopted Budget Full Time Equivalent Changes

FTE Change	Non-Union	Union	Total	Purpose of Change
Office of the General Manager Division	1.00	0.00	1.00	Additional work requirements.
Transportation Division	0.00	18.00	18.00	Limited-Term positions ending; restructuring for right-sizing; transfer to Safety & Security Division; additional work requirements.
Maintenance Division	(1.00)	26.00	25.00	Transfer to Safety & Security Division; reorganization from Public Affairs Division, additional work requirements.
Transit System & Asset Support Division	8.00	29.00	37.00	Additional work requirements.
Finance & Administrative Services Division	1.00	(0.80)	0.20	Additional work requirements; vacancy reductions.
Information Technology Division	(3.00)	0.00	(3.00)	Limited-Term positions ending.
Labor Relations & Human Resources Division	11.00	0.00	11.00	Reorganization from Public Access & Innovation Division, Additional work requirements.

FTE Change	Non-Union	Union	Total	Purpose of Change
Legal Services Division	1.50	0.00	1.50	Additional work requirements.
Safety & Security Division	3.00	3.00	6.00	Additional work requirement; reorganization from Transportation and Maintenance Divisions.
Strategy & Planning Division	0.00	0.00	0.00	Limited-Term positions ending; Reorganization from Engineering & Construction Division
Public Affairs Division	3.00	(8.00)	(5.00)	Limited-Term positions ending; transfer to Maintenance Division; vacancy reductions.
Public Access & Innovation	0.00	0.00	0.00	Additional work requirement; reorganization to Labor Relations & Human Resources Division.
Engineering & Construction Division	7.00	0.00	7.00	Additional work requirements; limited-Term positions ending; reorganization to Strategy & Planning Division.
Total Non-Union and Union Changes	31.50	67.20	98.70	

Table 1. FY2026 Adopted Budget Full Time Equivalent Changes

### Summary of Fixed Route Service (Hours And Miles)

	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Estimate	FY2026 Adopted	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	39,059	41,030	45,194	41,532	42,942	-4.98%	3.39%	85.08%
Light Rail (Train Hours)	6,206	6,382	6,187	6,147	6,147	-0.65%	0.00%	12.18%
Commuter Rail (Train Hours)	71	71	122	71	122	0.00%	71.83%	0.24%
Portland Streetcar (Train Hours)*	1,265	1,265	1,431	1,264	1,264	-11.67%	0.00%	2.50%
<b>Fixed Route Total</b>	<b>46,601</b>	<b>48,748</b>	<b>52,934</b>	<b>49,014</b>	<b>50,475</b>	<b>-4.65%</b>	<b>2.98%</b>	<b>100.00%</b>

	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Estimate	FY2026 Adopted	% Change Budget	% Change Estimate	% of Total
Weekly Vehicle Miles								
Fixed Route								
Bus Service	540,576	568,676	515,199	576,464	596,035	15.69%	3.39%	83.12%
Light Rail (Train Miles)	110,771	113,919	178,127	111,199	111,199	-37.57%	0.00%	15.52%
Commuter Rail (Train Miles)	1,478	1,419	2,307	1,470	2,307	0.00%	56.94%	0.32%
Portland Streetcar (Train Miles)*	7,552	7,552	18,890	7,552	7,552	-60.02%	0.00%	1.03%
<b>Fixed Route Total</b>	<b>660,377</b>	<b>691,566</b>	<b>714,523</b>	<b>696,685</b>	<b>717,093</b>	<b>0.36%</b>	<b>2.93%</b>	<b>100.00%</b>

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

\*\*The % Change Budget is the percentage of change from the prior year Budget amount to the current year Budget amount.

\*\*\*The % Change Estimate is the percentage of change from the prior year Estimate actual amount to the current year Budget amount and will change once actuals are posted at June 30.



### Summary of Fixed Route and Accessible Transportation Vehicles

	FY2023 Actual	FY2024 Actual	FY2025 Adopted	FY2025 Estimate	FY2026 Adopted	% Change Budget	% Change Estimate
<b>Fixed Route Services</b>							
Bus Service							
Peak Vehicles	435	459	610	459	486	-20.33%	5.88%
Total Vehicles	685	666	646	668	669	3.56%	0.15%
Light Rail							
Peak Vehicles	94	102	116	102	116	0.00%	13.73%
Total Vehicles	143	141	149	149	149	0.00%	0.00%
Commuter Rail							
Peak Vehicles	2	3	2	3	3	50.00%	0.00%
Total Vehicles	6	6	6	6	6	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	12	12	12	12	12	0.00%	0.00%
Total Vehicles	19	19	20	20	20	0.00%	0.00%
<b>Accessible Transportation</b>							
Peak Vehicles	137	195	200	208	234	17.00%	12.50%
Total Vehicles	260	301	262	285	274	4.58%	-3.86%

\*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.



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## Debt Service

### Debt Service Overview

#### Debt Limits & Coverage Requirements

In February 2025, the Board of Directors approved Resolution 25-02-05, amending the Debt Policy to include updates to the term and type of bonds allowed, methods and structures of issuing debt, investment and uses of the debt proceeds, and compliance and disclosure clauses in the policy. Total FY2026 debt service is \$74.5 million, of which \$51.4 million is senior lien debt or 5.8% 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.

<b>Total Senior Lien Debt</b>	\$51,361,077
<b>Total Net Continuing Resources</b>	\$879,046,100
<b>Total Senior Lien Debt / Total Net Continuing Resources</b>	<b>5.8%</b>

Table 1. Debt Ceiling Calculation

For FY2026, Total Senior Lien Debt is \$51.4 million, while Total Net Continuing Resources amount to \$879.0 million. The resulting debt ratio is 5.8%, 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 2024 ratings on payroll tax bonds continue to set the pace with top ratings from Moody's (Aaa), S&P (AAA), and the Kroll Bond Rating Agency (AAA). TriMet's payroll tax bonds are the only transit credit to earn the top rating at all three ratings agencies. TriMet's capital grant receipt revenue bonds are also investment grade and are rated A3 and A by Moody's and S&P, respectively.



## Effects of existing debt levels on current operations

Debt financing allows TriMet to expand its capital improvement program and allocate 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 a major capital assets with a useful life greater than one year.

### Payroll Tax Bonds

Payroll tax bonds are payable from specified revenues that include employer payroll taxes, self-employment taxes, and receipts from the State of Oregon in lieu of payroll taxes.

TriMet's payroll and self-employment tax rate was initially established by the State of Oregon in 1969 and enacted in 1970. The current tax rate is 0.8237 percent of applicable wages. TriMet also receives in-lieu payments from the State of Oregon as the State is not required to contribute the payroll tax. The table below shows pledged payroll tax revenues and debt service for the last five fiscal years (\$ in Thousands):

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

Fiscal Year	Specified Payroll Tax Revenues	Debt Service on Bonds	Coverage
2024	\$511,423	\$44,120	11.6
2023	\$485,182	\$40,979	11.8
2022	\$463,534	\$37,979	12.2
2021	\$415,529	\$38,552	10.8
2020	\$398,354	\$34,884	11.4

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

### Capital Grant Receipt Bonds

Capital grant receipt bonds are payable from the following specified grant receipts:

- Section 5307 Urbanized Area Formula federal grants
- Surface Transportation Block federal grants
- Congestion Mitigation & Air Quality federal grants

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

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

Fiscal Year	Specified Grant Revenues <sup>1</sup>	Debt Service on Bonds	Coverage
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
2020	\$180,128	\$20,760	8.7

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

### Other

Other forms of financing may include short-term debt and lease-leaseback agreements.

#### Short-Term Debt

TriMet may enter into a revolving credit agreement (RCA) on a short-term basis that allows TriMet to 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 page provides key financial and operational information for investors and stakeholders. It offers insights into TriMet's bond offerings, financial performance, capital investments, and ESG priorities, ensuring transparency and supporting informed investment decisions.

Please see [TriMetBonds.com](https://www.trimetcbo.com). Information on this site includes:

- Background information about TriMet's operations, including services provided and quick facts
- Details on the types of bonds offered by TriMet, debt service coverage, credit ratings, and updates on future issuances

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



- 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
- A document library including annual budgets, audited financial statements, rating agency reports, and other continuing disclosures

### Future Debt Issuances

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

The tables on the following pages include the following: Identification and purpose of the payroll tax and capital grant receipt bonds including the date issued, term (years), par amount, projected balance at June 30, 2025 and bond ratings; Principal and interest payments presented through maturity for each fund; Summary of Debt Service; Summary of Debt Service Principal and Interest; and Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio.



## Bond Purpose & Bond Ratings

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, 2025 and bond ratings.

		(\$ in Thousands)				Bond Ratings		
Series	Purpose	Issued	Term (Years)	Par Amount	Balance at June 30, 2025	Moody's	Standard & Poor's	Kroll
Payroll Tax Bonds								
2009 B	WES Commuter Rail, Bus Replacements, Dispatch System	10/27/2009	24	\$ 12,530	\$ 12,530	Aaa	AAA	AAA
2015 A/B	Bus replacements, Electronic Fare System, and to refinance bonds currently outstanding	9/30/2015	25	134,590	16,395	Aaa	AAA	AAA
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	50,395	Aaa	AAA	AAA
2017 A	Bus replacements, Electronic Fare System, Transit Police Center, Powell Lift Relocation, Hogan Operations Facility, Cleveland Station	2/22/2017	25	97,430	29,080	Aaa	AAA	AAA
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	37,215	Aaa	AAA	AAA
2019 A/B	Columbia bus base, bus and light rail vehicle replacements, Red line MAX extension, Ruby Junction extension, Division Transit Project and to refinance capital projects currently outstanding.	10/9/2019	30	237,815	234,115	Aaa	AAA	AAA
2021A/B	Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance bonds currently outstanding.	10/27/2021	30	409,640	403,025	Aaa	AAA	AAA
Balance at June 30, 2025 for all Payroll Tax Bonds					\$ 782,755			
Capital Grant Receipt Bonds								
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	40,785	A3	A	Not Rated
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	107,920	A3	A	Not Rated
Balance at June 30, 2025 for all Capital Grant Receipt Bonds					\$ 148,705			
Balance at June 30, 2025 all Bonds					\$ 931,460			

### 1. Bond Purpose & Bond Ratings Table

## Payroll Tax and Capital Grant Receipt Bonds

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

Bond	Par Amount	Balance <sup>2</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/B	\$134,590	\$16,395	9/30/2015	25	Aaa	AAA	AAA
2016 A	\$74,800	\$50,395	5/11/2016	20	Aaa	AAA	AAA
2017 A	\$97,430	\$29,080	2/22/2017	25	Aaa	AAA	AAA
2018 A	\$148,245	\$37,215	6/20/2018	30	Aaa	AAA	AAA
2019 A/B	\$237,815	\$234,115	10/9/2019	30	Aaa	AAA	AAA
2021A/B	\$409,640	\$403,025	10/27/2021	30	Aaa	AAA	AAA
Total	\$1,115,050	\$782,755					

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

### Payroll Tax Bonds Purpose

- 2009 B: WES Commuter Rail, Bus Replacements, Dispatch System
- 2015 A/B: Bus replacements, Electronic Fare System, and to refinance bonds currently outstanding
- 2016 A: Refinance bonds currently outstanding
- 2017 A: Bus replacements, Electronic Fare System, Transit Police Center, Powell Lift Relocation, Hogan Operations Facility, Cleveland Station
- 2018 A: Powell Garage, bus and light rail vehicle replacements, Columbia bus base
- 2019 A/B: Columbia bus base, bus and light rail vehicle replacements, Red line MAX extension, Ruby Junction extension, Division Transit Project and to refinance capital projects currently outstanding.
- 2021A/B: Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance bonds currently outstanding.

<sup>2</sup> Balance at June 30, 2025

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

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

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

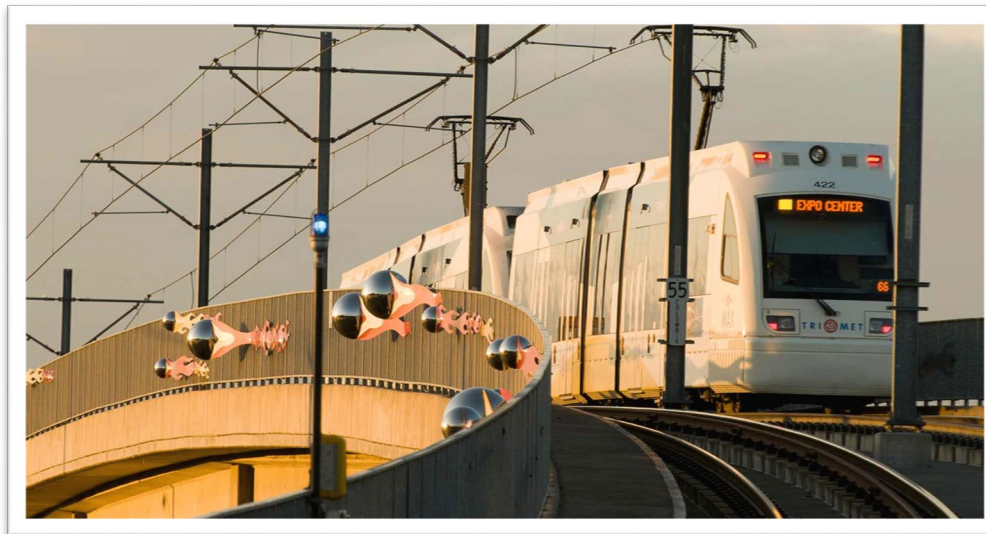
### Capital Grant Receipt Bonds Purpose

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

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

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

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



<sup>3</sup> Balance at June 30, 2025

## Principal & Interest Payments through Maturity

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

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

Fiscal Year	Payroll Tax Bonds			Capital Grant Receipt Bonds			Total Bonds		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2026	\$23,370	\$24,241	\$47,611	\$14,795	\$6,615	\$21,410	\$38,165	\$30,856	\$69,021
2027	\$24,210	\$23,400	\$47,610	\$15,515	\$5,857	\$21,372	\$39,725	\$29,257	\$68,982
2028	\$24,980	\$22,634	\$47,614	\$16,270	\$5,062	\$21,332	\$41,250	\$27,696	\$68,946
2029	\$25,895	\$21,721	\$47,616	\$12,620	\$4,340	\$16,960	\$38,515	\$26,061	\$64,576
2030	\$26,745	\$20,865	\$47,610	\$13,235	\$3,694	\$16,929	\$39,980	\$24,559	\$64,539
2031-2035	\$146,900	\$91,151	\$238,051	\$76,270	\$8,012	\$84,282	\$223,170	\$99,163	\$322,333
2036-2040	\$173,270	\$64,770	\$238,040	-	-	-	\$173,270	\$64,770	\$238,040
2041-2045	\$158,625	\$37,260	\$195,885	-	-	-	\$158,625	\$37,260	\$195,885
2046-2050	\$160,435	\$13,716	\$174,151	-	-	-	\$160,435	\$13,716	\$174,151
2051-2052	\$18,325	\$461	\$18,786	-	-	-	\$18,325	\$461	\$18,786
Total	\$782,755	\$320,218	\$1,102,973	\$148,705	\$33,578	\$182,283	\$931,460	\$353,798	\$1,285,258

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



## Summary of Debt Service

Operating	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	717,967	717,969	717,969	717,969	717,969	717,969	717,969
2012 Senior Lien Revenue Bonds	3,075,000						
2015 Revenue Bonds	6,995,125	7,040,013	6,996,225	6,855,626	6,989,350	6,989,350	6,989,350
2016 Revenue Bonds	2,465,613	5,546,650	5,533,150	5,229,406	5,533,400	5,533,400	5,533,400
2017 Revenue Bonds	4,221,463	4,217,788	4,217,863	3,967,612	4,216,863	4,216,863	4,216,863
2018 Payroll Bonds -Sr Lien	3,601,025	3,550,275	3,609,650	3,609,650	3,617,400	3,617,400	3,617,400
2019 Senior Lien Payroll Tax Rev Bonds Series A	6,228,950	6,228,950	6,228,950	6,228,952	6,228,950	6,228,950	6,228,950
2019 Senior Lien Payroll Tax Rev Bonds Series B	1,942,893	1,943,655	1,943,815	1,992,186	1,943,031	1,943,031	1,943,031
2021 Senior Lien Payroll Tax Rev Bonds Series A	6,247,100	9,391,475	9,391,100	9,391,100	9,392,225	9,392,225	9,392,225
2021 Senior Lien Payroll Tax Rev Bonds Series B	5,483,538	5,483,538	5,483,538	5,483,538	8,971,889	8,971,889	8,971,889
2026 Senior Lien Payroll Tax Revenue Bonds					3,750,000	3,750,000	3,750,000
Capital Grant Receipt Bonds							
2017 Capital Grant Bonds	14,696,375	14,683,625	14,667,250	13,803,553	14,655,750	14,655,750	14,655,750
2018 Capital Grant Bonds	6,822,675	6,807,925	6,775,050	5,926,396	6,754,050	6,754,050	6,754,050
Others							
Bond Issuance Costs and Misc	13		500,000	500,000	1,750,000	1,750,000	1,750,000
<b>Total Debt Service</b>	<b>\$62,497,737</b>	<b>\$65,611,863</b>	<b>\$66,064,560</b>	<b>\$63,705,988</b>	<b>\$74,520,877</b>	<b>\$74,520,877</b>	<b>\$74,520,877</b>

**Summary of Debt Service Principal and Interest**

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2015 Revenue Bonds	6,430,000	559,350	6,989,350
2016 Revenue Bonds	3,890,000	1,643,400	5,533,400
2017 Revenue Bonds	3,095,000	1,121,863	4,216,863
2017 Capital Grant Bonds	12,940,000	1,715,750	14,655,750
2018 Capital Grant Bonds	1,855,000	4,899,050	6,754,050
2018 Payroll Bonds - Sr Lien	2,100,000	1,517,400	3,617,400
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	785,000	1,158,031	1,943,031
2021 Payroll Bonds - Sr Lien Series A	3,565,000	5,827,225	9,392,225
2021 Payroll Bonds - Sr Lien Series B	3,505,000	5,466,889	8,971,889
2026 Senior Lien Payroll Tax Revenue Bonds		3,750,000	3,750,000
<b>FY2026 Total Debt Service*</b>	<b>\$38,165,000</b>	<b>\$34,605,877</b>	<b>\$72,770,877</b>

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

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

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	49,877,672	52,117,127	62,367,400	57,263,200	75,548,500	75,548,500	62,700,000
Transit Advertising	3,856,048	1,162,500	4,090,900	1,958,400	1,233,300	1,233,300	1,958,400
Accessible Transportation Contract (see Note 1)	6,823,321	7,451,964	7,371,000	8,264,900	8,215,800	8,215,800	13,608,200
Service Contracts (see Note 2)	9,366,090	9,705,985	9,348,800	10,295,080	10,700,900	10,700,900	10,912,800
Total Operating Revenue	\$69,923,131	\$70,437,576	\$83,178,100	\$77,781,580	\$95,698,500	\$95,698,500	\$89,179,400
Tax Revenue							
Payroll Tax Rev-Employer	462,775,035	491,686,870	515,005,200	508,859,847	527,675,400	527,675,400	532,478,600
Payroll Tax Rev-Self Employment	18,995,847	15,985,291	21,455,800	27,179,172	18,715,500	18,715,500	18,142,600
Payroll Tax Rev-State In-Lieu	3,411,343	3,751,032	3,969,300	4,426,975	3,810,400	3,810,400	4,351,000
Total Tax Revenue	\$485,182,225	\$511,423,193	\$540,430,300	\$540,465,994	\$550,201,300	\$550,201,300	\$554,972,200
Other Revenue							
Federal Operating Grants (see Note 3)	125,570,179	116,826,201	141,744,600	130,246,299	120,023,400	120,023,400	120,023,500
State STIF-Formula	43,042,396	43,564,597	74,405,000	67,029,553	83,732,800	83,732,800	83,732,800
State Operating Grants (see Note 4)	1,089,531	35,098					
Interest	22,522,874	35,955,379	305,000	28,324,000	20,000,000	20,000,000	25,000,000
Miscellaneous	4,500,887	5,654,310	6,340,800	8,936,340	4,168,500	4,168,500	6,138,200
Total Other Revenue	\$196,725,867	\$202,035,585	\$222,795,400	\$234,536,192	\$227,924,700	\$227,924,700	\$234,894,500
Net Continuing Resources*	\$751,831,223	\$783,896,354	\$846,403,800	\$852,783,766	\$873,824,500	\$873,824,500	\$879,046,100
Debt Service on Senior Lien Bonds	\$40,978,674	\$44,120,313	\$44,122,260	\$44,122,260	\$51,361,077	\$51,361,077	\$51,361,077
Senior Lien Debt Service as a Percent of Net Continuing Revenues	5.5%	5.6%	5.2%	5.2%	5.9%	5.9%	5.8%

\* Net Continuing Revenues exclude :

- Surface Transportation Block Grant Program/Congestion, Mitigation & Air Quality grant funds pledged to TriMet by Metro to support grant receipt bonds
- Other state and federal grant revenues legally required to be used for an intended purpose (Homeland Security, Regional Transportation Option (RTO) Program and Regional Fund Exchanges), and a portion of State STIF-Formula revenue

Notes:

- 1) Revenue offset rides provided by LIFT.
- 2) Portland Streetcar personnel revenue.
- 3) Federal Section 5307 Urbanized Area Formula Funds and Federal Section 5337 State of Good Repair Funds.
- 4) Contracted Accessibility Services - State 5310, State 5310 Formula Funds, STF Formula Funds prior to FY2024.



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# Other Post-Employment Benefits (OPEB)

## General Information about the OPEB Plan

### Plan Description

The District's defined benefit OPEB plan provides health care and life insurance benefits for eligible employees and their qualified dependents. The District's plan is a single employer defined benefit OPEB plan administered by the TriMet Board. The authority to establish and amend the benefit terms and financing is accomplished through contractual agreement with union employees and through Board adopted personnel policies for non-union employees.

### Eligibility and Benefits

#### Eligibility Criteria

The District's plan provides healthcare and life insurance benefits for retirees and their dependents. The benefit terms vary depending on whether the employee is union or non-union, and the employee's date of hire.

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

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

- Those hired before April 27, 2003 must be at least 55 years old with 5 years of credited service.
- Employees hired between April 27, 2003, and May 1, 2009 must be at least 55 years old with 10 years of credited service.
- Employees hired after May 1, 2009 must be at least 62 years old with 3 years of credited service.

#### Benefits Provided

The date of hire determines the level of benefits, covered members (retiree, spouses, and domestic partners), retiree contributions, and monthly stipend amount. Benefits include varying levels of Medical, prescription drug, dental coverage, and life insurance.

#### Employees covered by benefit terms

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

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



## Net OPEB Liability

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

## Actuarial Assumptions and Other Inputs

The total OPEB liability in the January 1, 2024 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

- **Inflation:** 2.75% (also 2.75% at January 1, 2023)
- **Salary Increases:** 3.0-3.25% (also 3.0-3.25% at January 1, 2023)
- **Discount Rate<sup>1</sup>:** 3.26% (3.72% at January 1, 2023)

## Healthcare Cost Trend Rates

### Union Plans

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

### Non-Union Plans

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

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

## Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2023	FY2024	FY2025		FY2026		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union								
Pension UAAL Expense	Current year portion of 15 years funding of UAAL	51,286,805	25,003,623	25,000,000	18,560,000	18,222,400	18,222,400	18,222,400
OPEB Contributions	Current year portion of funding OPEB liabilities			12,772,800	18,708,500	10,297,000	10,297,000	10,297,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	498,510	503,419	560,000	525,700	536,600	536,600	536,600
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	14,416,058	14,925,524	16,625,000	16,625,000	16,793,300	16,793,300	16,793,300
Medicare Part B (note 1)	Post Employment Medicare Part B Benefits	3,747,770	4,000,320	4,029,000	4,029,000	4,421,400	4,421,400	4,421,400
Total Union		\$69,949,143	\$44,432,886	\$58,986,800	\$58,448,200	\$50,270,700	\$50,270,700	\$50,270,700
Non-Union								
Pension UAAL Expense	Current year portion of 10 years funding of UAAL	1,003	701,985	841,600	727,000	915,200	915,200	915,200
OPEB Contributions	Current year portion of funding OPEB liabilities			1,316,900	1,935,800	1,065,500	1,065,500	1,065,500
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	72,224	73,350	82,000	76,660	82,000	82,000	82,000
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	1,676,904	1,688,845	1,845,000	1,845,000	1,981,200	1,981,200	1,981,200
Total Non-Union		\$1,750,131	\$2,464,180	\$4,085,500	\$4,584,460	\$4,043,900	\$4,043,900	\$4,043,900
Professional & Technical	Service contracts for retirement plans	174,742	240,775	250,000	168,881	250,000	250,000	250,000
Capitalized Fringe	Capital grant fringe reimbursement	-772,782	-426,273	-455,133	-403,410	-82,140	-82,140	-101,800
Total Other Post Employment Benefits		\$71,101,234	\$46,711,568	\$62,867,167	\$62,798,131	\$54,482,460	\$54,482,460	\$54,462,800

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.



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# Office of the General Manager Division

## Overview

### Departments

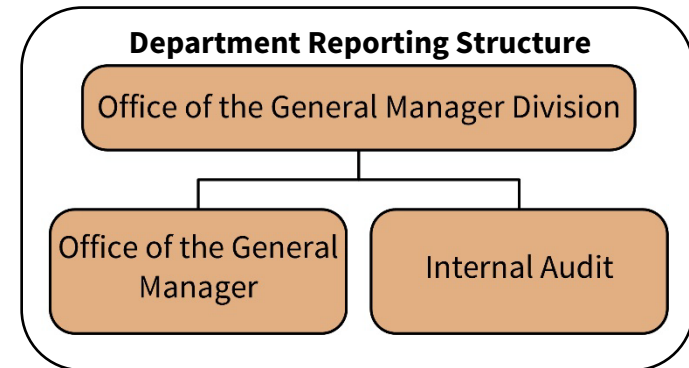
- Office of General Manager (OGM) ..... 136
- Public Access & Innovation<sup>1</sup> (PAI) ..... 138
- Internal Audit (IA) ..... 140

### Major Priorities of the Division

- (OGM) Under the direct authority of the Board of Directors.
- (IA) Performs internal audits and provides advisory services to give the District reasonable assurance that its control objectives are met.

### Divisional Fun Facts

- TriMet's impact extends beyond the realm of transportation; it plays a central role in the ongoing revitalization of Portland. FY25 stands out as a key chapter in the agency's journey, marked by innovation, inclusivity, and a profound impact on the Portland metropolitan area.
- Internal Audit works collaboratively with departments/divisions on a range of subjects focusing on the safety and reliability of our infrastructure and system to help TriMet comply with applicable regulations and to meet business objectives. Examples of audit subjects include Maintenance of Way Substations, Environmental Services, Bus Maintenance, and Facilities Management.



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

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Annually set and lead strategic direction as evidenced in the Business Plan, Financial Forecast, Budget, Capital Improvement Program, Service Plan, Fleet Plan and Financial Statement reporting.	X			OGM	100%	100%	100%
Complete 75% Buy America Post-Delivery Audit - Gillig Zero Emission Buses.			X	IA	N/A	75%	100%
Complete three high-risk audits/audit follow-up reviews related to reliability, performance, or asset management.		X		IA	3 ea.	3 ea.	3 ea.
Conduct two audits/audit follow-up reviews focusing on safety.		X		IA	2 ea.	2 ea.	2 ea.

Table 1. Office of the General Manager Performance Metrics





## Division Summary

### Office of the General Manager Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,719,519	2,551,937	1,740,188	1,601,917	2,010,908	2,010,908	2,011,676
M&S	880,896	1,245,790	316,400	247,212	312,900	312,900	266,400
Total	\$2,600,415	3,797,727	\$2,056,588	\$1,849,129	\$2,323,808	\$2,323,808	\$2,278,076

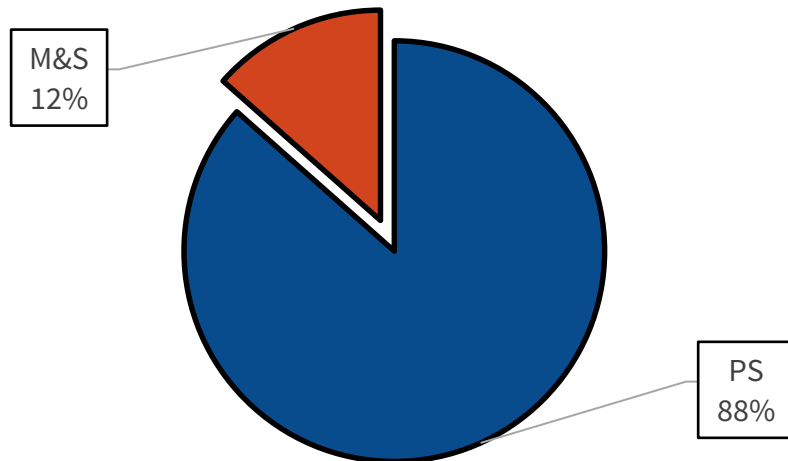
Table 2. Office of the General Manager Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$221.5K (+10.8%), driven by a 15.6% increase in Personnel Services (PS) to \$2.0M due to one additional position, while Materials & Services (M&S) decreased to \$266.4K (-15.8%).

For the FY2026 Adopted Budget, PS comprises 88% of the total budget, while M&S accounts for 12%.

#### FY2026 Adopted Budget by Classification



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



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

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	6.00	18.00	8.00	8.00	9.00	9.00	9.00

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

### Office of the General Manager Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
OGM	1,098,388	1,235,932	1,327,006	1,178,254	1,599,873	1,599,873	1,537,650
PAI <sup>2</sup>	1,138,798	2,036,841	-	-	-	-	-
IA	363,229	524,954	729,582	670,875	723,935	723,935	740,426
Total	\$2,600,415	3,797,727	\$2,056,588	\$1,849,129	\$2,323,808	\$2,323,808	\$2,278,076

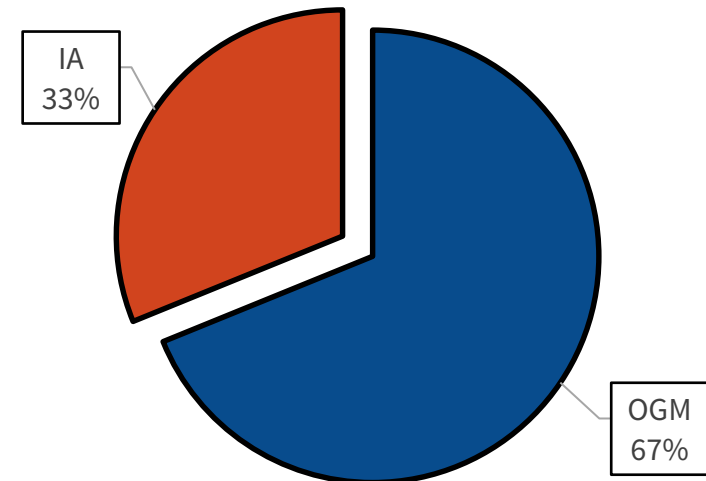
Table 4. Office of the General Manager Division FY2026 Adopted Budget by Departments

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$221.5K (+10.8%). The Office of the General Manager (OGM) sees a 15.9% increase to \$1.5M due to one additional position, while Internal Audit (IA) remains stable at \$740.4K (+1.5%).

In FY2026 Adopted, OGM accounts for 67% of the total budget, while IA represents 33%.

#### FY2026 Adopted Budget by Department



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

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

## Office of the General Manager Department (OGM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	827,831	877,680	1,017,106	933,030	1,291,973	1,291,973	1,276,250
M&S	270,557	358,252	309,900	245,224	307,900	307,900	261,400
Total	\$1,098,388	\$1,235,932	\$1,327,006	\$ 1,178,254	\$1,599,873	\$1,599,873	\$1,537,650

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

### Department Description & Responsibilities

#### Major Functions

The Office of the General Manager Department is under the direct authority of the Board of Directors. The General Manager is appointed by the Board and is charged with managing the agency. TriMet is governed by a seven-member Board of Directors. The Board sets agency policy, enacts legislation and reviews certain contracts.

### Goals and Objectives

#### Customers

- **Action #1:** Continue to fully develop and implement strategy and actions to fully implement and achieve TriMet 2030. Timeline through June 30, 2026.
- **Action #26:** Deliver feasible actions and changes called for in TriMet's Climate Action Plan. Timeline through June 30, 2026.

#### Internal Business Practices

- **Action #1:** Based on a comprehensive evaluation, develop a centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2026.

#### Financial

- **Action #5:** 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, 2026.

**Office of General Manager Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	556,954	672,862	802,785	732,760	990,574
Fringe	270,877	204,818	214,321	200,270	285,676
Total	\$827,831	\$877,680	\$1,017,106	\$933,030	\$1,276,250

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	141,025	96,266	50,000	25,313	25,000
Copier & Printer Usage and Maintenance		786		1,284	
Other Services- Gen & Adm	177	1,528	4,000	3,636	3,000
Office Supplies	1,788	2,159	8,100	3,652	4,000
Other Materials- Gen & Adm	2,507	10,516	9,100	760	7,000
Unreconciled P-Card Expense	1,057	4,446		1,351	
Computer Equip under \$5,000		1,391	2,000	831	
Telephone	5,558	4,715	2,000	7,745	2,000
NU-Dues & Subscriptions	350	360	1,000	251	1,000
NU-Local Travel & Meetings	4,750	20,737	12,000	17,426	10,000
UN-Local Travel & Meetings	200				
Local Travel & Meetings Non Training	64				
NU-Education & Training - Gen & Adm	14,331	40,474	50,000	38,987	40,000
NU-Out-Of-Town Travel	41,306	29,668	28,300	29,409	28,300
Official Meeting Expense	57,148	143,652	127,200	109,197	126,500
Board Recognition	205	849	6,600	1,890	6,000
Employee Development		482	5,000	1,639	4,500
Employee Recognition	91	223	4,600	1,853	4,100
Total	\$270,557	\$358,252	\$309,900	\$245,224	\$261,400

## Public Access & Innovation (PAI)<sup>3</sup>

### Department Budget

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

Table 6. Public Access & Innovation Department FY2026 Adopted Budget

<sup>3</sup> Public Access & Innovation (PAI) Department (previously Inclusion, Diversity, Equity, & Accessibility) moved to a different division for organizational effectiveness.



**Public Access & Innovation Department**

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

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

## Internal Audit Department (IA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	362,592	523,059	723,082	668,887	718,935	718,935	735,426
M&S	637	1,895	6,500	1,988	5,000	5,000	5,000
Total	\$363,229	\$524,954	\$729,582	\$ 670,875	\$723,935	\$723,935	\$740,426

Table 7. Internal Audit Department FY2026 Adopted Budget

### Department Description & Responsibilities

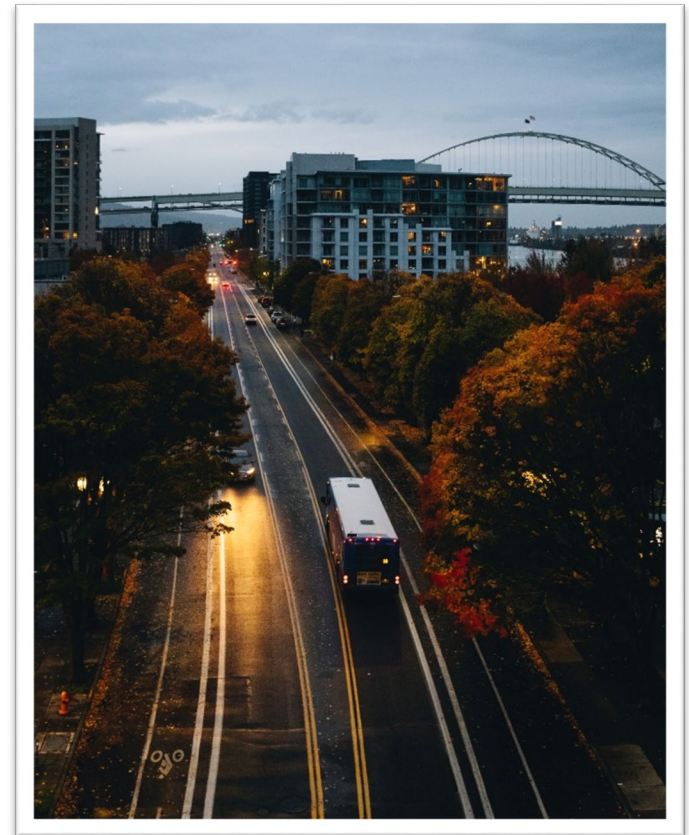
#### Major Functions

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

### Goals and Objectives

#### Financial

- **Action #5:** 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, 2026.



**Internal Audit Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	269,550	394,495	541,923	517,951	550,004
Fringe	93,042	130,524	181,159	150,936	185,422
Capitalized Labor-Fringe		-1,960			
Total	\$362,592	\$523,059	\$723,082	\$668,887	\$735,426

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Copier & Printer Usage and Maintenance		59		108	
Other Services- Gen & Adm	104	1,504	5,000	1,419	5,000
Computer Equip under \$5,000			1,500	375	
Telephone	171	142		86	
NU-Dues & Subscriptions	190				
NU-Education & Training - Gen & Adm	172	190			
Total	\$637	\$1,895	\$6,500	\$1,988	\$5,000

## Personnel Profile by Department

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

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

### Office of the General Manager

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
General Manager	1.00	NU	FT	-	454,189	31	346,280	519,420
Executive Advisor to the General Manager	1.00	NU	FT	-	192,425	21	153,939	230,910
Executive Assistant, Senior (GM)	1.00	NU	FT	-	105,144	14	86,095	129,143
Executive Administrative Assistant	1.00	NU	FT	-	93,725	12	72,421	108,629
Executive Assistant (GM)	1.00	NU	FT	-	100,220	12	72,421	108,629
Total	5.00				\$945,703			

Table 8. Office of the General Manager Department Personnel Profile

## Internal Audit

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Internal Audit	1.00	NU	FT	-	189,613	19	130,894	196,343
Analyst, Senior, Business Process	1.00	NU	FT	-	134,700	16	102,036	153,055
Auditor, Senior, IT Systems	1.00	NU	FT	-	104,097	16	102,036	153,055
Internal Auditor, Senior	1.00	NU	FT	-	121,595	15	93,779	140,669
Total	4.00				\$550,004			

Table 9. Internal Audit Department Personnel Profile



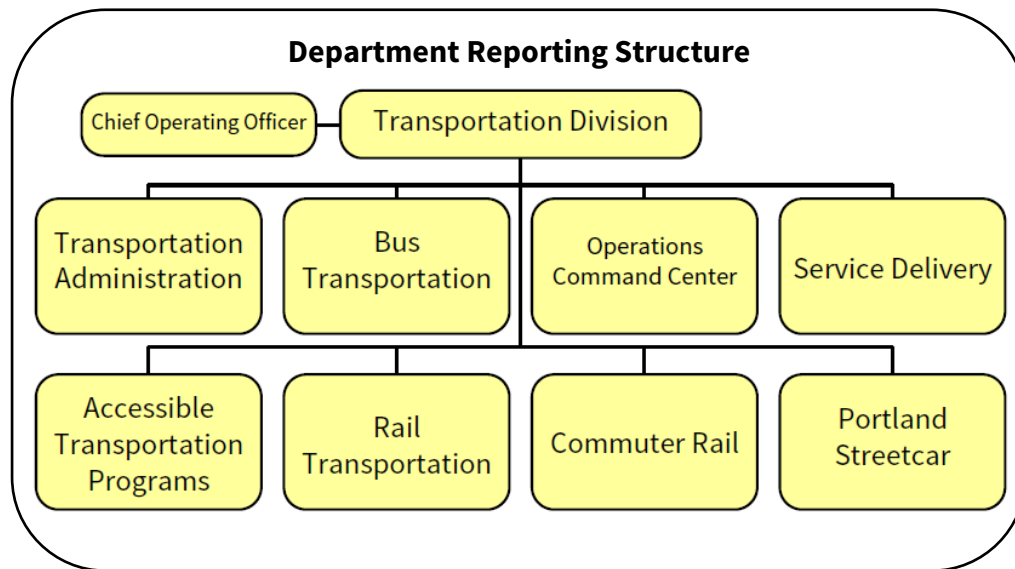


# Transportation Division

## Overview

### Departments

- Office of Chief Operating Officer (COO)<sup>1</sup> ..... 150
- Transportation Administration (TA) ..... 152
- Bus Transportation (BT) ..... 154
- Operations Command Center (OCC) ..... 157
- Service Delivery (SD) ..... 157
- Accessible Transportation Programs (ATP) ..... 161
- Rail Transportation (RT)..... 164
- Commuter Rail (CR)..... 167
- Portland Streetcar (PS) ..... 170
- Operations Planning & Development (OPD)<sup>2</sup> .....172
- Service Planning & Development (SPD)<sup>3</sup> .....174
- Operations Training & Planning (OTP)<sup>4</sup> .....176



### Major Priorities of the Division

- (COO) Develops and guides overall goals, objectives, strategies, and management for Transportation, Maintenance, and Transit System & Asset Support divisions.
- (TA) Bus Transportation, Accessible Transportation Programs (LIFT), Commuter Rail, Operations Command Center, Rail Transportation, Service Delivery and Portland Streetcar operations.
- (BT) Fixed-route bus operations, field operations, bus detour and special event planning, labor management and employee engagement.

<sup>1</sup> Office of Chief Operating Officer (COO) restructured to Transportation Division for organizational effectiveness.

<sup>2</sup> Operations Planning & Development (OPD) restructured to Transportation Division for organizational effectiveness.

<sup>3</sup> Service Planning & Delivery (SPD) restructured to Transportation Division for organizational effectiveness.

<sup>4</sup> Operations Training & Planning (OTP) restructured to Transportation Division for organizational effectiveness.

- (OCC) Safe movement of buses and trains using Rail Controllers and Bus Dispatchers, coordinated service responses, emergency operations and unified communications.
- (SD) Schedule writing, workforce planning, workforce utilization and communication, schedule data systems and production, and operations planning and projects.
- (ATP) Americans with Disabilities Act coordination, paratransit application and eligibility process, paratransit operations and maintenance, and other demand-response services.
- (RT) Light rail operations, field operations, regulatory compliance, state-of-good repair planning and support, labor management and employee engagement.
- (CR) Commuter rail operations and maintenance as regulated by the Federal Railroad Administration.
- (PS) Streetcar operations and maintenance through a partnership with City of Portland

### Divisional Fun Facts

- The Chief Operating Officer was first established in fiscal year 2015, due to the changing needs of the agency to align with typical practices of large transit agencies.
- TriMet is responsible for providing public transportation service throughout a 533-square mile area and does so with over 80 bus lines, one FX (Frequent Express) line, five MAX light rail lines, one heavy rail commuter line (WES), and LIFT paratransit service.
- The Operations Command Center is open 24 hours a day seven days a week, and responsible for managing 94 trains and 450 buses during peak service levels.
- The LIFT paratransit program started in December 1976 as a demonstration project to offer specialized transit service to older adults and people with disabilities.
- MAX is a 60-mile light rail system with five lines and 96 stations, connecting Portland, Beaverton, Gresham, Hillsboro, Milwaukie, and the Portland International Airport.
- WES consists of 14.7 miles of track with five stops and connects with other regional transit systems. It is the smallest “commuter rail” system in the United States.

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Agency Procedures: Evaluate system of agency procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency. Create a draft plan and strategy.		X		COO	N/A	80%	90%
Bus On-Time Performance	X	X		BT & OCC	87%	87%	85%
Bus Fixed Route Collisions/100,000 Miles	X	X		BT	3.18	3.15	<=2.75
Meet State Safety Oversight (SSO) and Federal Transportation Administration (FTA) reporting requirements	X	X		OCC	N/A	98%	100%
MAX On-Time Performance	X	X		RT & OCC	81%	81%	88%
MAX Collisions Per 100,000 Miles	X	X		RT	1.42	2.1	<=1.5
LIFT On-Time Performance	X	X		ATP	92%	95%	95%
LIFT Collisions Per 100,000 Miles	X	X		ATP	1.24	1.10	<= 1.30
Streetcar Operator Attendance	X	X		RT	89%	84%	95%
WES On-Time Performance	X	X		CR	98%	99%	95%
WES Boarding Rides Per Revenue Hour, Monthly	X	X		CR	51	53	88.65

Table 1. Transportation Division Performance Metrics

## Division Summary

### Transportation Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted <sup>5</sup>
PS	213,115,303	218,793,992	238,794,577	237,492,129	253,088,995	253,088,995	257,710,698
M&S	58,777,583	81,183,284	84,684,900	80,498,351	95,795,800	95,795,800	95,105,600
Total	\$271,892,886	\$299,977,276	\$323,479,477	\$317,990,480	\$348,884,795	\$348,884,795	\$352,816,298

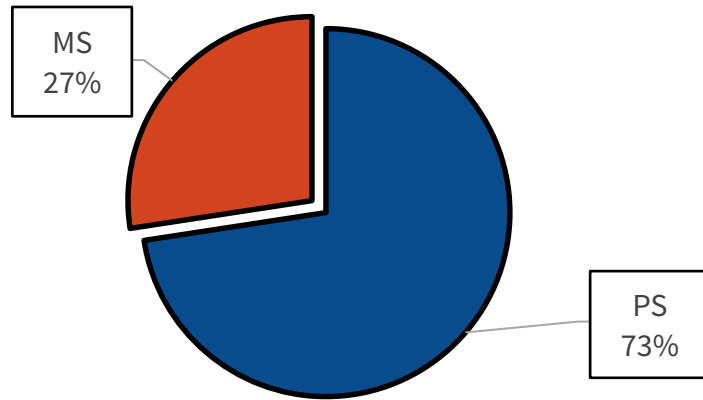
Table 2. Transportation Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted the total budget increases by \$29.3M (9.1%), with Personnel Services (PS) rising by \$18.2M (7.9%) and Materials & Services (M&S) increasing by \$10.4M (12.3%).

For the FY2026 Adopted Budget, PS comprises 73% (\$257.7M) of the total budget, while M&S accounts for 27% (\$95.1M).

#### FY2026 Adopted Budget by Classification



1. Transportation Division FY2026 Adopted Budget by Classification Pie Chart



<sup>5</sup> Office of Chief Operating Officer (COO) restructured to Transportation Division for organizational effectiveness. Historical financial data included.

### Transportation Division Count of Full-Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted <sup>6</sup>
Total FTE	1,844.00	1,928.00	1,872.50	1,872.50	1,864.50	1,864.50	1,890.50

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

### Transportation Division Budget by Department

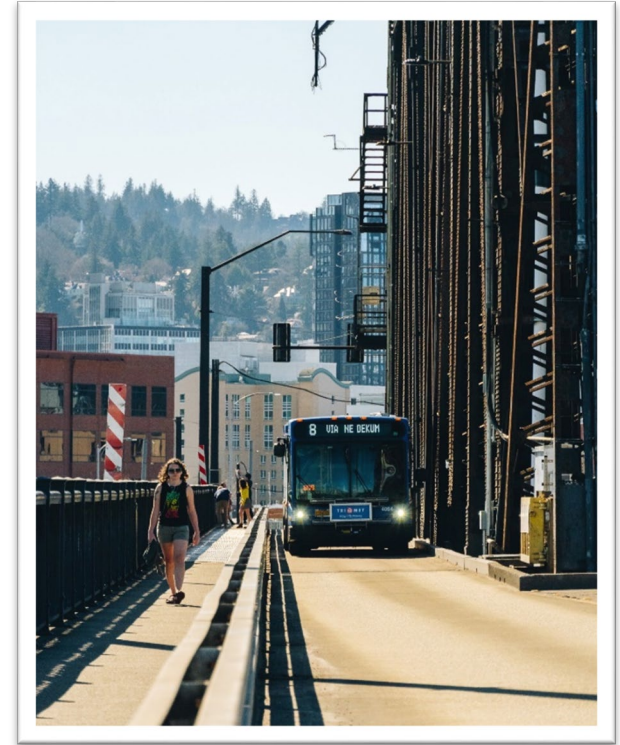
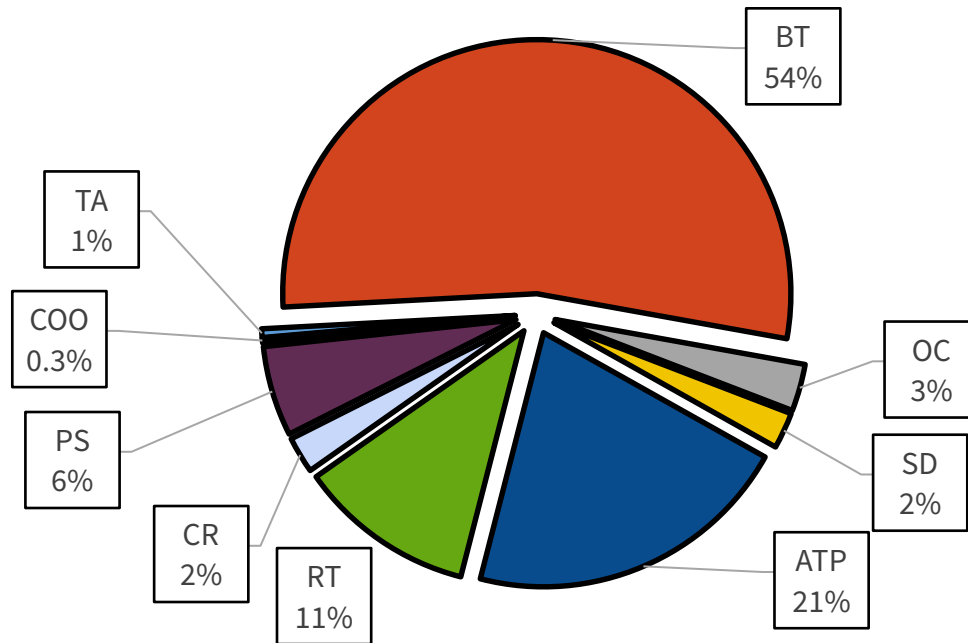
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted <sup>6</sup>
COO	1,292,105	1,251,362	1,121,920	860,546	1,090,331	1,090,331	1,063,149
TA	1,374,976	1,516,929	2,139,083	1,622,076	2,049,644	2,049,644	1,944,518
BT	153,357,882	158,910,164	173,659,953	171,720,689	185,578,795	185,578,795	189,367,722
OCC	-	8,772,018	9,816,548	9,389,893	10,522,332	10,522,332	10,573,874
SD	2,856,597	-	7,428,323	7,701,871	7,765,571	7,765,571	8,133,510
ATP	38,694,024	58,221,456	63,076,757	60,020,703	74,102,555	74,102,555	73,614,387
RT	35,267,481	32,306,213	38,476,441	39,725,015	39,318,935	39,318,935	39,692,719
CR	7,934,194	8,744,695	8,488,064	8,015,091	8,587,052	8,587,052	8,169,981
PS	19,067,675	20,009,229	19,272,388	18,934,596	19,869,580	19,869,580	20,256,438
OPD	2,166,295	-	-	-	-	-	-
SPD	639,958	10,245,210	-	-	-	-	-
OTP	9,241,699	-	-	-	-	-	-
Total	\$271,892,886	\$299,977,276	\$323,479,477	\$317,990,480	\$348,884,795	\$348,884,795	\$352,816,298

Table 4. Transportation Division FY2026 Adopted Budget by Departments

<sup>6</sup> In FY2026, Office of Chief Operating Officer (COO) FTEs and corresponding budget restructured to Transportation Division for organizational effectiveness. Historical financial data included.



### FY2026 Adopted Budget by Department



#### 2. Transportation Division FY2026 Adopted Budget by Department

The FY2026 Proposed, Approved, and Adopted Budget for the Transportation Division is \$352.8M, reflecting a 9.1% increase from the FY2025 Budget of \$323.5M.

The largest allocation is for Bus Transportation (BT) at 54% of the budget, Accessible Transportation Programs (ATP) accounts for 21%. Rail Transportation (RT) represents 11%. Portland Streetcar (PS) and Operations Command Center (OCC) account for 6% and 3%, respectively. Commuter Rail (CR) allocates 2% of total funding, Service Delivery (SD) at 2%, Transportation Administration (TA) at 1%, and Office of Chief Operating Officer (COO) at less than 1%.

## Office of Chief Operating Officer Department (COO)

### Department Budget

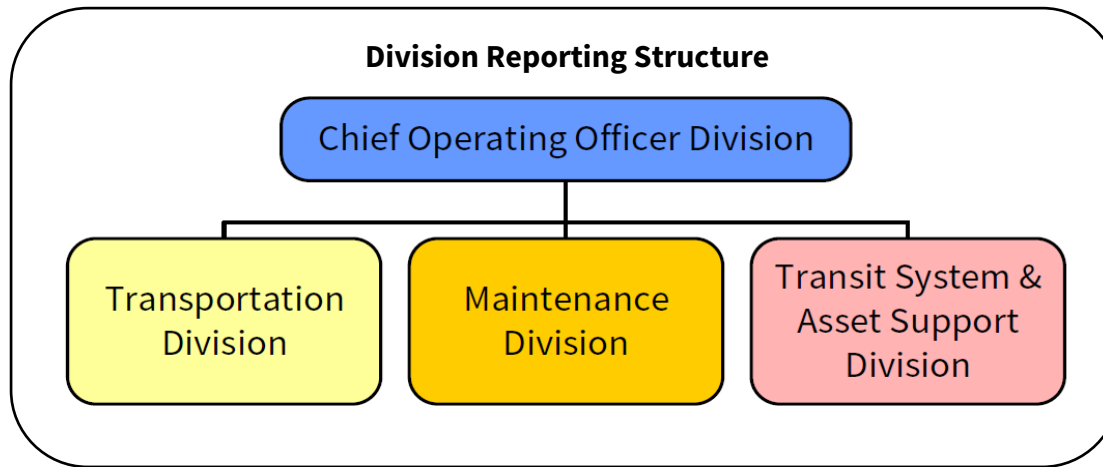
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted <sup>7</sup>
PS	540,931	546,181	680,320	656,146	648,731	648,731	643,349
M&S	751,174	705,181	441,600	204,400	441,600	441,600	419,800
Total	\$1,292,105	\$1,251,362	\$1,121,920	\$860,546	\$1,090,331	\$1,090,331	\$1,063,149

Table 5. Office of Chief Operating Officer Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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



<sup>7</sup> In FY2026, Office of Chief Operating Officer (COO) restructured to Transportation Division for organizational effectiveness. Historical financial data included.

**Office of Chief Operating Officer Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	403,144	454,528	548,712	507,916	513,091
Fringe	137,787	91,653	131,608	148,230	130,258
Total	\$540,931	\$546,181	\$680,320	\$656,146	\$643,349

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	387,737	527,044	386,100	147,184	364,300
Copier & Printer Usage and Maintenance		350		1,020	
Other Services- Gen & Adm		1,217		1,364	
Office Supplies		11,151		4,270	
Other Materials- Gen & Adm	4,578	3,100			
Unreconciled P-Card Expense	2,459	7,008		1,961	
Telephone	16,223	13,733	22,000	16,615	22,000
NU-Dues & Subscriptions	278,775	114,408			
NU-Local Travel & Meetings	2,642	1,382		1,964	
NU-Education & Training - Gen & Adm	31,625	17,931	16,500	17,207	16,500
NU-Out-Of-Town Travel	26,643	7,722	8,000	10,196	8,000
Employee Recognition	492	135	9,000	2,619	9,000
Total	\$751,174	\$705,181	\$441,600	\$204,400	\$419,800

## Transportation Administration Department (TA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	467,830	797,307	1,321,683	753,760	1,388,844	1,388,844	1,283,718
M&S	907,146	719,622	817,400	868,316	660,800	660,800	660,800
Total	\$1,374,976	\$1,516,929	\$2,139,083	\$1,622,076	\$2,049,644	\$2,049,644	\$1,944,518

Table 7. Transportation Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Transportation Administration Division is responsible 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.

### Goals and Objectives

#### Customers

- **Action #1:** Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.
- **Action #5:** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #3:** Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in Transportation management positions. Timeline through June 30, 2026.

#### Financial

- **Action #6:** Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.

**Transportation Administration Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	222,368	335,773	930,479	338,342	631,532
Fringe	245,462	461,534	391,204	415,418	652,186
Total	\$467,830	\$797,307	\$1,321,683	\$753,760	\$1,283,718

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	6,290	45,784			
Professional & Technical-Gen & Adm	53,132	1,006	75,100	273,310	49,300
DOTS Renewal Medical Svcs	250,885	293,914	72,900	225,694	221,600
Temporary Help-Trans Adm	22,564	5,458	18,100	4,526	4,900
Copier & Printer Usage and Maintenance		51		182	
Other Services- Gen & Adm	211,311	48,738	17,000	37,922	17,000
Office Supplies	32,936	28,935	68,500	27,080	49,300
Winter Supplies-Snow & Ice Impl	722		10,000	2,518	4,900
Equip/Furn < \$5,000-Fac/Eq Maint	2,357	1,046		2,255	
Other Materials- Gen & Adm	58,035	8,242	8,000	2,776	6,400
Unreconciled P-Card Expense	549	1,314		440	
Computer Equip under \$5,000				31,333	
Safety Supplies - Transportation	15,750	2,175	5,000	1,273	2,400
Telephone	142,406	153,830	175,500	135,060	147,800
NU-Local Travel & Meetings		538	2,000	1,197	1,000
UN-Local Travel & Meetings	262				
Local Travel & Meetings Non Training		92,217			
NU-Education & Training - Gen & Adm	9,270	19,077	70,200	23,594	20,200
NU-Out-Of-Town Travel	65,196	11,060	13,000	9,555	12,800
UN-Out-Of-Town Travel				293	
Employee Recognition	35,481	5,208	282,100	89,308	123,200
Rental		1,029			
Total	\$907,146	\$719,622	\$817,400	\$868,316	\$660,800



## Bus Transportation Department (BT)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	150,430,573	154,756,105	169,400,953	167,817,647	181,079,795	181,079,795	185,064,822
M&S	2,927,309	4,154,059	4,259,000	3,903,042	4,499,000	4,499,000	4,302,900
Total	\$153,357,882	\$158,910,164	\$173,659,953	\$171,720,689	\$185,578,795	\$185,578,795	\$189,367,722

Table 8. Bus Transportation Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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

### Goals and Objectives

#### Customers

- **Action #5:** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- **Action #21:** Hire, train, and retain operators to support service needs. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #2:** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- **Action #3:** Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in Transportation management positions. Timeline through June 30, 2026.

### Bus Transportation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	106,308,145	109,768,317	116,176,289	118,136,351	127,039,571
Fringe	44,131,337	45,347,369	53,224,664	49,681,296	58,025,251
Capitalized Labor-Fringe	-8,909	-359,581			
Total	\$150,430,573	\$154,756,105	\$169,400,953	\$167,817,647	\$185,064,822

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm				45,967	
Professional & Technical-Trans Adm				2,684	
Recruitment Expense	313,092				
Quality Assurance / ADA		2,690	1,500	375	1,500
Temporary Help-Trans Adm		19,268			
Copier & Printer Usage and Maintenance		9,746		18,880	
Vehicle Control Sys Maint	107,588	184,145	562,000	251,117	562,000
Laundry	2,050	2,809	2,000	2,623	2,000
Cab Service - EE Ride home	1,346			153	
Other Services-Transp Adm	193,642	7,026	29,300	24,195	29,300
Uniforms- Rev Veh Op	345,065	475,480	310,400	280,020	318,200
Office Supplies	29,140	39,770		30,120	
Winter Supplies-Snow & Ice Impl	2,097	12,508	6,000	16,772	6,000
Other Materials- Gen & Adm	61,906	2,496		181	
Other Materials- Transp Adm	152,589	497,717	90,800	383,224	90,800
Unreconciled P-Card Expense	6,399	5,861		2,379	
Computer Equip under \$5,000		14,700		5,532	
Safety Supplies - Transportation	100,334	74,686	17,000	66,357	17,000
Telephone	24,998	24,161		18,895	
Data Communication Services	444,607	483,242	251,100	663,593	251,100
PI/PD Expense	978,362	2,101,652	2,850,000	1,897,336	2,886,100
NU-Local Travel & Meetings		118		195	
NU-Education & Training - Gen & Adm	10,173	5,595		2,073	

### Bus Transportation Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
NU-Out-Of-Town Travel	1,998	3,559		6,695	
Driver Accommodations	78,742	110,729	80,000	86,929	80,000
CDL Renewals	14,067	17,412	12,900	14,108	12,900
Employee Recognition	13,779	14,449		5,332	
Employee Awards	265		26,000	6,499	26,000
Operator Recognition	44,810	24,984	20,000	41,812	20,000
Operator Rodeo		19,256		28,897	
Special Events Serv	260			99	
Total	\$2,927,309	\$4,154,059	\$4,259,000	\$3,903,042	\$4,302,900

## Operations Command Center Department (OCC)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	8,740,060	9,739,348	9,319,177	10,445,132	10,445,132	10,496,674
M&S	-	31,958	77,200	70,716	77,200	77,200	77,200
Total	-	\$8,772,018	\$9,816,548	\$9,389,893	\$10,522,332	\$10,522,332	\$10,573,874

Table 9. Operations Command Center Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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

### Goals and Objectives

#### Customers

- **Action #14:** Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations. Timeline through June 30, 2026.
- **Action #17:** Improve reliability of real-time service information, especially during disruptions. Timeline through June 30, 2026.

#### People

- **Action #2:** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in Transportation management positions. Timeline through June 30, 2026.
- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



### Operations Command Center Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		6,615,665	7,300,222	7,111,685	7,806,516
Fringe		2,125,035	2,439,126	2,207,492	2,690,158
Capitalized Labor-Fringe		-640			
Total		\$8,740,060	\$9,739,348	\$9,319,177	\$10,496,674

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Copier & Printer Usage and Maintenance		2,278		3,715	
Other Services-Transp Adm		557	5,000	24,424	5,000
Uniforms- Rev Veh Op		8,694	10,200	9,149	10,200
Office Supplies		2,636		2,776	
OCC Equip & Supplies		671	15,000	6,969	15,000
Other Materials- Transp Adm		2,193	29,000	9,507	29,000
Unreconciled P-Card Expense		259		99	
Computer Equip under \$5,000				34	
Safety Supplies - Transportation			3,000	1,054	3,000
Data Communication Services			14,000	3,499	14,000
NU-Local Travel & Meetings		2,650			
NU-Education & Training - Gen & Adm		2,847			
NU-Out-Of-Town Travel		8,990		8,569	
Freight Expense				47	
CDL Renewals		183		520	
Employee Recognition				106	
Employee Awards			1,000	248	1,000
Total		\$31,958	\$77,200	\$70,716	\$77,200



## Service Delivery Department (SD)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual <sup>8</sup>	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,732,812	-	7,272,223	7,581,084	7,682,371	7,682,371	8,050,310
M&S	123,785	-	156,100	120,787	83,200	83,200	83,200
Total	\$2,856,597	-	\$7,428,323	\$7,701,871	\$7,765,571	\$7,765,571	\$8,133,510

Table 10. Service Delivery Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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 operations planning.

### Goals and Objectives

#### Customers

- **Action #1:** Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.
- **Action #14:** Analyze causes of stops and delays in service, develop mitigations, and implement solutions. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #2:** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Completion is targeted for June 30, 2026.
- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Completion is targeted for June 30, 2026.

<sup>8</sup> The Service Delivery Department was moved into the Chief Operating Officer Division in FY2024. This department was transferred back from the Chief Operating Officer Division to the Transportation Division in FY2025.

### Service Delivery Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,969,242		5,923,962	6,052,704	6,280,612
Fringe	763,570		2,047,517	1,915,939	2,261,348
Capitalized Labor-Fringe			-699,256	-387,559	-491,650
Total	\$2,732,812		\$7,272,223	\$7,581,084	\$8,050,310

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	53,204		137,000	56,677	64,100
Copier & Printer Usage and Maintenance				26,921	
Other Services-Transp Adm	16,374		7,100	6,122	7,100
Office Supplies	465			3,254	
Other Materials- Transp Adm	50,105		4,500	2,519	4,500
Unreconciled P-Card Expense				1,837	
Computer Equip under \$5,000			5,000	1,358	5,000
Microcomputer Mtc Mat'l			2,500	626	2,500
Safety Supplies - Transportation	108				
Telephone	3,134			3,822	
NU-Local Travel & Meetings				83	
Local Travel & Meetings Non Training				855	
NU-Education & Training - Gen & Adm				299	
NU-Out-Of-Town Travel	395			16,310	
CDL Renewals				104	
Total	\$123,785		\$156,100	\$120,787	\$83,200

## Accessible Transportation Programs Department (ATP)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,155,403	1,018,676	1,144,657	1,204,857	1,197,755	1,197,755	1,188,387
M&S	37,538,621	57,202,780	61,932,100	58,815,846	72,904,800	72,904,800	72,426,000
Total	\$38,694,024	\$58,221,456	\$63,076,757	\$60,020,703	\$74,102,555	\$74,102,555	\$73,614,387

Table 11. Accessible Transportation Programs Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Accessible Transportation Programs Department is responsible for the following major functions: Americans with Disabilities Act (ADA) coordination and community engagement, Committee on Accessible Transportation (CAT) coordination, demand-response services, fixed route travel training, and paratransit service operations and maintenance. The eligibility process, paratransit operations and service delivery, and the LIFT 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.

### Goals and Objectives

#### Customers

- **Action #9:** Actively encourage accessibility improvements by jurisdictions, including support search for grants or other funding sources. Timeline through June 30, 2026.
- **Action #20:** Implement and monitor same day on-demand service with ADA-eligible and other people who are older adults (65-plus) and/or living with disabilities. Timeline through June 30, 2026.

#### Internal Business Practice

- **Action #4:** Work with partners and service providers to address the needs of vulnerable populations and those in need of services. Timeline through June 30, 2026.

#### Financial

- **Action #6:** Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.



### Accessible Transportation Programs Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	713,124	721,038	829,907	855,261	845,772
Fringe	442,279	297,638	314,750	349,596	342,615
Total	\$1,155,403	\$1,018,676	\$1,144,657	\$1,204,857	\$1,188,387

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Contracted Dispatch 1	3,771,072	4,255,929	4,243,400	4,326,365	4,472,600
Contracted Eligibility Assessment	558,070	1,264,082	1,635,600	1,424,370	1,351,500
Professional & Technical-Gen & Adm	8,335	43,151	32,500	94,115	23,400
Temporary Help-Trans Adm	12,975		7,000	1,751	4,900
Equipment Repair & Mtc - Gen & Adm			1,500	375	1,500
Copier & Printer Usage and Maintenance		11,470		30,227	
ATP Central Maintenance	2,503,808	2,753,955	3,829,900	3,481,650	4,035,700
Background Check Services	11,565	39,160	40,000	26,301	40,000
Printing/Bindery Services	10,560	17,762	12,000	11,222	12,000
Ride Connection Program		6,585,573	1,002,100	3,665,235	
Accessibility Services - State Program (5310)			5,386,200	1,346,550	5,386,200
Accessibility Services - Federal (Program)			1,514,200	378,551	1,272,900
Other Services- Gen & Adm	7,250	32,491	8,000	44,149	7,600
Other Services- Revenue Veh.Maint	297,134	468,472	175,000	182,906	98,700
Diesel Fuel- Rev Vehicle Oper	1,895,677	1,707,135	1,931,400	1,376,126	873,600
Oil & Lubricants	10,006	12,413	10,000	23,989	17,700
Gasoline - Rev Veh Operations		721,909	210,000	1,186,519	1,727,100
Tires - Rev Vehicle Oper	135,089				
Office Supplies	11,738	53,823		399,105	
Equip/Furn < \$5,000-Gen & Adm	45,999	61,343	22,000	26,173	24,700
Other Materials- Gen & Adm	7,886	7,469	155,900	43,191	103,600
Unreconciled P-Card Expense	3,156			1,795	
Postage - Gen & Admin	38,894	20,725	32,000	25,926	32,000
Safety Supplies - Transportation	1,092				

### Accessible Transportation Programs Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
ATP Maintenance Materials	2,178	61,832	25,000	45,234	29,900
Telephone	68,312	59,278		38,588	
Data Communication Services	14,763	74,965	40,000	69,931	51,200
ATP Direct Svc Provider	25,259,482	35,195,355	36,526,400	36,657,587	45,213,900
ATP Backup Cabs	2,516,892	903,478	1,480,000	793,825	1,000,000
Supplemental Providers-Trans Network Comp	157,297	2,652,330	3,600,000	3,092,104	6,635,500
NU-Local Travel & Meetings		800			
NU-Education & Training - Gen & Adm	1,290	5,944		1,075	
NU-Out-Of-Town Travel	1,750	13,978		10,480	
Out-Of-Town Travel Non Training	140				
Employee Recognition	221	263		229	
Software License Fees		2,700		900	
Special Events Serv		300			
Cat Committee	8,708	9,761	12,000	9,302	9,800
Office Leases	177,282	164,934			
Total	\$37,538,621	\$57,202,780	\$61,932,100	\$58,815,846	\$72,426,000



## Rail Transportation Department (RT)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	34,731,251	31,465,728	36,934,741	38,117,859	37,674,735	37,674,735	38,148,919
M&S	536,230	840,485	1,541,700	1,607,156	1,644,200	1,644,200	1,543,800
Total	\$35,267,481	\$32,306,213	\$38,476,441	\$39,725,015	\$39,318,935	\$39,318,935	\$39,692,719

Table 12. Rail Transportation Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Rail Transportation Department is responsible for the following major functions: light rail operations, field operations, compliance management (CMS), regulatory compliance, operator safety and support, employee recognition, labor management, and state of good repair planning and support. Although operating under a separate budget, the Rail Transportation Department has oversight over the Portland Streetcar Operations staff.

### Goals and Objectives

#### Customers

- **Action #5:** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- **Action #14:** Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations. Timeline through June 30, 2026.
- **Action #21:** Hire, train, and retain operators to preserve and expand service. Timeline through June 30, 2026.

#### People

- **Action#1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #3:** Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in Transportation management positions. Timeline through June 30, 2026.
- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.

### Rail Transportation Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	24,963,378	22,766,431	25,948,614	27,457,083	26,761,921
Fringe	9,767,873	8,710,528	10,986,127	10,660,776	11,386,998
Capitalized Labor-Fringe		-11,231			
Total	\$34,731,251	\$31,465,728	\$36,934,741	\$38,117,859	\$38,148,919

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal				104,000	
Professional & Technical-Gen & Adm	110	31,680		24,843	
Temporary Help-Transp Adm		749			
Copier & Printer Usage and Maintenance		17,885		34,720	
Other Services- Gen & Adm	6,186	23,099	10,000	5,729	10,000
Other Services-Transp Adm	25				
Uniforms- Rev Veh Op	62,954	44,913	58,000	72,835	58,000
Office Supplies	18,612	24,088		14,448	
Cleaning Suppl- Rev Equip Maint	306	42			
OCC Equip & Supplies	32,946	3,952		1,743	
Other Materials- Gen & Adm	33,994	30,287	40,000	33,665	40,000
Other Materials- Transp Adm	36,484	137,773		24,490	
Unreconciled P-Card Expense	266	1,100		251	
Computer Equip under \$5,000		423	2,500	1,715	
Winter Supplies				7,336	
Safety Supplies - Transportation	2,210	7,086	28,000	10,454	3,000
UN-Oper Training Materials		627			
Telephone	54,513	61,681		45,820	
Data Communication Services	7,807	3,948		3,256	
PI/PD Expense	266,684	427,978	1,400,000	1,215,515	1,429,600
NU-Local Travel & Meetings		400			
NU-Education & Training - Gen & Adm		7,885		1,520	
NU-Out-Of-Town Travel	3,736	7,297		623	

**Rail Transportation Department**

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
CDL Renewals	2,768	3,198	3,200	2,421	3,200
Employee Recognition	6,629	4,394		1,772	
Total	\$536,230	\$840,485	\$1,541,700	\$1,607,156	\$1,543,800

## Commuter Rail Department (CR)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,697,869	2,749,456	2,641,464	2,721,596	2,715,252	2,715,252	2,719,881
M&S	5,236,325	5,995,239	5,846,600	5,293,495	5,871,800	5,871,800	5,450,100
Total	\$7,934,194	\$8,744,695	\$8,488,064	\$8,015,091	\$8,587,052	\$8,587,052	\$8,169,981

Table 13. Commuter Rail Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Commuter Rail Department is responsible for operations and maintenance of the Westside Express Service (WES) heavy rail system. The commuter rail service is operated and maintained under a shared-use agreement (SUA) with Host Railroad Portland and Western Railroad (PNWR), and regulated by the Federal Railroad Administration (FRA). PNWR is responsible for the workforce and training for the following groups: operating crews, train dispatchers, and maintenance of way 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. TriMet is responsible for management and oversight of the SUA.

### Goals and Objectives

#### Customers

- **Action #14:** Analyze causes of stops and delays in service, develop mitigations, and implement solutions Timeline through June 30, 2026.

#### Infrastructure

- **Action#13:** Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2026.
- **Action #14:** Deliver budget-approved state of good repair projects on time and within budget. Timeline through June 30, 2026.

#### People

- **Action #2:** Identify additional methods for enhancing communication with operators (contracted locomotive engineers and conductors) and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in Transportation management positions. Timeline through June 30, 2026.

**Commuter Rail Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,909,966	2,046,229	1,839,115	1,981,974	1,944,254
Fringe	798,978	715,620	802,349	740,650	775,627
Capitalized Labor-Fringe	-11,075	-12,393		-1,028	
Total	\$2,697,869	\$2,749,456	\$2,641,464	\$2,721,596	\$2,719,881

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Trans Adm	3,975	7,875		3,555	
Landscape Maint Services	11,999	14,068	7,100	10,208	7,100
Copier & Printer Usage and Maintenance		812		1,423	
Contracted Build Maint				10,091	
Contracted Fac Mtc - Elec	21,337	22,825	10,000	3,803	10,000
Facilities Maint. Agreements - WES	10,310	28,893	45,300	11,325	45,300
Contracted Maint Paving				657	
Calibration & Tool Repair	10,306	9,723	4,900	10,313	4,900
Contr Maint - Rev Eq Maint	246,255	135,205	64,100	104,598	64,100
Maintenance of Way - Commuter Rail	1,564,068	2,130,511	1,435,300	1,237,838	1,478,400
Laundry	6,929	9,287	6,600	8,885	6,600
Other Services- Revenue Veh.Maint	120	19,845	4,800	51,415	4,800
Uniforms- Rev Veh Op	916	1,050	1,700	1,765	1,700
Diesel Fuel- Rev Vehicle Oper	380,943	307,367	421,200	306,172	304,700
Office Supplies	2,270	9,169		413	
Maint Mat'l - Snow & Ice	12,500	13,747		4,269	
Maint Mat'l - Rev Eq	338,307	688,684	259,600	349,174	259,600
Freight	14,756	38,282	30,300	31,874	30,300
Maint Material - Other	5,523	5,605	14,000	33,610	14,000
Mtc Material Shop				2,271	
Shop Equip < \$5000 - Fac Eq Maint	3,736	43,826	12,600	22,995	12,600
Cleaning Suppl- Rev Equip Maint	24,474	25,852	11,600	17,724	11,600
Small Hand Tools-Fac/Eq Maint	3,405	3,843	5,100	3,942	5,100

**Commuter Rail Department**

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Inventory Adjustments		49,634		24,656	
Other Materials- Rev Eq Maint	66,020	26,464	13,100	5,446	13,100
Unreconciled P-Card Expense	309	2,507		1,091	
Landscape Maint Material			2,000	499	2,000
Maint Matl Landscape		100			
Safety Supplies-Rev Eq Maint	600	372			
Safety Supplies- Gen & Adm	5,449	15,245	7,100	5,349	7,100
Invoice Price Variance	-210	7,731		7	
Utilities - Electricity	44,744	51,274	55,800	52,207	55,800
Utilities - Gas	11,092	10,577	12,300	13,497	13,900
Utilities - Water	15,862	14,823	15,300	16,127	16,400
Telephone	96,698	95,403		70,121	
Data Communication Services	62,316	66,430	78,800	84,707	78,800
Utilities - Other	4,641	3,797	5,300	4,123	5,300
Network Access Services			33,800	8,449	33,800
OR Corporate Activity Tax (CAT)	5	6		38	
Train Operations	1,865,783	1,769,465	2,911,000	2,384,178	2,573,900
On-Time Performance Incentive - Commuter Rail	400,203	358,256	377,900	392,963	389,200
NU-Local Travel & Meetings	215	655		1,548	
NU-Education & Training - Gen & Adm	80	1,841		75	
NU-Out-Of-Town Travel		4,041			
Employee Recognition	389	149		94	
<b>Total</b>	<b>\$5,236,325</b>	<b>\$5,995,239</b>	<b>\$5,846,600</b>	<b>\$5,293,495</b>	<b>\$5,450,100</b>



## Portland Streetcar Department (PS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	8,834,855	9,164,215	9,659,188	9,320,003	10,256,380	10,256,380	10,114,638
M&S	10,232,820	10,845,014	9,613,200	9,614,593	9,613,200	9,613,200	10,141,800
Total	\$19,067,675	\$20,009,229	\$19,272,388	\$18,934,596	\$19,869,580	\$19,869,580	\$20,256,438

Table 14. Portland Streetcar Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under 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.

### Goals and Objectives

#### Customers

- **Action #5:** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.
- **Action #21:** Hire, train, and retain operators to support service needs. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



**Portland Streetcar Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	6,253,017	6,518,880	6,785,687	6,637,082	7,082,561
Fringe	2,581,838	2,645,335	2,873,501	2,682,921	3,032,077
Total	\$8,834,855	\$9,164,215	\$9,659,188	\$9,320,003	\$10,114,638

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Portland Streetcar	10,232,820	10,844,916	9,613,200	9,613,665	10,141,800
Copier & Printer Usage and Maintenance		98		928	
Total	\$10,232,820	\$10,845,014	\$9,613,200	\$9,614,593	\$10,141,800

## Operations Planning & Development Department (OPD)<sup>9</sup>

### Department Budget

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

Table 15. Operations Planning & Development Department FY2026 Adopted Budget

<sup>9</sup> Operations Planning & Development (OPD) restructured out of COO Division in FY2024 for organizational effectiveness. In FY2026, the Chief Operating Officer Division restructured to Transportation Division for organizational effectiveness.

### Operations Planning & Development Department

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

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

## Service Planning & Delivery Department (SPD)<sup>10</sup>

### Department Budget

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

Table 16. Service Planning & Delivery Department FY2026 Adopted Budget

<sup>10</sup> Service Planning & Delivery (SPD) restructured out of COO Division in FY2025 for organizational effectiveness. In FY2026, the Chief Operating Officer Division restructured to Transportation Division for organizational effectiveness.

### Service Planning & Delivery Department

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

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



## Operations Training & Planning Department (OTP)<sup>11</sup>

### Department Budget

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

Table 17. Operations Training & Planning Department FY2026 Adopted Budget

<sup>11</sup> Operations Training & Planning (OTP) restructured out of COO Division in FY2024 for organizational effectiveness. In FY2026, the Chief Operating Officer Division restructured to Transportation Division for organizational effectiveness.

### Operations Training & Planning Department

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

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

## Personnel Profile by Department

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

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

### Office of Chief Operating Officer

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Operating Officer	1.00	NU	FT	-	380,793	28	269,237	403,856
Executive Assistant, Senior (COO)	1.00	NU	FT	-	117,354	13	78,990	118,485
<b>Total</b>	2.00				\$498,147			

Table 18. Office of Chief Operating Officer Personnel Profile

### Transportation Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Transportation	1.00	NU	FT	-	235,715	24	195,178	292,769
Assistant, Executive Administrative	1.00	NU	FT	-	102,794	12	72,421	108,629
<b>Total</b>	2.00				\$338,509			

Table 19. Transportation Administration Personnel Profile

## Bus Transportation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus Operations	1.00	NU	FT	-	181,666	20	141,996	212,993
Manager, Bus Operations	3.00	NU	FT	-	471,631	18	120,556	180,835
Manager, Field Operations (Bus)	1.00	NU	FT	-	134,515	17	110,957	166,434
Assistant Manager, Bus Operations	17.00	NU	FT	-	2,144,333	16	102,036	153,055
Assistant Manager, Bus & Rail Field Operations	5.00	NU	FT	-	653,029	15	93,779	140,669
Assistant, Senior Administrative	4.00	NU	FT	-	285,709	9	55,551	83,325
Mini Run Operator	238.50	U	PT	-	16,561,636	881	62,114	82,804
Operator	1,086.00	U	FT	-	80,861,814	880	62,114	82,804
Road Supervisor	44.00	U	FT	-	4,596,482	834	78,358	104,462
Lead Supervisor	6.00	U	FT	-	658,031	489	82,253	109,679
Total	1,405.50				\$106,548,845			

Table 20. Bus Transportation Personnel Profile

## Operations Command Center

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Operations Command Center & Rail Operations	1.00	NU	FT	-	200,985	21	153,939	230,910
Manager, Operations Command Center	1.00	NU	FT	-	158,906	18	120,556	180,835
Assistant Manager, OCC (Service Quality)	1.00	NU	FT	-	141,856	16	102,036	153,055
Assistant Manager, Operations Command Center	8.00	NU	FT	-	993,894	16	102,036	153,055
Dispatcher	23.00	U	FT	-	2,426,664	836	78,358	104,462
Rail Controller	29.00	U	FT	-	3,093,330	538	104,462	104,462
Total	63.00				\$7,015,635			

Table 21. Operations Command Center Personnel Profile

## Service Delivery

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus & Rail Service Delivery	1.00	NU	FT	-	187,393	19	130,894	196,343
Manager, Bus & Rail Scheduling	1.00	NU	FT	-	155,469	17	110,957	166,434
Manager, Scheduling, Systems & Production	1.00	NU	FT	-	135,487	17	110,957	166,434
Manager, Operations Planning & Projects	1.00	NU	FT	-	143,668	16	102,036	153,055
Manager, Workforce Utilization	1.00	NU	FT	-	127,230	16	102,036	153,055
Analyst, Senior, Transit System (HASTUS)	1.00	NU	FT	-	117,224	15	93,779	140,669
Planner, Senior, Scheduling	1.00	NU	FT	x	117,224	15	93,779	140,669
Planner, Senior, Scheduling	1.00	NU	FT	-	126,800	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	60,737	9	55,551	83,325
Schedule Writer III	1.00	U	FT	-	110,053	878	102,877	110,198
Specialist, Schedule Systems	1.00	U	FT	-	109,672	877	109,679	109,679
Schedule Writer II	4.00	U	FT	-	417,862	874	78,358	104,462
Schedule Data Technician	2.00	U	FT	-	208,931	867	78,358	104,462
Schedule Data Technician	1.00	U	FT	x	104,466	867	78,358	104,462
Station Agent	27.00	U	FT	-	2,810,114	835	78,358	104,462
Station Agent	3.00	U	FT	x	274,222	835	78,358	104,462
Chief Station Agent	5.00	U	FT	-	548,359	830	82,253	109,679
Coordinator, Road Service	2.00	U	FT	-	219,344	821	82,253	109,679
Coordinator, Rail Service	2.00	U	FT	-	219,344	820	82,253	109,679
Total	57.00				\$6,193,598			

Table 22. Service Delivery Department Personnel Profile

## Accessible Transportation Program

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Accessible Transportation Programs	1.00	NU	FT	-	183,312	19	130,894	196,343
Manager, Lift Service Delivery	1.00	NU	FT	-	112,962	16	102,036	153,055
Analyst, Senior, Lift Service Delivery	1.00	NU	FT	-	94,306	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Analyst, Operations	1.00	NU	FT	-	85,804	13	78,990	118,485
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	-	102,185	13	78,990	118,485
Administrator, Lift Service Quality	1.00	NU	FT	-	80,764	12	72,421	108,629
Analyst, Business (Lift)	1.00	NU	FT	-	105,465	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	80,974	9	55,551	83,325
Total	8.00				\$845,772			

Table 23. Accessible Transportation Program Personnel Profile

## Rail Transportation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Rail Operations	1.00	NU	FT	-	177,494	20	141,996	212,993
Manager, Rail Operations	2.00	NU	FT	-	342,255	18	120,556	180,835
Manager, Field Operations (Rail)	1.00	NU	FT	-	148,078	17	110,957	166,434
Assistant Manager, Rail Operations	5.00	NU	FT	-	640,017	16	102,036	153,055
Assistant, Senior Administrative	2.00	NU	FT	-	165,568	9	55,551	83,325
Rail Operator	212.00	U	FT	-	16,625,597	580	64,227	85,753
Supervisor, Rail	39.00	U	FT	-	4,074,155	536	104,462	104,462
Total	262.00				\$22,173,164			

Table 24. Rail Transportation Personnel Profile

## Commuter Rail

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Commuter Rail Operations	1.00	NU	FT	-	161,586	17	110,957	166,434
Assistant Manager, Technical Support & Training (WES)	1.00	NU	FT	-	100,524	15	93,779	140,669
Service Worker Pressure Washer	1.00	U	FT	-	72,466	947	47,873	69,289
Service Worker	3.00	U	FT	-	197,164	945	47,873	69,289
Commuter Rail Vehicle Maint. Technician	8.00	U	FT	-	742,094	888	91,102	91,102



Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT	-	320,000	872	104,770	104,770
Total	18.00				\$1,784,458			

Table 25. Commuter Rail Personnel Profile

## Portland Streetcar

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Streetcar Operations	1.00	NU	FT	-	119,238	16	102,036	153,055
Signals Maintainer	1.00	U	FT	-	94,476	541	92,819	92,819
Track Maintainer	1.00	U	FT	-	94,476	540	92,819	92,819
Streetcar Controller	5.00	U	FT	-	533,333	539	104,462	104,462
Streetcar Operator	54.00	U	FT	-	4,585,583	488	64,227	85,753
Streetcar Journeyworker Mechanic	11.00	U	FT	-	1,020,380	451	91,102	91,102
Total	73.00				\$6,447,486			

Table 26. Portland Streetcar Personnel Profile



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# Maintenance Division

## Overview

### Departments

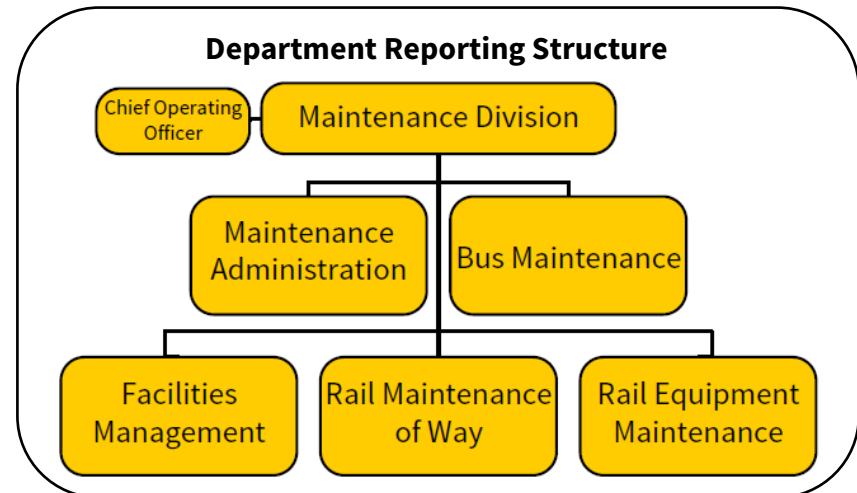
- Maintenance Administration (MA) ..... 188
- Bus Maintenance (BM)..... 190
- Facilities Management Bus and Rail (FMBR)..... 193
- Rail Maintenance of Way (MOW) ..... 197
- Rail Equipment Maintenance (REM) ..... 200

### Major Priorities of the Division

- (MA) Manages and maintains all aspects of the District's assets.
- (BM) Provides safe, reliable, and clean vehicles for use by its riders, operators and maintenance staff.
- (FMBR) Manages and maintains facility assets, insuring bus stops, rail platforms, transit centers, and park and rides are safe, clean and inviting to passengers, planning, acquiring/allocating resources, providing a safe, healthy and productive work environment.
- (MOW) Provides maintenance of all "railroad" elements of TriMet's light rail system.
- (REM) Performs maintenance of TriMet's light rail vehicles.

### Divisional Fun Facts

- The Facilities Maintenance Cleaning Department services 6,193 bus stops, 1,260 sheltered bus stops, 65 FX platforms, 30 custodial locations, and 38 floor restoration work locations.
- In FY2026, the agency will complete the receipt of 30 new Type 6 LRVs, 26 to replace the oldest fleet and 4 for the A Better Red Project. Once all of the new vehicles are received, the fleet will grow to 149 total LRVs.
- Each year, the REM team loads approximately 220 tons of sand into LRVs for traction and braking support. All of this sand is loaded manually.
- TriMet has 370 NRVs supporting our daily service located in 13 different locations. These NRV's support Transportation, Safety & Security, Maintenance, Revenue, and the Admin and management staff. Combined, they travel approximately 2.2 million miles per year.



## Performance Metrics

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

Table 1. Maintenance Division Performance Metrics

## Division Summary

### Maintenance Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	88,280,938	96,879,688	114,731,853	109,537,342	122,049,783	122,049,783	125,233,869
M&S	72,799,934	79,827,967	77,475,000	78,780,333	69,603,000	69,603,000	74,466,000
Total	\$161,080,872	\$176,707,655	\$192,206,853	\$188,317,675	\$191,652,783	\$191,652,783	\$199,699,869

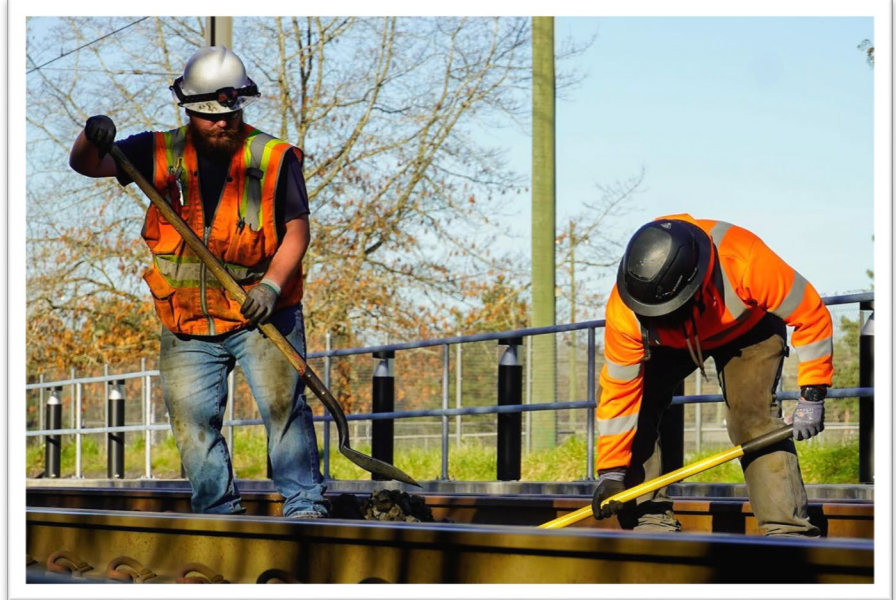
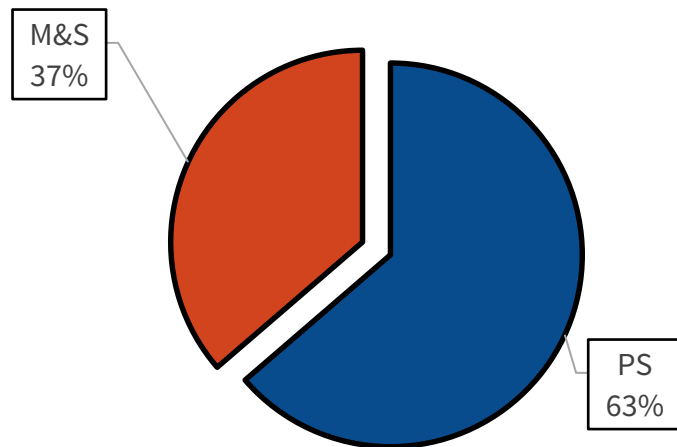
Table 2. Maintenance Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$7.45M (+3.9%), with PS rising by \$10.5M (+9.6%), while M&S decreases by \$3.0M (-3.8%).

In the FY2026 Adopted Budget, PS comprises 63% (\$125.2M) of the total budget, while M&S accounts for 37% (\$74.5M).

#### FY2026 Adopted Budget by Classification



1. Maintenance Division FY2026 Adopted Budget by Classification  
Pie Chart

### Maintenance Division Count of Full-Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	788.00	808.00	912.00	912.00	914.00	914.00	937.00

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

### Maintenance Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
MA	1,199,984	972,884	2,516,950	1,533,410	2,227,904	2,227,904	2,066,236
BM	67,666,724	70,345,010	79,703,320	76,854,910	77,891,753	77,891,753	80,108,677
FMBR	29,967,316	33,497,695	38,344,184	38,472,901	40,151,489	40,151,489	44,266,294
MOW	21,496,197	23,641,892	26,293,186	27,269,760	29,108,013	29,108,013	27,754,536
REM	40,750,651	48,250,174	45,349,213	44,186,694	42,273,624	42,273,624	45,504,126
Total	\$161,080,872	\$176,707,655	\$192,206,853	\$188,317,675	\$191,652,783	\$191,652,783	\$199,699,869

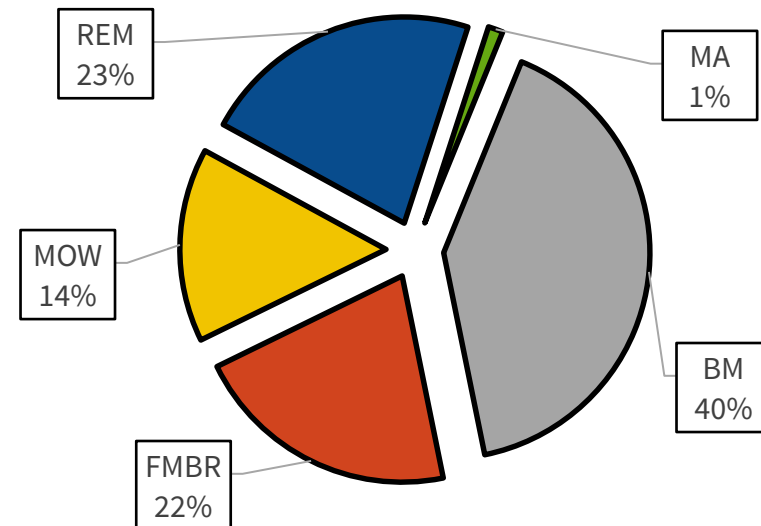
Table 4. Maintenance Division Budget by Departments

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$7.5M (+3.9%), with the largest increase in Facilities Maintenance Bus & Rail (FMBR), rising by \$5.9M (+15.5%), followed by Rail Maintenance of Way (MOW), which increases by \$1.5M (+5.6%). Bus Maintenance (BM) increases by \$405.7K (+0.5%). Rail Equipment Maintenance (REM) increases slightly by \$154.9K (+0.3%). Maintenance Administration (MA) decreases by \$450.7K (-17.9%).

For the FY2026 Proposed Budget, the largest allocation is for Bus Maintenance (BM), comprising 40% (\$80.1M) of the total budget. REM accounts for 23% (\$45.5M), FMBR for 22% (\$44.2M), MOW for 14% (\$27.8M), and MA for 1% (\$2.1M).

#### FY2026 Adopted Budget by Department



2. Maintenance Division FY2026 Adopted Budget by Department Pie Chart



## Maintenance Administration Department (MA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	674,376	401,912	1,801,950	800,730	1,521,404	1,521,404	1,359,736
M&S	525,608	570,972	715,000	732,680	706,500	706,500	706,500
Total	\$1,199,984	\$972,884	2,516,950	1,533,410	\$2,227,904	\$2,227,904	2,066,236

Table 5. Maintenance Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Maintenance Administration Department is responsible to provide safe service by managing all aspects of the District's assets including; bus and light rail vehicles, all TriMet-owned properties, light rail system elements, non-revenue vehicles and the bus electrification project to reduce TriMet's carbon footprint. The Maintenance Division enforces the District's Safety Management Systems by establishing and implementing industry standards and other current practices that demonstrate safety as a fundamental value and a priority in all aspects of TriMet's maintenance work.

### Goals and Objectives

#### Infrastructure

- **Action #14:** Deliver budgeted state of good repair projects on-time and on-budget. Timeline is through June 30, 2026.

#### People

- **Action #12:** Support leadership and skills development in maintenance management positions. Timeline is through June 30, 2026.

#### Internal Business Practices

- **Action #1:** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline is through June 30, 2026.



## Maintenance Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	414,032	273,747	1,447,695	526,807	1,022,845
Fringe	322,822	128,165	354,255	273,923	336,891
Capitalized Labor-Fringe	-62,478				
Total	\$674,376	\$401,912	\$1,801,950	\$800,730	\$1,359,736

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	17,921	129,895	5,000	86,321	5,000
Copier & Printer Usage and Maintenance		122		465	
Other Services- Gen & Adm	10,739	116,271	1,000	165,969	1,000
Other Services- Revenue Veh.Maint	114,329	-35,212	55,000	13,751	55,000
Office Supplies	8,362	5,880	147,500	39,028	147,500
Equip/Furn < \$5,000-Rev Eq Maint	406		7,500	1,875	7,500
Equip/Furn < \$5,000-Gen & Adm	12,658	804		1,131	
Other Materials- Gen & Adm		491			
Unreconciled P-Card Expense	3,248	765			
Computer Equip under \$5,000	10,372	912	4,000	2,012	4,000
Safety Supplies- Gen & Adm				190	
Winter Supplies				54	
Telephone	311,288	284,831	286,200	300,404	277,700
NU-Dues & Subscriptions		19,601	4,000	10,821	4,000
NU-Local Travel & Meetings	3,731	4,536	9,800	5,074	9,800
UN-Local Travel & Meetings	1,136				
NU-Education & Training - Gen & Adm	7,637	24,842	52,000	28,956	52,000
NU-Out-Of-Town Travel	5,809	4,874	80,000	34,199	80,000
UN-Education & Training - Gen & Adm		9,102	8,000	13,992	8,000
UN-Out-Of-Town Travel			15,000	3,750	15,000
Employee Recognition	17,972	3,258	40,000	24,688	40,000
Total	\$525,608	\$570,972	\$715,000	\$732,680	\$706,500

## Bus Maintenance Department (BM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	32,982,678	35,815,313	45,840,220	42,856,834	47,964,053	47,964,053	49,605,877
M&S	34,684,046	34,529,697	33,863,100	33,998,076	29,927,700	29,927,700	30,502,800
Total	\$67,666,724	\$70,345,010	79,703,320	76,854,910	\$77,891,753	\$77,891,753	80,108,677

Table 6. Bus Maintenance Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Bus Maintenance Department is responsible for providing safe, clean and reliable vehicles for use by its riders, operators and maintenance staff. Bus Maintenance major functions include fleet development, sustainment with a shift from diesel to Zero Emission buses and financial budgeting/forecasting.

### Goals and Objectives

#### Customer

- **Action #12:** 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, 2026.
- **Action #22:** Hire and retain service workers and mechanics to support service needs. Timeline through June 30, 2026.

#### People

- **Action #12:** Support leadership and skills development in maintenance management positions. Timeline through June 30, 2026.
- **Action #14:** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2030.

#### Infrastructure

- **Action #7:** Support purchase of initial fleet of hydrogen fuel-cell electric buses, retrofit of bays for maintaining these buses, and provide necessary fueling infrastructure. Timeline through June 30, 2026.

**Bus Maintenance Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	23,318,402	25,356,788	32,153,571	30,272,762	34,459,052
Fringe	9,772,934	10,491,068	13,686,649	12,585,759	15,146,825
Capitalized Labor-Fringe	-108,658	-32,543		-1,687	
Total	\$32,982,678	\$35,815,313	\$45,840,220	\$42,856,834	\$49,605,877

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	7,609	14,728	46,500	64,824	46,500
Professional & Technical-Rev Eq Maint		974		2,295	
Copier & Printer Usage and Maintenance		7,803		18,549	
Contracted Bus Mtc - Maf	367,672	254,841	1,521,700	489,816	1,481,300
Cont Bus Maint - Other		407			
Body Repair - NRV	53,069	16,566	10,100	15,952	10,100
Laundry	116,106	150,654	133,600	195,794	138,100
Other Services- Revenue Veh.Maint	190,519	339,960	74,200	206,105	74,200
Uniforms - Veh Ops					5,100
Diesel Fuel- Rev Vehicle Oper	17,099,120	15,526,633	19,745,900	15,204,777	15,880,600
Diesel Fuel- NRV Maintenance	47,298	57,312	45,500	52,784	45,500
Oil & Lubricants	740,905	666,138	535,800	694,493	535,800
Gasoline - NRV Maintenance	651,058	630,542	404,000	545,746	404,000
Tires - Rev Vehicle Oper	1,224,175	1,589,765	1,300,000	1,243,086	1,714,100
Tires Serv Vehicle-Rev Equip Maint	42,006	42,611	32,300	34,732	32,300
Office Supplies	47,251	29,003		18,154	
Repair Mat'l - Rev Eq	72,812	66,807	129,500	77,364	129,500
Maint Material - Serv Veh	260,928	293,835	252,500	310,849	252,500
Maint Mat'l - Rev Eq	12,125,809	12,638,744	8,467,500	12,952,246	8,367,500
Freight	2,082		1,100	274	1,100
Equip/Furn < \$5,000-Rev Eq Maint	13,338	15,311	17,900	29,042	17,900
Cleaning Suppl- Rev Equip Maint	427,764	404,368	256,300	560,054	256,300
Cleaning Suppl- Fac/Eq Maint	1,203			6,827	

## Bus Maintenance Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Small Hand Tools-Rev Eq Maint	17,240	13,075	32,400	22,292	36,900
Inventory Adjustments	126,871	106,472	60,000	93,111	60,000
Other Materials- Rev Eq Maint	78,964	108,397	24,700	66,188	24,700
Unreconciled P-Card Expense	1,743	10,237		5,088	
Computer Equip under \$5,000	13,547	76,216	2,500	3,333	
Safety Supplies-Rev Eq Maint	316,755	170,124	110,700	259,157	110,700
Safety Supplies- Gen & Adm	19,383	48,859		2,199	
Winter Supplies	290,366	439,415	62,100	314,752	62,100
Obsolete Inventory	124,791	524,435		181,262	161,000
Invoice Price Variance	-1,800	-2,817		-2,892	
Average Cost Variance	15,318	-97		1,338	
Propulsion Power	167,266	222,183	587,100	288,383	645,800
Telephone	5,801	14,896		8,035	
NU-Local Travel & Meetings	43	35			
UN-Local Travel & Meetings	38				
NU-Education & Training - Gen & Adm	1,289	29,822		1,498	
NU-Out-Of-Town Travel	1,155	4,863		10,083	
UN-Out-Of-Town Travel		1,659		5,188	
CDL Renewals	10,601	9,839	7,200	13,592	7,200
Employee Recognition	463	2,823		79	
Rental	3,488	2,259	2,000	1,627	2,000
Total	\$34,684,046	\$34,529,697	\$33,863,100	\$33,998,076	\$30,502,800

## Facilities Management Bus-Rail Department (FMBR)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	13,953,753	15,088,105	18,637,884	17,920,359	20,326,289	20,326,289	21,552,094
M&S	16,013,563	18,409,590	19,706,300	20,552,542	19,825,200	19,825,200	22,714,200
Total	\$29,967,316	\$33,497,695	\$38,344,184	\$38,472,901	\$40,151,489	\$40,151,489	\$44,266,294

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

### Department Description & Responsibilities

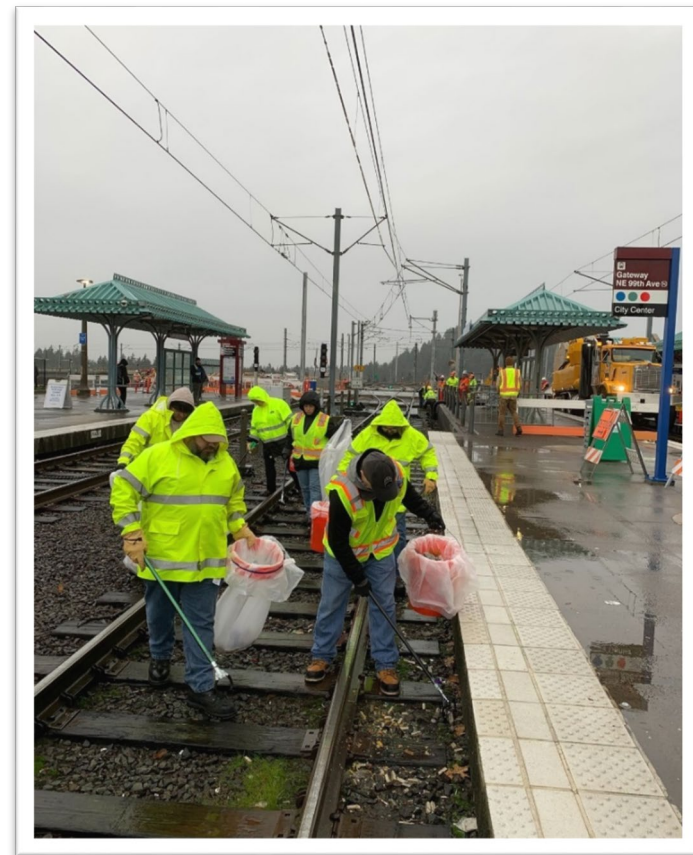
#### Major Functions

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, wayfinding signage, and surrounding areas to improve customer experience by creating a clean, safe, and inviting experience.

### Goals and Objectives

#### Customer

- **Action #13:** Implement scalable cleaning plan for passenger facilities, focused on key stations and end of line stations, and refine as needed based on available resources. Timeline through June 30, 2026.
- **Action #26:** Deliver feasible actions and changes outlined in TriMet's Climate Action Plan, including upgrading aging HVAC and electrical infrastructure. Timeline through June 30, 2026.





## Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	10,538,844	11,121,028	13,175,790	13,110,746	15,034,059
Fringe	3,582,865	4,106,598	5,589,271	4,890,360	6,518,035
Capitalized Labor-Fringe	-167,956	-139,521	-127,177	-80,747	
Total	\$13,953,753	\$15,088,105	\$18,637,884	\$17,920,359	\$21,552,094

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		101,667			
Professional & Technical-Gen & Adm	12,951	6,164	750,000	438,140	750,000
Professional & Technical - Fac Eq Mtc		1,797	10,100	2,524	10,100
Mech/Structural Consult	67,220	83,905		42,363	11,400
Temporary Help-Gen & Adm	38,491	9,734			
Landscape Maint Services	982,270	1,056,216	1,416,100	1,013,533	1,457,800
Tree Well Maintenance				163,167	
Copier & Printer Usage and Maintenance		2,482		3,690	
Transit Mall Services	2,110,805	2,224,123	2,593,100	2,426,274	2,593,100
Contracted Build Maint	289,143	583,249	1,375,500	967,391	4,941,200
Cont ROW Mtc Station	19,258		18,200	26,854	18,200
Contracted Fac Mtc - Elec	504,013	593,956	1,845,500	1,782,750	414,100
Cont ROW Mtc Elevator	371,874	440,834	355,500	386,870	363,100
Hillsboro Parking Garage IGA	60,000	72,509	60,000	106,154	60,000
Contracted Maint Paving			2,000,000	550,551	2,000,000
Shelter Services	1,116,043	1,660,476	743,000	1,030,061	455,400
Office Maint Custodial	1,325,065	1,374,904	644,900	1,063,503	754,100
Shelter Cleaning	791,185	997,845	456,500	698,385	524,800
Shelter Cleaning - Vandlsn	66,963	54,697	35,000	46,422	35,000
Transit Center Cleaning	146,146	158,950	329,300	279,060	329,300
Office Maintance - Other		8,307		12,071	3,800
Building Security Maintenance	33,248	38,975		32,402	6,100
Laundry	20,309	22,234	19,200	20,620	19,200

## Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Other Services-Facility/Eq Maint	201,485	236,735	40,800	200,792	40,800
Waste Disposal Services				495	
Office Supplies	6,102	10,949		6,621	
Maint Mat'l - Snow & Ice	375,872	1,164,836	40,800	960,535	116,700
Winter Supplies-Snow & Ice Impl				3,564	
Maint Material - Other	603,408	649,558	751,300	674,996	251,300
Mtc Matl Outside Plant	260,039	380,583	141,400	282,875	174,800
Mtc Material Shop	150,990	104,855	70,700	85,803	70,700
Equip/Furn < \$5,000-Fac/Eq Maint	86,896	33,830	40,000	24,303	40,000
Shop Equip < \$5000 - Fac Eq Maint	16,888	1,291	5,100	1,275	5,100
Shelter Materials	353,417	29,969	199,700	144,508	199,700
Bus Stop Poles/Signage		1,529	19,600	15,900	19,600
Park & Ride Materials	960	1,248			
Cleaning Suppl- Fac/Eq Maint	258,546	350,506	123,900	370,311	154,200
Small Hand Tools-Fac/Eq Maint	77,078	77,483	75,800	87,045	75,800
Other Materials- Rev Eq Maint	9,194	21,619	9,100	41,852	9,100
Other Materials- Fac/Eq Maint	4,896	11,892	7,200	6,951	7,200
Unreconciled P-Card Expense	20,343	26,862		14,710	
Computer Equip under \$5,000	16,154	18,800	10,000	21,095	10,000
Landscape Maint Material	8,027	8,504	15,500	10,943	15,500
Maint Matl Landscape	2,500	1,302	5,000	5,297	5,000
On-Street Amenities Materials			15,500	3,874	15,500
Facility Moving Expenses	20,277	15,528	47,000	36,359	47,000
Safety Supplies - Fac/Eq Maint	58,288	32,066	44,200	42,146	42,800
Transit Center Materials	86			95	
Obsolete Inventory	20,298				
Bikes On Transit Material	34,000	19,200			
Utilities - Electricity	1,086,420	1,157,003	1,100,500	1,279,010	1,338,500
Utilities - Gas	445,244	401,006	387,500	535,237	589,400
Utilities - Water	1,576,459	1,492,688	1,403,100	1,560,760	1,740,300

## Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Building Util Electric	1,495,206	1,786,506	1,837,300	2,110,501	2,201,600
VT Utilities - Electric - Fac/Eq Maint	16,786	18,217	21,000	17,248	23,900
Electricity - Shelters	42,056	45,524	31,200	49,432	55,500
Telephone	7,289	15,609		19,226	
Utilities - Other	260,785	278,300	252,400	303,138	320,100
Building Util Other	194,365	239,781	227,700	218,126	259,500
Utilities Parking	35,664	38,605	46,300	42,073	52,800
Tunnel Sewer/Storm Water Runoff	1,936	2,055	2,200	2,036	2,500
NU-Dues & Subscriptions	208	587		207	
NU-Local Travel & Meetings	2,011	66			
NU-Education & Training - Gen & Adm	6,743	11,385		4,195	
Apprenticeship Training	7,912	1,711	34,300	15,850	34,300
NU-Out-Of-Town Travel				667	
CDL Renewals			2,000	897	2,000
Employee Recognition	2,399	866		1,318	
Rental	291,352	227,512	46,300	257,491	46,300
<b>Total</b>	<b>\$16,013,563</b>	<b>\$18,409,590</b>	<b>\$19,706,300</b>	<b>\$20,552,542</b>	<b>\$22,714,200</b>

## Rail Maintenance of Way Department (MOW)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	13,193,972	15,438,030	17,078,686	18,046,539	18,446,513	18,446,513	18,633,136
M&S	8,302,225	8,203,862	9,214,500	9,223,221	10,661,500	10,661,500	9,121,400
Total	\$21,496,197	\$23,641,892	26,293,186	27,269,760	\$29,108,013	\$29,108,013	27,754,536

Table 8. Rail Maintenance of Way Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Rail Maintenance of Way Department is responsible for maintenance of all TriMet light rail “railroad” elements including track, traction electrification, rail signals, bridge/wall/tunnel structures, etc. Portland’s Streetcar track, electrification, and rail signals are also maintained by MOW and reimbursed through an intergovernmental agreement with the City of Portland.

### Goals and Objectives

#### People

- **Action #9:** Continue recruiting activities appropriate for vacant positions to maintain a 95% or better staffing level. Timeline through June 30, 2030.

#### Infrastructure

- **Action #13:** Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2030.
- **Action #14:** Deliver budget-approved state of good repair projects on time and within budget. Timeline through June 30, 2026.

### Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	9,776,164	11,562,075	12,173,236	13,233,770	13,137,781
Fringe	3,728,391	4,198,377	4,905,450	4,836,680	5,495,355
Capitalized Labor-Fringe	-310,583	-322,422		-23,911	
Total	\$13,193,972	\$15,438,030	\$17,078,686	\$18,046,539	\$18,633,136

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	80,905	249,341	100,000	110,174	100,000
Landscape Maint Services	63,200	44,848	50,000	70,422	45,100
Copier & Printer Usage and Maintenance		5,239		11,151	
Cont ROW Mtc Signals	1,024	39,614	540,800	197,215	30,000
Cont ROW Mtc Track	166,110	234,528	356,300	381,876	356,300
Cont ROW Mtc OCS	3,466		10,000	51,077	9,800
Cont ROW Mtc Bridge	24,146	14,366	25,000	23,520	24,600
Cont ROW Mtc Substations	1,778		10,000	63,555	5,100
Street Light Maintenance -- Hillsboro IGA			10,000	2,501	4,100
Calibration & Tool Repair		10,907	2,000	10,204	6,000
Laundry			3,700	926	3,700
Other Services-Facility/Eq Maint	3,151	18,385	10,000	8,256	10,000
Office Supplies	11,673	7,210		6,208	
Computer Supplies - Trans Admin	31,803	24,497	25,000	8,092	25,000
Freight		1,411	1,000	1,542	1,000
Small Hand Tools-Fac/Eq Maint	7,820	81,575	51,100	48,589	51,100
Other Materials- Rev Eq Maint	34,289	56,487	10,000	28,309	10,000
Unreconciled P-Card Expense	13,534	21,036		63,751	
Computer Equip under \$5,000	5,569	7,221		9,934	
Safety Supplies - Fac/Eq Maint	178,393	57,639	114,100	82,841	114,500
Obsolete Inventory		6,029		11,665	
Materials - Track	319,829	308,107	350,000	298,740	98,500
Maint Matl Signals	920,709	637,645	350,000	393,885	98,500

### Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Maint Materials OCS	174,800	127,585	100,000	157,623	98,500
Maint Matl Substations	129,711	98,132	100,000	73,618	98,500
Propulsion Power	5,578,834	5,653,345	6,527,200	6,462,433	7,439,800
Telephone	1,544	1,202		2,626	
NU-Dues & Subscriptions	1,591	2,058		823	
NU-Local Travel & Meetings	2,933	8			
UN-Local Travel & Meetings	766				
NU-Education & Training - Gen & Adm	34,590	13,695		99,650	
NU-Out-Of-Town Travel	28,714	10,116		2,387	
UN-Education & Training - Gen & Adm	9,655	6,741		14,427	
UN-Out-Of-Town Travel	23,703	316		13,552	
Steel Bridge Sublease	299,013	293,526	418,300	381,291	423,400
CDL Renewals		303			
Employee Recognition	6,898	5,277			
Rental	142,074	165,473	50,000	130,358	67,900
<b>Total</b>	<b>\$8,302,225</b>	<b>\$8,203,862</b>	<b>\$9,214,500</b>	<b>\$9,223,221</b>	<b>\$9,121,400</b>



## Rail Equipment Maintenance Department (REM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	27,476,159	30,136,328	31,373,113	29,912,880	33,791,524	33,791,524	34,083,026
M&S	13,274,492	18,113,846	13,976,100	14,273,814	8,482,100	8,482,100	11,421,100
Total	\$40,750,651	\$48,250,174	45,349,213	44,186,694	\$42,273,624	\$42,273,624	45,504,126

Table 9. Rail Equipment Maintenance Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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

### Goals and Objectives

#### Customer

- **Action #12:** Complete deep cleaning at least every 30 days on 80% of MAX vehicles. Timeline through June 30, 2026.
- **Action #25:** Improve data collection and use for light rail vehicle (LRV) effectiveness, efficiency, and security. Timeline through June 30, 2026.

#### Infrastructure

- **Action #15:** Complete commissioning and integrate Type 6 light rail vehicles into regular service while ensuring responsible recycling or relocation of retired Type 1 light rail vehicles. Timeline through June 30, 2026.

#### People

- **Action #10:** Deliver updated training programs to support new hire onboarding. Support TSAS in curriculum development and training for new LRV Technicians. Timeline through June 30, 2026.
- **Action #22:** Hire, Train, and retain service workers and mechanics to support service needs. Timeline through June 30, 2026.

### Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	20,342,375	22,804,604	22,190,400	22,419,870	23,958,155
Fringe	7,476,163	8,183,696	9,182,713	8,115,015	10,124,871
Capitalized Labor-Fringe	-342,379	-851,972		-622,005	
Total	\$27,476,159	\$30,136,328	\$31,373,113	\$29,912,880	\$34,083,026

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	388,532	393,727	150,000	418,136	150,000
Temporary Help-Trans Adm		10,866	1,000	251	1,000
Copier & Printer Usage and Maintenance		8,230		16,360	
Calibration & Tool Repair	32,880	26,921	14,600	20,631	14,600
Contr Maint - Rev Eq Maint	1,689,779	5,936,745	1,852,800	1,068,430	1,358,800
Laundry	156,004	195,453	132,400	191,495	132,400
Other Services- Gen & Adm	12,505	27,987	5,100	13,050	5,100
Other Services- Revenue Veh.Maint	7,869	6,497	16,200	5,310	16,200
Graphics Material	3,337	1,246	1,000	251	1,000
Office Supplies	29,952	13,576		6,821	
Computer Supplies - Trans Admin	8,652	2,192	13,100	3,502	13,100
Repair Mat'l - Rev Eq	53,124	10,335	24,200	9,889	24,200
Rep Mat'l Rev Eq Vndlsn	28,329	29,270	43,900	61,183	43,900
Maint Material - Serv Veh	303	456		600	
Maint Mat'l - Rev Eq	9,867,216	10,154,543	11,032,000	11,001,524	7,132,000
Freight	102,866	145,751	101,000	159,747	101,000
Equip/Furn < \$5,000-Rev Eq Maint	1,082	870		10,451	
Equip/Furn < \$5,000-Gen & Adm	8,390	16,160		1,123	
Shop Equip < \$5000 - Fac Eq Maint	192,539	125,598	108,100	78,645	108,100
Shop Equip < \$5000 - Rev Eq Maint				2,088	
Cleaning Suppl- Rev Equip Maint	169,280	260,800	131,700	230,481	131,700
Cleaning Suppl- Fac/Eq Maint	23,844	2,085		1,579	
Small Hand Tools-Rev Eq Maint			3,200	799	

### Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Small Hand Tools-Fac/Eq Maint	104,094	45,446	61,300	49,197	64,500
Inventory Adjustments	-54,117	93,814		9,385	
Other Materials- Transp Adm	6,163	12,245		10,942	
Other Materials- Rev Eq Maint	174,584	182,762	197,000	187,685	197,000
Unreconciled P-Card Expense	4,643	2,415		3,263	
Computer Equip under \$5,000	18,374	4,603			
Safety Supplies-Rev Eq Maint			3,200	799	
Safety Supplies- Gen & Adm	144,914	96,685	82,200	93,626	85,400
Obsolete Inventory	71,544	241,774		576,514	1,839,000
Invoice Price Variance	-3,181	-14,432		8,809	
Average Cost Variance	1,088	-185		2,030	
WIP Material Variance	1,782	-2,571		-2,205	
Telephone	8,003	6,973		5,775	
NU-Local Travel & Meetings	432	10		488	
NU-Education & Training - Gen & Adm	539	10,576		4,336	
NU-Out-Of-Town Travel	4,218	3,020		17,381	
UN-Education & Training - Gen & Adm	5,795	56,828		1,790	
UN-Out-Of-Town Travel	3,167	316		70	
Out-Of-Town Travel Non Training	2,500				
CDL Renewals		1,670	2,100	875	2,100
Employee Recognition	3,467	2,589		708	
Total	\$13,274,492	\$18,113,846	\$13,976,100	\$14,273,814	\$11,421,100

## Personnel Profile by Department

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

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

### Maintenance Administration

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

Table 10. Maintenance Administration Department Personnel Profile

### Bus Maintenance

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus Maintenance	1.00	NU	FT	-	180,629	20	141,996	212,993
Manager, Bus Maintenance	4.00	NU	FT	-	612,509	18	120,556	180,835
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT	-	136,980	17	110,957	166,434
Assistant Manager, Bus Maintenance	16.00	NU	FT	-	2,121,654	16	102,036	153,055

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT	-	116,981	14	86,095	129,143
Assistant Manager, Fleet Readiness	3.00	NU	FT	-	313,104	14	86,095	129,143
Assistant, Senior Administrative	2.00	NU	FT	-	141,669	9	55,551	83,325
Service Worker Spotter	7.00	U	FT	-	472,529	946	47,873	69,289
Service Worker	114.00	U	FT	-	6,474,100	944	47,873	69,289
Junior Tireman	4.00	U	FT	-	301,375	942	48,049	84,455
Tireman	4.00	U	FT	-	350,137	941	87,536	87,536
Cleaner	4.00	U	FT	-	164,910	940	33,456	52,297
MMIS Clerk	7.00	U	FT	-	532,105	937	43,955	81,351
Spotter	4.00	U	FT	-	337,777	936	84,455	84,455
Apprentice Mechanic	6.00	U	FT	-	415,441	934	59,076	82,804
Helper	5.00	U	FT	-	413,968	933	82,804	82,804
Maintenance Mechanic	9.00	U	FT	-	759,999	932	48,049	84,455
Bus Mechanic	161.00	U	FT	-	14,934,652	931	91,102	91,102
Assistant Supervisor	8.00	U	FT	-	853,332	930	104,770	104,770
Assistant Supervisor, Bus Maintenance	1.00	U	FT	-	106,667	930	104,770	104,770
Assistant Supervisor	1.00	U	FT	-	106,667	930	104,770	104,770
Bus Body and Paint Technician	9.00	U	FT	-	834,856	929	91,102	91,102
Bus Electronic Technician	10.00	U	FT	-	927,618	928	91,102	91,102
Maintenance Systems Coordinator	1.00	U	FT	-	92,360	544	47,882	90,771
Total	383.00				\$31,702,019			

Table 11. Bus Maintenance Department Personnel Profile

## Facilities Management Bus - Rail

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Facilities Maintenance	1.00	NU	FT	-	190,683	20	141,996	212,993
Manager, Facilities Management	3.00	NU	FT	-	439,675	17	110,957	166,434
Manager, Maintenance Project Management	1.00	NU	FT	-	141,265	17	110,957	166,434

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT	-	136,821	16	102,036	153,055
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT	-	135,608	15	93,779	140,669
Project Manager, Senior, Maintenance	1.00	NU	FT	-	136,572	15	93,779	140,669
Assistant Manager, Facilities Management	10.00	NU	FT	-	1,159,711	14	86,095	129,143
Assistant Manager, Landscape	1.00	NU	FT	-	122,776	14	86,095	129,143
Manager, Space Planning	1.00	NU	FT	-	114,717	14	86,095	129,143
Analyst, Operations Maintenance	2.00	NU	FT	-	201,199	13	78,990	118,485
Project Manager, Maintenance	2.00	NU	FT	-	208,085	13	78,990	118,485
Coordinator, Space Planning	1.00	NU	FT	-	88,703	12	72,421	108,629
Technician, Engineering	1.00	NU	FT	-	104,181	12	72,421	108,629
Assistant, Senior Administrative	3.00	NU	FT	-	232,482	9	55,551	83,325
Specialist, Senior, Records	1.00	NU	FT	-	71,178	9	55,551	83,325
Irrigation Technician	1.00	U	FT	-	85,481	976	85,489	85,489
Landscaper	3.00	U	FT	-	242,793	974	63,346	84,455
Facilities Maintenance Worker (Bus)	17.00	U	FT	-	1,506,792	969	88,637	88,637
Lead Landscaper	1.00	U	FT	-	85,481	967	85,489	85,489
Signs & Shelters Field Worker	6.00	U	FT	-	506,666	965	84,455	84,455
Assistant Supervisor, Facilities	4.00	U	FT	-	426,666	964	104,770	104,770
Service Worker Pressure Washer	18.00	U	FT	-	1,221,544	947	47,873	69,289
Service Worker	21.00	U	FT	-	1,384,144	945	47,873	69,289
Service Aide	19.00	U	FT	-	1,108,232	943	47,873	58,328
Coordinator, Information Development	4.00	U	FT	-	410,412	730	102,613	102,613
Apprentice Plant Maint Mech	1.00	U	FT	-	70,942	572	59,076	82,804
Facilities Maintenance Worker (Rail)	6.00	U	FT	-	531,809	558	88,637	88,637
Plant Maintenance Mechanic – LME	23.00	U	FT	-	2,128,358	557	91,102	91,102
Wayside Cleaner	10.00	U	FT	-	844,444	537	84,455	84,455
Helper	8.00	U	FT	-	662,349	533	82,804	82,804
Total	172.00				\$14,699,769			

Table 12. Facilities Management Bus - Rail Department Personnel Profile



## Rail Maintenance of Way

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, MOW Operations	1.00	NU	FT	-	183,496	21	153,939	230,910
Manager, Rail Maintenance of Way (MOW)	4.00	NU	FT	-	635,734	18	120,556	180,835
Assistant Manager, Rail MOW	12.00	NU	FT	-	1,583,762	16	102,036	153,055
Project Manager, Senior, MOW	2.00	NU	FT	-	252,224	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	74,152	9	55,551	83,325
Assistant Supervisor	3.00	U	FT	-	335,428	780	111,814	111,814
Substation Maintainer	12.00	U	FT	-	1,166,729	779	97,221	97,221
Overhead Power Trainee	2.00	U	FT	-	156,830	579	65,878	82,804
Substation Technician Trainee	1.00	U	FT	-	70,460	571	65,878	82,804
Signals Maintainer Trainee	2.00	U	FT	-	147,090	567	65,856	82,804
Assistant Supervisor - MOW	3.00	U	FT	-	325,968	564	106,751	106,751
Maintenance of Way Laborer	12.00	U	FT	-	986,983	561	49,524	86,920
Assistant Supervisor - Signals	3.00	U	FT	-	325,968	556	106,751	106,751
Signal Inspector	4.00	U	FT	-	408,381	545	102,085	102,085
Track Trainee	1.00	U	FT	-	75,349	542	65,856	82,804
Signals Maintainer	22.00	U	FT	-	2,078,474	541	92,819	92,819
Track Maintainer	18.00	U	FT	-	1,700,570	540	92,819	92,819
Overhead Power Maintainer	20.00	U	FT	-	1,944,548	531	97,221	97,221
Total	123.00				\$12,452,146			

Table 13. Rail MOW Department Personnel Profile

## Rail Equipment Maintenance

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant Manager, Fleet Readiness	2.00	NU	FT	-	194,585	14	86,095	129,143
Assistant Manager, Rail Equipment Maintenance	18.00	NU	FT	-	2,439,069	16	102,036	153,055
Assistant, Senior Administrative	2.00	NU	FT	-	123,947	9	55,551	83,325
Director, Rail Equipment Maintenance	1.00	NU	FT	-	219,396	21	153,939	230,910

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Helper	3.00	U	FT	-	248,381	533	82,804	82,804
LRV Body & Paint Technician	14.00	U	FT	-	1,269,396	553	71,600	91,102
LRV Electronics Technician	2.00	U	FT	-	185,524	578	91,102	91,102
LRV Overhaul Technician	40.00	U	FT	-	3,710,472	577	91,102	91,102
LRV Technician	84.00	U	FT	-	7,791,992	551	91,102	91,102
LRV Technician Trainee	15.00	U	FT	-	1,223,068	574	65,856	82,804
Maintenance Mechanic	3.00	U	FT	-	235,132	532	48,049	84,455
Maintenance Systems Coordinator	1.00	U	FT	-	92,360	544	47,882	90,771
Manager, Rail Equipment Maintenance	2.00	NU	FT	-	332,986	18	120,556	180,835
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT	-	159,391	18	120,556	180,835
MMIS Clerk	4.00	U	FT	-	325,418	543	43,955	81,351
Service Aide	14.00	U	FT	-	761,351	943	47,873	58,328
Service Worker	45.00	U	FT	-	2,620,780	945	47,873	69,289
Wheel True Technician	4.00	U	FT	-	374,180	552	91,894	91,894
Total	255.00				\$22,307,426			

Table 14. Rail Equipment Maintenance Department Personnel Profile

# Transit System & Asset Support Division

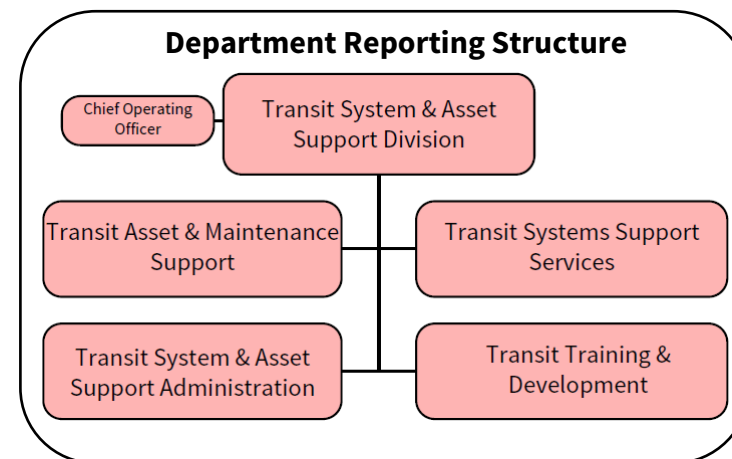
## Overview

### Departments

- Transit System & Asset Support Administration (TSAS) ....213
- Transit System Support Services (TSSS) .....215
- Transit Training & Development (TTD).....217
- Transit Asset & Maintenance Support (TAMS) .....219

### Priorities of the Division

- (TSAS) Leads the Division in strategically supporting the Transportation, Maintenance and Safety & Security Divisions in areas such as training, data analysis, maintenance control and operational engineering.
- (TSSS) Responsible for operations data analysis, asset management, research and development, and records governance for operational SOPs, rules, instructions and other directive documents.
- (TTD) Responsible for managing all aspects of the District's in-house Transportation and Maintenance training for both union/non-union staff, and State of Oregon Apprenticeship Programs.
- (TAMS) Responsible for critical engineering oversight and technical support in aspects of safety, maintenance control, maintenance asset operational readiness, asset state of good repair, regulatory reporting and audit. TAMS serves as the owner of the agency Configuration and Change Management Plan (CCMP).



### Divisional Fun Facts

- TriMet manages over 50,000 non-linear assets and an additional 2.6 million feet of linear assets. This represents \$7.5 billion of asset value on the TriMet books as of fall 2025. A linear asset is continuous: rail, fiber-optic cable, overhead catenary wire, etc. They are typically assets that are measured by length. A non-linear asset is a discrete asset such as a facility, revenue vehicle, non-revenue vehicle, shelter, signal, server, etc. They are measured per unit count or by quantity.
- Transit System & Asset Support Division partners with colleges and universities to advance research and development in the transit space. Employees have authored research papers and presented at major conferences such as the Transportation Research Board.

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Create a draft plan and strategy to evaluate a system of procedures, hierarchy, document control, consistency, and ownership to lower costs and improve efficiencies for the agency.		X	X	TSSS	N/A	80%	100%
Transportation: Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on ridership, customer service, reliability, and resiliency.	X	X	X	TSSS/ TAMS	N/A	20%	60%
Develop timely and fully-compliant Transit Asset Management Plan (TAM) and NTD reporting requirements, as required by TAM.		X	X	TSSS	100%	100%	100%
Compile and deliver FTA-compliant agency-wide asset inventory and condition assessment in time for annual budget cycle.		X		TSSS	N/A	20%	60%
Ensure Transportation and Maintenance Students receive safe, reliable, and consistent initial training and continuous recertification training for all programs.		X		TTD	100%	100%	100%
Supporting hiring activities, training, and retention efforts for Transportation and Maintenance to ensure that they are staffed based on their requested needs.		X		TTD	50%	50%	100%
Maintenance: Refine and align the discipline-based maintenance plans to reflect improvements in the key performance		X	X	TAMS	N/A	20%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
indicators defined under the department with a focus on ridership, customer service, reliability, and resiliency.							
Utilize the Bus & Rail Replacement Service Team to complete the four remaining scheduled outages (bus bridges) on time and within budget.		X		TAMS	5 ea.	4 ea.	2 ea.
Percentage of scheduled preventative maintenance tasks supported and completed on time. Ensuring engineering support contributes to minimizing breakdowns and safety incidents.		X		TAMS	N/A	N/A	80%
Ratio of Jira support tickets and ECR closed within a designated SLA timeframe. Measuring the departments capacity to meet maintenance SLA agreements.		X		TAMS	N/A	N/A	80-90%

Table 1. Transit System &amp; Asset Support Division Performance Metrics

## Division Summary

### Transit System & Asset Support Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	12,986,669	20,402,390	19,244,721	26,305,380	26,305,380	25,992,044
M&S	-	1,055,921	1,058,900	1,001,324	542,600	542,600	648,600
Total	-	\$14,042,590	\$21,461,290	\$20,246,045	\$26,847,980	\$26,847,980	\$26,640,644

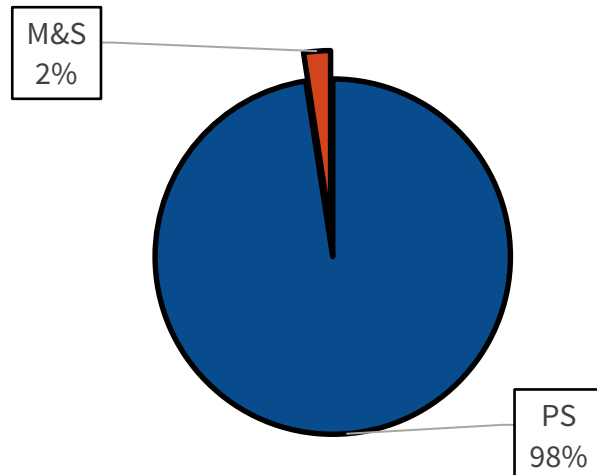
Table 2. Transit System & Asset Support Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$5.2M (+24.1%), with Personnel Services (PS) rising by \$5.6M (+27.4%), while Materials & Services (M&S) decreases by \$410.3K (-38.7%).

For the FY2026 Adopted Budget, PS comprises 98% (\$26.0M) of the total budget, while M&S accounts for 2% (\$648.6K).

#### FY2026 Adopted Budget by Classification



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



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

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	92.00	133.00	133.00	172.00	172.00	170.00

Table 3. Transit System &amp; Asset Support Division FY2026 Adopted Budget Count of Full-Time Equivalents

**Transit System & Asset Support Division Budget by Department**

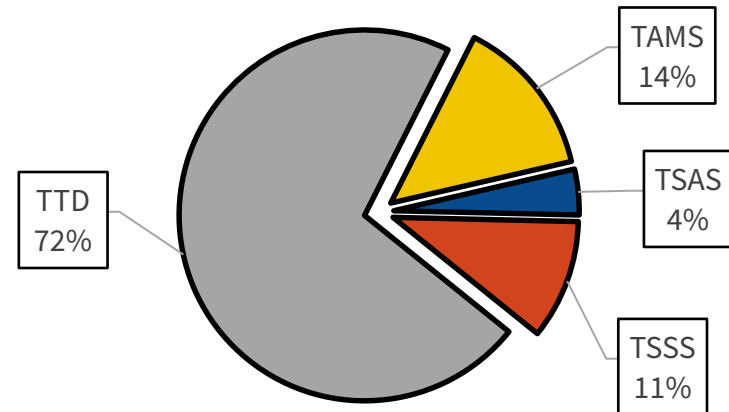
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
TSAS	-	704,022	1,649,055	711,603	1,067,787	1,067,787	985,144
TSSS	-	1,873,979	2,648,321	2,359,985	2,798,680	2,798,680	3,056,642
TTD	-	10,820,581	13,522,774	14,130,552	19,235,571	19,235,571	18,930,410
TAMS	-	644,008	3,641,140	3,043,905	3,745,942	3,745,942	3,668,448
Total	-	\$14,042,590	\$21,461,290	\$20,246,045	\$26,847,980	\$26,847,980	\$26,640,644

Table 4. Transit System &amp; Asset Support Division FY2026 Adopted Budget by Departments

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$5.2M (+24.1%), driven primarily by a \$5.4M (+40.0%) increase in Transit Training & Development (TTD). Transit System Support (TSSS) rises by \$408.3K (+15.4%) and Transit Asset Management Services (TAMS) increases by \$27.3K (+0.7%), while Transit System & Asset Support (TSAS) decreases by \$663.9K (-0.3%).

For the FY2026 Adopted Budget, TTD comprises 71% (\$18.9M) of the total budget, TAMS accounts for 14% (\$3.7M), TSSS represents 11% (\$3.0M), and TSAS makes up 4% (\$985.1K).

**FY2026 Adopted Budget by Department**

2. Transit System &amp; Asset Support Division FY2026 Adopted Budget by Department Pie Chart

## Transit System & Asset Support Administration Department (TSAS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	585,709	1,237,255	531,063	820,487	820,487	737,844
M&S	-	118,313	411,800	180,540	247,300	247,300	247,300
Total	-	\$704,022	1,649,055	711,603	\$1,067,787	\$1,067,787	985,144

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

### Department Description & Responsibilities

#### Major Functions

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

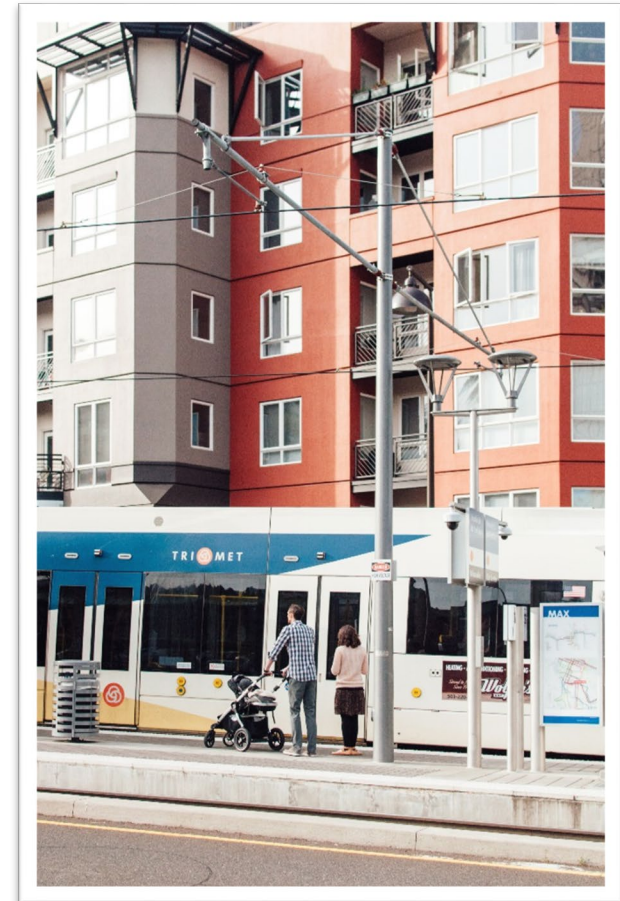
### Goals and Objectives

#### People

- **Action #10:** Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.

#### Financial

- **Action #5:** Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure. Timeline through June 30, 2026.



**Transit System & Asset Support Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		507,018	1,017,611	396,464	608,707
Fringe		152,775	219,644	134,599	129,137
Capitalized Labor-Fringe		-74,084			
Total		\$585,709	\$1,237,255	\$531,063	\$737,844

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal			5,000	1,249	5,000
Professional & Technical-Gen & Adm			161,700		
Professional & Technical-Trans Adm				40,425	
Temporary Help-Gen & Adm		550			
Copier & Printer Usage and Maintenance		480		427	
Other Services-Transp Adm		190			
Office Supplies		2,452	5,900	2,416	5,900
Equip/Furn < \$5,000-Gen & Adm		257		3,585	
Unreconciled P-Card Expense		21		920	
Computer Equip under \$5,000		1,389		92	
Telephone		8,533	27,700	4,376	24,900
NU-Dues & Subscriptions		67,125	75,000	57,300	75,000
NU-APTA & OTA Dues			92,500	23,126	92,500
NU-Local Travel & Meetings		1,950	15,000	4,947	15,000
NU-Education & Training - Gen & Adm		21,212	15,000	20,512	15,000
NU-Out-Of-Town Travel		10,939	10,000	17,564	10,000
Employee Recognition		3,215	4,000	3,601	4,000
Total		\$118,313	\$411,800	\$180,540	\$247,300

## Transit System Support Services Department (TSSS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	1,310,658	2,568,321	2,219,675	2,718,680	2,718,680	2,876,642
M&S	-	563,321	80,000	140,310	80,000	80,000	180,000
Total	-	\$1,873,979	2,648,321	2,359,985	\$2,798,680	\$2,798,680	3,056,642

Table 6. Transit System Support Services Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Transit System Support Services Department devises and executes strategies related to the collection of asset inventory data in support of capital asset performance assessment, replacement modeling, and prioritization. It plans for future service increases, performs data analysis to improve processes, procedures, or efficiency, and submits condition and compliance reports to internal and external stakeholders as required. It is responsible for oversight, management, and administration of the Transit Asset Management (TAM) Plan including maintaining established TAM policy, goals and objectives, and they also manage Rules Procedures and other directive-type policy documents and conducts asset/system condition assessments for the Transportation and Maintenance Divisions.

### Goals and Objectives

#### Customers

- **Action #14:** Analyze service disruptions, identify root causes of stops and delays, develop mitigation strategies, and implement solutions to enhance service reliability. Timeline through June 30, 2026.

#### Infrastructure

- **Action #17:** Procure and implement enterprise asset management system (EAMS) software. Timeline through June 30, 2029.

#### Financial

- **Action #5:** Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure. Timeline through June 30, 2026.

**Transit System Support Services Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		966,347	1,861,041	1,636,564	2,053,681
Fringe		380,051	707,280	583,111	822,961
Capitalized Labor-Fringe		-35,740			
Total		\$1,310,658	\$2,568,321	\$2,219,675	\$2,876,642

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		536,605	80,000	131,121	180,000
Copier & Printer Usage and Maintenance		248		406	
Other Services- Gen & Adm		921		432	
Office Supplies		7,846		543	
Equip/Furn < \$5,000-Gen & Adm				274	
Other Materials- Gen & Adm		570			
Unreconciled P-Card Expense				840	
Computer Equip under \$5,000				610	
NU-Education & Training - Gen & Adm		3,324			
NU-Out-Of-Town Travel		13,807		4,476	
Out-Of-Town Travel Non Training				1,608	
Total		\$563,321	\$80,000	\$140,310	\$180,000

## Transit Training & Development Department (TTD)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	10,450,186	12,967,974	13,537,813	19,032,571	19,032,571	18,727,410
M&S	-	370,395	554,800	592,739	203,000	203,000	203,000
Total	-	\$10,820,581	\$13,522,774	\$14,130,552	\$19,235,571	\$19,235,571	\$18,930,410

Table 7. Transit Training & Development Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Transit Training & Development Department manages the District's operational training programs within Transportation and Maintenance for both union and non-union staff. The 27 primary training programs include bus and rail operators and maintenance, facilities, and maintenance of way.

### Goals and Objectives

#### People

- **Action #10:** Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.





**Transit Training & Development Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		8,139,078	10,284,593	10,363,360	13,973,386
Fringe		2,539,504	3,373,192	3,348,735	5,167,870
Capitalized Labor-Fringe		-228,396	-689,811	-174,282	-413,846
Total		\$10,450,186	\$12,967,974	\$13,537,813	\$18,727,410

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			311,800		
Professional & Technical-Transp Adm		36,990	140,000	78,678	140,000
Professional & Technical-Rev Eq Maint				37,500	
Temporary Help-Gen & Adm				72,973	
Temporary Help-Transp Adm			5,100	10,844	5,100
Copier & Printer Usage and Maintenance		19,232		48,273	
Other Services-Transp Adm		4,060	3,000	2,737	3,000
Other Services- Revenue Veh.Maint		1,804	4,000	1,038	1,500
Uniforms- Rev Veh Op		15,060	31,800	16,703	31,800
Office Supplies		56,150		41,870	
Equip/Furn < \$5,000-Gen & Adm		87,645		51,409	
Other Materials- Gen & Adm		420		3,442	
Other Materials- Transp Adm		23,722	1,000	5,339	3,400
Other Materials- Rev Eq Maint		8,494	8,000	4,245	8,100
Unreconciled P-Card Expense		5,258		9,834	
Computer Equip under \$5,000		46,822	50,100	136,103	10,100
Telephone		39,708		35,416	
NU-Local Travel & Meetings		2,095			
NU-Education & Training - Gen & Adm		7,336		60	
NU-Out-Of-Town Travel		6,519		9,223	
UN-Education & Training - Gen & Adm		6,895		21,069	
UN-Out-Of-Town Travel		1,557		3,559	
CDL Renewals		272		312	
Employee Recognition		356		2,112	
Total		\$370,395	\$554,800	\$592,739	\$203,000

## Transit Asset & Maintenance Support Department (TAMS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	640,116	3,628,840	2,956,170	3,733,642	3,733,642	3,650,148
M&S	-	3,892	12,300	87,735	12,300	12,300	18,300
Total	-	\$644,008	\$3,641,140	\$3,043,905	\$3,745,942	\$3,745,942	\$3,668,448

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

### Department Description & Responsibilities

#### Major Functions

The Transit Asset & Maintenance Support Department is critical to the release, implementation, and management of TriMet's Configuration and Change Management Plan (CCMP). The department is responsible for maintenance control and provides analysis and engineering oversight of maintenance technical support to ensure that maintenance managed assets remain in service in optimal working condition from commissioning to decommissioning. This includes critical work in configuration and change management, stakeholder collaboration, maintenance frequency, backlog management, obsolescence management, and overall support to schedule and execute work. The Department oversees the Technical Advisory Group and Bus and Rail Replacement Service Team processes for system improvement and State of Good Repair projects. The Department provides input to the project design process regarding maintainability and life-cycle cost impacts.

### Goals and Objectives

#### Infrastructure

- **Action #8:** Plan for and identify funding for zero-emissions buses and maintenance facility improvements needed to support zero-emissions buses with comparable performance and availability to replace diesel buses as appropriate. Timeline through June 30, 2026.

#### Financial

- **Action #5:** Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement of structure. Timeline through June 30, 2026.

## Internal Business Practices

- **Action #1:** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program including Master Maintenance Plan with approved standards and timelines/frequencies. Timeline through June 30, 2026.



**Transit Asset & Maintenance Support Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		549,094	2,716,568	2,225,220	2,699,714
Fringe		198,629	912,272	752,733	950,434
Capitalized Labor-Fringe		-107,607		-21,783	
Total		\$640,116	\$3,628,840	\$2,956,170	\$3,650,148

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		2,080	12,300	77,568	12,300
Copier & Printer Usage and Maintenance		145		1,009	
Office Supplies		1,445		271	
Unreconciled P-Card Expense				58	
Computer Equip under \$5,000				1,811	5,000
Telephone					1,000
NU-Education & Training - Gen & Adm				3,190	
NU-Out-Of-Town Travel				3,828	
Employee Recognition		222			
Total		\$3,892	\$12,300	\$87,735	\$18,300

## Personnel Profile

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

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

### Transit System and Asset Support Administration

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

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

### Transit System Support Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Transit Systems Support Services	1.00	NU	FT	-	183,476	20	141,996	212,993
Manager, Service Performance & Analysis	1.00	NU	FT	-	155,119	18	120,556	180,835
Program Manager, Business Process & Projects, Ops Mgmt	1.00	NU	FT	-	138,697	17	110,957	166,434
Analyst, Principal, Operations	1.00	NU	FT	-	113,519	16	102,036	153,055

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT	-	122,256	14	86,095	129,143
Analyst, Senior, Data Engineering	1.00	NU	FT	-	117,795	15	93,779	140,669
Analyst, Senior, Operations Records	1.00	NU	FT	-	111,418	14	86,095	129,143
Analyst, Senior, Rules, Procedures & Instructions	1.00	NU	FT	-	104,971	14	86,095	129,143
Assistant, Senior Administrative	1.00	NU	FT	-	67,059	9	55,551	83,325
Data Scientist, Senior	1.00	NU	FT	-	117,414	14	86,095	129,143
Director, Transit Systems Support Services	1.00	NU	FT	-	183,476	20	141,996	212,993
Manager, Records and Information	1.00	NU	FT	-	111,917	15	93,779	140,669
Manager, Service Performance & Analysis	1.00	NU	FT	-	155,119	18	120,556	180,835
Program Manager, Business Process & Projects, Ops Mgmt	1.00	NU	FT	-	138,697	17	110,957	166,434
Specialist, Senior, Records	1.00	NU	FT	-	69,438	9	55,551	83,325
Total	19.00				\$2,053,681			

Table 10. Transit System Support Services Department Personnel Profile

## Transit Training & Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Operational Training & Development	1.00	NU	FT	-	206,789	20	141,996	212,993
Manager, Maintenance Training	1.00	NU	FT	-	449,879	17	110,957	166,434
Assistant Manager, Maintenance Training	2.00	NU	FT	-	260,890	16	102,036	153,055
Manager, Bus Operations Training	2.00	NU	FT	-	252,141	16	102,036	153,055



Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Rail Operations Training	1.00	NU	FT	-	143,046	16	102,036	153,055
Trainer, Senior, MOW	2.00	NU	FT	-	231,982	15	93,779	140,669
Trainer, Senior, MOW	1.00	NU	FT	x	117,224	15	93,779	140,669
Trainer, Senior, REM	6.00	NU	FT	-	706,808	15	93,779	140,669
Trainer, Senior, REM	2.00	NU	FT	x	234,448	15	93,779	140,669
Assistant Manager, Bus Operations Training	1.00	NU	FT	-	116,524	14	86,095	129,143
Assistant Manager, Rail Operations Training	1.00	NU	FT	-	107,620	14	86,095	129,143
Coordinator, Senior, Bus Operations Training	1.00	NU	FT	-	101,893	14	86,095	129,143
Instructional Designer, Senior	1.00	NU	FT	-	111,321	14	86,095	129,143
Coordinator, Training & Development	5.00	NU	FT	-	414,801	11	66,341	99,513
Assistant, Senior Administrative	0.00	NU	FT	x	-	9	55,551	83,325
Assistant, Senior Administrative	3.00	NU	FT	-	200,549	9	55,551	83,325
Bus Maintenance Trainer	2.00	U	FT	-	213,333	918	104,770	104,770
Maintenance Trainer	6.00	U	FT	-	639,999	918	104,770	104,770
Maintenance Trainer	2.00	U	FT	x	213,333	918	104,770	104,770
Facilities Maintenance Trainer	2.00	U	FT	-	213,333	915	104,770	104,770
Supervisor, Training Field Operations	5.00	U	FT	-	548,359	840	82,253	109,679
Training Supervisor	53.00	U	FT	-	5,222,060	832	78,358	104,462
Training Supervisor	5.00	U	FT	x	496,211	832	78,358	104,462
Supervisor, Rail Training, Ops Training & Development	4.00	U	FT	-	378,687	775	78,358	104,462
Supervisor, Rail Training, Ops Training & Development	1.00	U	FT	x	182,815	775	78,358	104,462

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Training Supervisor Rail	13.00	U	FT	-	1,351,779	775	78,358	104,462
Supervisor, Lead, Training	2.00	U	FT	x	219,344	178	82,253	109,679
Supervisor, Lead, Training	2.00	U	FT	-	191,957	178	82,253	109,679
Total	129.00				\$13,527,125			

Table 11. Transit Training &amp; Development Department Personnel Profile

### Transit Asset & Maintenance Support

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Transit Asset & Maintenance Support	1.00	NU	FT	-	203,828	21	153,939	230,910
Manager, Facilities Technical Support	1.00	NU	FT	-	139,565	19	130,894	196,343
Manager, Rail MOW Technical Support	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Vehicle Technical Support	1.00	NU	FT	-	151,873	19	130,894	196,343
Engineer, Principal, Facilities	1.00	NU	FT	-	150,695	18	120,556	180,835
Engineer, Principal, MOW	2.00	NU	FT	-	314,681	18	120,556	180,835
Engineer, Principal, Rail Equipment Maintenance	2.00	NU	FT	-	299,318	18	120,556	180,835
Manager, Maintenance Control	1.00	NU	FT	-	169,020	18	120,556	180,835
Program Manager, Business Process & Proj, Ops Mgmt	2.00	NU	FT	-	254,880	17	110,957	166,434
Program Manager, Rail Operations Planning	1.00	NU	FT	-	130,914	17	110,957	166,434
Project Manager, Senior, Rail Equip Maint	2.00	NU	FT	-	274,124	16	102,036	153,055
Project Manager, Rail Equipment Maintenance	2.00	NU	FT	-	202,264	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Technical Support, Associate, Rail Equipment Maintenance	2.00	NU	FT	-	148,489	12	72,421	108,629
Total	20.00				\$2,699,714			

Table 12. Transit Asset &amp; Maintenance Support Department Personnel Profile



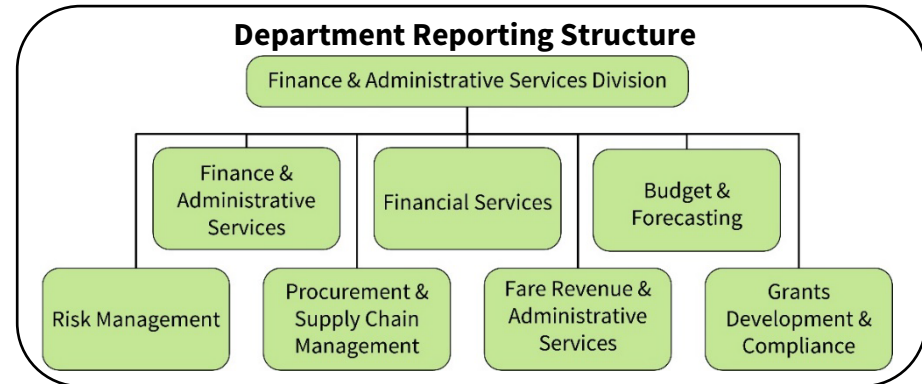
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# Finance & Administrative Services Division

## Overview

### Departments

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- Financial Services (FS) .....236
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- Procurement & Supply Chain Management (PSCM) ...242
- Fare Revenue & Administrative Services (FRAS).....244
- Grants Development & Compliance (GDC) .....247



### Major Priorities of the Division

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

### Divisional Fun Facts

- TriMet's total FY2026 adopted budget is just under \$2 billion, having almost doubled since FY2012 when the budget was less than \$1 billion.
- The FY2025 Adopted Budget, received Special Recognition from the Government Finance Officers Association (GFOA) in its Long-Range Operating Financial Plans and Capital Program.

- For over ten consecutive fiscal years, TriMet's audit of our Federal awards has been free from audit findings, material weaknesses or significant deficiencies noted by our external auditors. TriMet's audited financial statements along with the audit of the District's Federal awards are posted at: Transparency and Accountability ([trimet.org](https://trimet.org)).
- The FY2024 Annual Comprehensive Financial Report earned its first Government Finance Officers Association (GFOA) Certificate for Achievement for Excellence in Financial Reporting.
- In FY2025, the Supply Chain Team will transition the materials management operation to a hub and spoke model and move many of the parts, materials and supplies necessary to maintain our assets to a warehouse on the Columbia property.
- Since the launch of Hop Fastpass® in July 2017, there have been over 220 million taps on the system and over \$320 million in revenue.





## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Meet the six Strategic Financial Plan guidelines through complex strategic financial planning, forecasting and analysis, and budgeting.		X		FAS	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year-end.		X		FS	100%	100%	100%
Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.		X		FS	95%	95%	95%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within one week of month end close.	X			BF	100%	100%	100%
Develop and publish all three public versions of the annual Budget on time.		X		BF	100%	100%	100%
Enhance cross-function cooperation for monthly, annual and ad hoc planning and evaluation for the Capital Improvement program through timely and informative service to the agency.	X	X		BF	N/A	N/A	100%
Establish and maintain CIP processes, timelines, and cross-department communication to achieve an annual	X	X		BF	N/A	N/A	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
overall Capital Project utilization rate of 90% or higher.							
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		RM	90%	95%	90%
Operationalize the Materials Management Center on the Columbia Bus Base property to transition the materials management operation to a hub and spoke model.			X	PSCM	50%	75%	100%
Implement cross-departmental and cross agency strategic and capability roadmap for fare collection. This includes replacing Fareboxes, Hop Fastpass App, Consumer, & Institutional websites.			X	FRAS	N/A	N/A	100%
Implement cross-departmental and cross agency strategic and capability roadmap for fare collection. This includes Final System Acceptance of Fare Vending Machines and Fareboxes and launch of new Hop® Account Management Applications in FY26.			X	FRAS	N/A	N/A	FY26
Complete annual compliance monitoring of sub recipients receiving Federal and/or state funding on projects.		X		GDC	50%	75%	100%

Table 1. Finance &amp; Administrative Services Division Performance Metrics

## Division Summary

### Finance & Administrative Services Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	18,286,017	20,254,318	23,392,734	22,874,449	25,511,234	25,511,234	25,471,463
M&S	10,028,245	10,853,851	11,061,700	10,456,100	12,812,600	12,812,600	13,619,600
Total	\$28,314,262	\$31,108,169	\$34,454,434	\$33,330,549	\$38,323,834	\$38,323,834	\$39,091,063

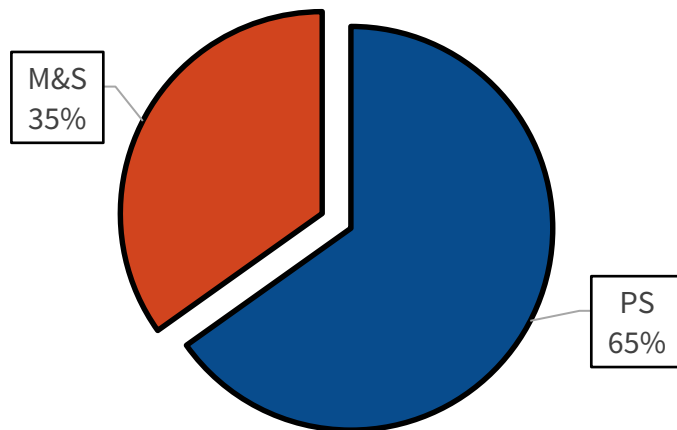
Table 2. Finance & Administrative Services Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$4.6M (+13.5%), with PS increasing by \$2.1M (+8.9%), and M&S increasing by \$2.6M (+23.1%).

For the FY2026 Adopted Budget, PS comprises 65% (\$25.5M) of the total budget, while M&S accounts for 35% (\$13.6M).

#### FY2026 Adopted Budget by Classification



1. Finance & Administrative Services FY2026 Adopted Budget by Classification Pie Chart



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

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	142.00	157.00	166.30	166.30	167.30	167.30	166.50

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

### Finance & Administrative Services Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
FAS	915,336	1,002,464	1,977,563	1,203,182	1,845,275	1,845,275	1,634,176
FS	3,801,426	4,410,678	4,465,102	4,561,535	4,829,189	4,829,189	4,775,437
BF	1,294,244	1,333,824	1,756,294	1,819,420	2,153,267	2,153,267	2,081,353
RM	5,477,979	5,777,625	6,179,959	6,329,614	7,144,296	7,144,296	7,817,725
PSCM	6,337,501	7,021,861	7,260,030	7,312,521	8,107,584	8,107,584	7,968,209
FRAS	10,487,776	10,808,365	11,582,547	10,868,113	12,837,479	12,837,479	13,025,045
GDC	-	753,352	1,232,939	1,236,164	1,406,744	1,406,744	1,789,118
Total	\$28,314,262	\$31,108,169	\$34,454,434	\$33,330,549	\$38,323,834	\$38,323,834	\$39,091,063

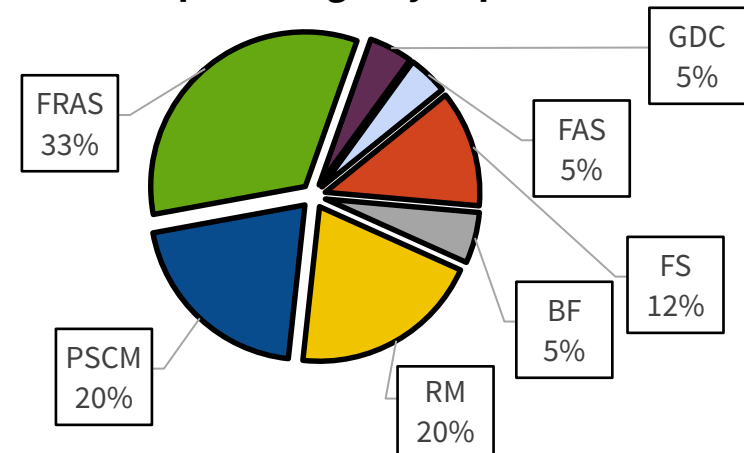
Table 4. Finance & Administrative Services Division FY2026 Adopted Budget by Departments

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

From FY2025 Budget to FY2026 Approved, the total budget increases by \$4.6M (+13.5%), with the largest allocations going to Fare Revenue & Administrative Services (FRAS) at 33% (\$13.0M) and Procurement & Supply Chain Management (PSCM) at 20% (\$8.0M). Risk Management (RM) receives 20% (\$7.8M), Financial Services (FS) 12% (\$4.8M), and Budget & Forecasting (BF) 5% (\$2.0M).

Other allocations include Grants Development & Compliance (GDC) at 5% (\$1.8M) and Finance & Administrative Services (FAS) at 5% (\$1.6M).

#### FY2026 Adopted Budget by Department



2. Finance & Administrative Services FY2026 Adopted Budget by Department Pie Chart

## Finance & Administrative Services Department (FAS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	734,827	680,416	1,540,463	897,496	1,347,675	1,347,675	1,239,076
M&S	180,509	322,048	437,100	305,686	497,600	497,600	395,100
Total	\$915,336	\$1,002,464	\$1,977,563	\$1,203,182	\$1,845,275	\$1,845,275	\$1,634,176

Table 5. Finance & Administrative Services Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Finance & Administrative Services Department is responsible for the oversight and management of all agency financial activities, assuring effective financial controls, planning for future financial requirements, obligations and liabilities, and administrative services functions.

### Goals and Objectives

#### Financial

- **Action #1:** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.
- **Action #4:** 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, 2026.
- **Action #6:** Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.

**Finance & Administrative Services Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	378,177	487,836	1,142,719	583,667	909,113
Fringe	356,650	192,580	397,744	313,829	333,225
Capitalized Labor-Fringe					-3,262
Total	\$734,827	\$680,416	\$1,540,463	\$897,496	\$1,239,076

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal			42,800	21,064	42,800
Professional & Technical-Gen & Adm	37,220	18,785	33,500	33,655	66,200
Recruitment Expense	39	12,147	3,000	750	3,000
Temporary Help-Gen & Adm		39,786			
Copier & Printer Usage and Maintenance		2,426		1,074	
Other Services- Gen & Adm	12,473	9,721	12,000	9,438	12,000
Office Supplies	12,984	21,730	124,000	42,222	53,900
Equip/Furn < \$5,000-Gen & Adm			12,000	3,000	12,200
Other Materials- Gen & Adm	3,985	565	2,500	626	2,500
Telephone	6,662	30,924	52,300	28,682	44,600
NU-Dues & Subscriptions	4,873	8,751	21,000	15,473	20,000
NU-Local Travel & Meetings	638	2,042	4,000	3,665	7,500
NU-Education & Training - Gen & Adm	42,007	63,543	30,000	48,270	30,500
NU-Out-Of-Town Travel	57,247	107,392	90,000	90,531	91,400
Employee Recognition	2,381	4,236	10,000	7,236	8,500
Total	\$180,509	\$322,048	\$437,100	\$305,686	\$395,100



## Financial Services Department (FS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,275,093	3,874,530	3,937,102	4,022,893	4,272,189	4,272,189	4,268,437
M&S	526,333	536,148	528,000	538,642	557,000	557,000	507,000
Total	\$3,801,426	\$4,410,678	\$4,465,102	\$4,561,535	\$4,829,189	\$4,829,189	\$4,775,437

Table 6. Financial Services Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Financial Services Department is responsible for the day-to-day financial accounting and reporting activities of TriMet. The department's major functions include accounts payable, payroll, accounts receivable, treasury management, capital assets, inventory, long-term debt, OPEB, pension plans and other liabilities. Financial Services provides monthly and quarterly financial reports to the BOD. The Department is also responsible for managing the annual external financial audit, audit of the two defined benefit pension plans, audit of the schedule of expenditures of Federal awards and the coordination of the STIF Agreed Upon Procedure engagement.

### Goals and Objectives

#### People

- **Action #10:** Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.

#### Financial

- **Action #1:** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.



**Financial Services Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,359,452	2,857,746	2,853,621	2,963,148	3,076,146
Fringe	915,641	1,016,784	1,083,481	1,064,651	1,192,291
Capitalized Labor-Fringe				-4,906	
Total	\$3,275,093	\$3,874,530	\$3,937,102	\$4,022,893	\$4,268,437

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		1,043	12,000	3,000	2,000
Audits	236,856	243,991	245,000	270,580	260,000
Professional & Technical-Gen & Adm	12,841	46,100	30,000	23,085	24,000
Banking Charges	172,094	183,592	195,000	179,257	191,000
Temporary Help-Gen & Adm		10,947		13,190	
Copier & Printer Usage and Maintenance		164		4,615	
Software Hosting/Subscription Services	14,245	15,540	12,000	9,475	12,000
Other Services- Gen & Adm	29,504	4,332	24,000	15,743	15,000
Office Supplies	23,130	6,983		2,589	
Equip/Furn < \$5,000-Gen & Adm	10,470	735	4,000	1,001	1,500
Other Materials- Gen & Adm	8,172	808	4,000	1,001	1,500
Postage - Gen & Admin		10			
Computer Equip under \$5,000			2,000	1,392	
Telephone	5,119	7,335		4,532	
NU-Dues & Subscriptions	7,761	3,895		615	
NU-Education & Training - Gen & Adm	6,001	3,662		1,080	
Fines and Penalties - Payroll		361		-290	
Employee Recognition	140				
Software License Fees		6,650		7,777	
Total	\$526,333	\$536,148	\$528,000	\$538,642	\$507,000

## Budget & Forecasting Department (BF)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,235,695	1,277,664	1,723,894	1,705,237	1,878,367	1,878,367	1,881,453
M&S	58,549	56,160	32,400	114,183	274,900	274,900	199,900
Total	\$1,294,244	\$1,333,824	\$1,756,294	\$1,819,420	\$2,153,267	\$2,153,267	\$2,081,353

Table 7. Budget & Forecasting Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Budget & Forecasting Department is responsible for agency financial planning, budgeting and forecasting, performance analysis and reporting, fare revenue analysis, capital financial planning, and coordination of the Capital Program Committee. The department ensures budgetary actions are processed and completed in accordance with Oregon Local Budget Law ORS 294.100. In addition, for transparency and accuracy the department closely adheres to Government Finance Officers Association (GFOA) best practices for building a budget document.

### Goals and Objectives

#### Infrastructure

- **Action #13:** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.

#### Financial

- **Action #1:** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.
- **Action #3:** 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, 2026.
- **Action #2:** Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand. Timeline through June 30, 2026.
- **Action #6:** Manage State Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2026.

**Budget & Forecasting Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	936,958	925,765	1,273,326	1,286,881	1,380,708
Fringe	298,737	351,899	450,568	418,356	500,745
Total	\$1,235,695	\$1,277,664	\$1,723,894	\$1,705,237	\$1,881,453

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	1,744		2,300	50,934	140,900
Economic Forecasts	36,659	42,450	20,000	45,664	50,000
Ridership Counts/Surveys				3,750	
Copier & Printer Usage and Maintenance		472		1,681	1,000
Other Services- Gen & Adm	11,481	1,186		3,804	1,500
Office Supplies	1,397	720			
Other Materials- Gen & Adm		5,135	2,600	2,418	5,000
Computer Equip under \$5,000		1,388	7,500	5,932	1,500
NU-Dues & Subscriptions	2,435	2,132			
NU-Education & Training - Gen & Adm	4,383	2,677			
NU-Out-Of-Town Travel	450				
Total	\$58,549	\$56,160	\$32,400	\$114,183	\$199,900

## Risk Management Department (RM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	851,832	879,623	1,060,559	1,003,350	1,135,496	1,135,496	1,137,725
M&S	4,626,147	4,898,002	5,119,400	5,326,264	6,008,800	6,008,800	6,680,000
Total	\$5,477,979	\$5,777,625	\$6,179,959	\$6,329,614	\$7,144,296	\$7,144,296	\$7,817,725

Table 8. Risk Management Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Risk Management Department is responsible for managing Self-Insured Workers Compensation and Liability insurance programs; develops risk management strategies, establishes risk and insurance plans to manage all assets and operations; procures insurance to manage all assets and operations, and develops risk transfer and risk financing mechanisms.

### Goals and Objectives

#### Financial

- **Action #1:** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2026.



**Risk Management Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	613,977	665,584	759,785	761,248	802,543
Fringe	237,855	214,039	300,774	242,102	335,182
Total	\$851,832	\$879,623	\$1,060,559	\$1,003,350	\$1,137,725

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Claims Services	2,219	2,056	35,000	26,054	50,600
Copier & Printer Usage and Maintenance		378		648	
Software Hosting/Subscription Services			66,000	16,500	
Other Services- Gen & Adm	33,813	1,710	8,100	4,523	102,000
Office Supplies	1,843	1,660		100	
Other Materials- Gen & Adm	2,971	4,116	1,000	3,088	6,500
Unreconciled P-Card Expense	6			7	
Computer Equip under \$5,000			2,000	499	
Telephone	2,021				
Phys Damage Ins - B,G &Eq	1,336,278	1,464,904	1,358,300	1,582,695	1,959,700
Railroad Protective Ins	108,111	122,983	219,800	149,146	236,800
Cyber Security Insurance			82,900	79,556	79,400
PMLR Insurance Costs	564,865	593,972		397,359	642,500
WES Insurance Costs	2,573,275	2,705,873	2,809,300	2,512,523	2,926,800
Public Entity Liability Insurance	470		537,000	553,516	675,700
NU-Dues & Subscriptions	275				
NU-Education & Training - Gen & Adm		350		50	
Total	\$4,626,147	\$4,898,002	\$5,119,400	\$5,326,264	\$6,680,000



## Procurement & Supply Chain Management Department (PSCM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	5,928,361	6,503,309	6,984,030	7,042,886	7,781,584	7,781,584	7,677,209
M&S	409,140	518,552	276,000	269,635	326,000	326,000	291,000
Total	\$6,337,501	\$7,021,861	\$7,260,030	\$7,312,521	\$8,107,584	\$8,107,584	\$7,968,209

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

### Department Description & Responsibilities

#### Major Functions

The Procurement & Supply Chain Management Department is responsible for oversight and management of procurement and contracting for all outsourced goods and services in addition to materials management and warranty programs in accordance with the Oregon Public Contracting Code and Federal Regulations.

### Goals and Objectives

#### Internal Business Practices

- **Action #1:** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2030.
- **Action #2:** Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. Timeline through June 30, 2030.

#### Infrastructure

- **Action #13:** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2030.
- **Action #14:** Deliver budgeted state of good repair projects on-time and on-budget. Timeline through June 30, 2030.
- **Action #17:** Procure and implement enterprise asset management system (EAMS) software. Timeline through June 30, 2030.

### Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,199,472	4,775,207	5,058,395	5,173,683	5,609,193
Fringe	1,732,623	1,728,102	2,048,037	1,899,804	2,196,260
Capitalized Labor-Fringe	-3,734		-122,402	-30,601	-128,244
Total	\$5,928,361	\$6,503,309	\$6,984,030	\$7,042,886	\$7,677,209

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	29,232	35,400	20,000	54,373	50,000
Copier & Printer Usage and Maintenance	24,904	3,443	5,000	-4,114	5,000
Laundry		1,585	2,500	1,866	2,500
Other Services- Gen & Adm	36,933	27,234	39,000	44,559	39,000
Procurement Advertising	28,725	10,064	30,000	25,241	30,000
Office Supplies	37,695	11,842		3,870	
Freight	67,223	54,549	40,000	42,121	40,000
Equip/Furn < \$5,000-Rev Eq Maint	3,579		95,000	54,248	85,000
Equip/Furn < \$5,000-Gen & Adm	17,764	18,845		10,936	
Inventory Adjustments	3,282	148,511		-5,859	
Other Materials- Gen & Adm	43,052	22,771	35,000	15,633	30,000
Other Materials- Rev Eq Maint	8,454	11,843	5,000	3,956	5,000
Unreconciled P-Card Expense	2,921	1,933		4,029	
Computer Equip under \$5,000		91,712		579	
Safety Supplies- Gen & Adm	85,884	-33,066	3,500	3,499	3,500
Obsolete Inventory	5,340	99,727		548	
Invoice Price Variance		-357		618	
Telephone	6,506	10,179		6,996	
OR Corporate Activity Tax (CAT)	44	93		9	
NU-Dues & Subscriptions	5,150				
NU-Education & Training - Gen & Adm	2,204	1,380		95	
Freight Expense				6,062	
CDL Renewals			1,000	251	1,000
Employee Recognition	248	864		119	
Total	\$409,140	\$518,552	\$276,000	\$269,635	\$291,000

## Fare Revenue & Administrative Services Department (FRAS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	6,260,209	6,293,441	6,933,747	6,973,314	7,709,179	7,709,179	7,502,945
M&S	4,227,567	4,514,924	4,648,800	3,894,799	5,128,300	5,128,300	5,522,100
Total	\$10,487,776	\$10,808,365	\$11,582,547	\$10,868,113	\$12,837,479	\$12,837,479	\$13,025,045

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

### Department Description & Responsibilities

#### Major Functions

The Fare Revenue & Administrative Services Department consists of fare revenue collection, processing, cash controls, sales, and distribution of TriMet fares. This includes operations and maintenance of the Hop Fastpass® Solution on behalf of TriMet, C-Tran, and Portland Streetcar. The team is also responsible for maintaining Fare Vending Machines and all fare and communication equipment on light rail platforms.

### Goals and Objectives

#### Customers

- **Action #23:** Replace bus fareboxes for better customer service. Timeline through September 30, 2025.
- **Action #24:** Complete TVM replacement for improved Hop card distribution and sales. Timeline through June 30, 2026.

#### Financial

- **Action #9:** Implement plans to decrease fare evasion. Timeline through January 31, 2026.



**Fare Revenue & Administrative Services Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,575,005	4,678,618	5,073,428	5,218,320	5,655,177
Fringe	1,702,586	1,618,057	1,860,319	1,754,994	1,847,768
Capitalized Labor-Fringe	-17,382	-3,234			
Total	\$6,260,209	\$6,293,441	\$6,933,747	\$6,973,314	\$7,502,945

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	45,690		200,000	50,218	445,600
Banking Charges	991,151	1,148,108	1,400,000	1,377,291	1,800,000
Money Transport	36,727	43,350	36,200	41,173	50,000
Ticket Vend & Servicing	348,478	245,296	240,000	251,425	250,000
Equipment Repair & Mtc - Gen & Adm			9,000	2,250	9,100
Copier & Printer Usage and Maintenance		1,531		3,036	
Photo Copier Maint-Doc Svcs	53,039	44,969	35,000	19,612	45,000
Software Maintenance					251,200
Software Hosting/Subscription Services					68,900
Cont ROW Mtc Comm	18,110				
Contracted Mtc-Fare Eq	210	4,608	2,000	2,224	5,000
Office Maint Custodial		33	15,000	3,750	15,200
Laundry	1,109	1,139	1,400	1,174	1,400
Other Services- Gen & Adm	196,064	162,584	163,000	82,264	622,500
Other Services-Transp Adm			1,000	251	
Payment Card Processing Fee	3,830				
Retail Network Commissions	438,859	437,975	513,000	439,521	520,700
Uniforms - Veh Ops	1,717	1,276	2,900	2,385	2,900
Tickets, Passes & Fare Media Cards	1,449,264	1,710,972	1,300,000	821,947	674,400
Office Supplies	37,096	32,093		24,189	
Freight			1,000	265	1,000
Equip/Furn < \$5,000-Gen & Adm	781	4,565	6,000	1,500	6,100
Small Hand Tools-Fac/Eq Maint	3,061	1,809	3,000	1,575	3,000
Other Materials- Gen & Adm	32,954	49,847	54,000	40,771	70,200
Other Materials- Transp Adm					1,000
Other Materials- Fac/Eq Maint	-9,887	281	14,000	5,633	14,200

**Fare Revenue & Administrative Services Department**

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Unreconciled P-Card Expense	811	1,004		40	
Postage - Gen & Admin	113,613	153,957	172,000	143,541	174,600
Computer Equip under \$5,000	4,042	4,311	2,500	55,289	3,000
Doc Svcs Supplies	3,418	1,848	15,000	6,207	15,200
Safety Supplies - Fac/Eq Maint	9,078	21,035	15,500	14,268	25,000
Obsolete Inventory	35,715	47,093		161,337	
Maint Matl Fare Equip	201,612	174,928	190,000	123,262	192,900
Maint - eFare Equipment	73	366		50	
Maint Materials Comm/Video	169,065	181,186	255,000	182,629	251,700
Telephone	34,318	33,128		29,042	
NU-Dues & Subscriptions	2,310	2,100		2,100	
NU-Local Travel & Meetings		3,500		2,295	
NU-Education & Training - Gen & Adm	461				
UN-Education & Training - Gen & Adm				1,500	
CDL Renewals			1,000	459	1,000
Employee Recognition		32			
Rental	4,798		1,300	326	1,300
<b>Total</b>	<b>\$4,227,567</b>	<b>\$4,514,924</b>	<b>\$4,648,800</b>	<b>\$3,894,799</b>	<b>\$5,522,100</b>

## Grants Development & Compliance Department (GDC)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	745,335	1,212,939	1,229,273	1,386,744	1,386,744	1,764,618
M&S	-	8,017	20,000	6,891	20,000	20,000	24,500
Total	-	\$753,352	\$1,232,939	\$1,236,164	\$1,406,744	\$1,406,744	\$1,789,118

Table 11. Grants Development & Compliance Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Grants Development & Compliance Department is responsible for development, submission, and execution of all competitive and noncompetitive grants, as well as the administration, accounting, reporting, and monitoring of all grant related funds. The department is also responsible for ensuring compliance with all federal, state, and local grant requirements for internal projects as well as funds passed through to other organizations.

### Goals and Objectives

#### Financial

- **Action #7:** Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding. Timeline through June 30, 2026.
- **Action #8:** Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants. Timeline through June 30, 2026.





**Grants Development & Compliance Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor		577,261	872,484	945,058	1,291,738
Fringe		168,074	340,455	284,627	472,880
Capitalized Labor-Fringe				-412	
Total		\$745,335	\$1,212,939	\$1,229,273	\$1,764,618

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		6,063	11,500	2,876	9,200
Copier & Printer Usage and Maintenance		136		357	
Other Services- Gen & Adm		495	3,500	928	3,500
Office Supplies		268			
Equip/Furn < \$5,000-Gen & Adm		300	5,000	2,730	7,300
Computer Equip under \$5,000					4,500
NU-Dues & Subscriptions		755			
Total		\$8,017	\$20,000	\$6,891	\$24,500

## Personnel Profile by Department

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

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

### Finance & Administrative Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Financial Officer	1.00	NU	FT	-	360,547	27	247,575	371,363
Executive Assistant, Administrative Services	1.00	NU	FT	-	120,609	13	78,990	118,485
Clerk II, Administrative	2.00	NU	FT	-	135,054	7	46,369	69,554
Total	4.00				\$616,210			

Table 12. Finance & Administrative Services Department Personnel Profile

### Financial Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Financial Services	1.00	NU	FT	-	212,890	21	153,939	230,910
Manager, Senior, Financial Services	1.00	NU	FT	-	177,075	19	130,894	196,343
Manager, Debt and Treasury	1.00	NU	FT	-	148,200	18	120,556	180,835
Manager, Financial Systems	1.00	NU	FT	-	175,568	18	120,556	180,835
Manager, Accounting	1.00	NU	FT	-	142,700	17	110,957	166,434
Manager, Payroll	1.00	NU	FT	-	157,600	17	110,957	166,434
Accountant, Senior, Financial	2.00	NU	FT	-	191,200	14	86,095	129,143
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT	-	104,000	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Accountant, Senior, Revenue	1.00	NU	FT	-	114,100	14	86,095	129,143
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT	-	104,730	14	86,095	129,143
Analyst, Business (Financial Systems)	1.00	NU	FT	-	120,291	14	86,095	129,143
Assistant Manager, Payroll	1.00	NU	FT	-	100,829	14	86,095	129,143
Accountant, Revenue	1.00	NU	FT	-	75,500	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	67,059	9	55,551	83,325
Specialist, Senior, Accounts Receivable	1.00	NU	FT	-	79,498	9	55,551	83,325
Senior Payroll Clerk	3.00	U	FT	-	293,206	340	73,295	97,727
Timekeeper	1.50	U	FT	-	164,508	336	109,679	109,679
Finance Clerk (Accounting)	3.00	U	FT	-	253,227	323	65,481	87,316
Finance Clerk (Payroll)	3.00	U	FT	-	231,386	323	65,481	87,316
Senior Accounts Payable Clerk	1.00	U	FT	-	97,735	322	73,295	97,727
Total	27.50				\$3,011,302			

Table 13. Financial Services Department Personnel Profile

## Budget & Forecasting

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

Table 14. Budget & Forecasting Department Personnel Profile

## Risk Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Risk Management	1.00	NU	FT	-	192,764	20	141,996	212,993
Adjuster, Senior, Claims	1.00	NU	FT	-	115,034	13	78,990	118,485
Administrator, NRV Driver Compliance Program	1.00	NU	FT	-	97,465	12	72,421	108,629
Administrator, Worker's Compensation	1.00	NU	FT	-	105,465	12	72,421	108,629
Adjuster, Claims	1.00	NU	FT	-	91,594	11	66,341	99,513
Specialist, Senior, Claims Investigation	1.00	NU	FT	-	66,498	10	60,740	91,108
Specialist, Senior, Claims Recovery	1.00	NU	FT	-	75,525	9	55,551	83,325
Assistant, Administrative	1.00	NU	FT	-	58,198	7	46,369	69,554
Total	8.00				\$802,543			

Table 15. Risk Management Department Personnel Profile

## Procurement & Supply Chain Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT	-	175,112	21	153,939	230,910
Manager, Contracts	1.00	NU	FT	-	150,150	18	120,556	180,835
Manager, Purchasing	1.00	NU	FT	-	146,200	17	110,957	166,434
Manager, Stores & Warranty Programs	1.00	NU	FT	-	151,400	17	110,957	166,434
Administrator, Senior, Contracts	1.00	NU	FT	x	107,620	14	86,095	129,143
Administrator, Senior, Contracts	4.00	NU	FT	-	468,410	14	86,095	129,143
Assistant Manager, Supply Chain	4.00	NU	FT	-	455,133	14	86,095	129,143
Analyst, Business (Stores)	1.00	NU	FT	-	91,405	13	78,990	118,485
Administrator, Contracts	2.00	NU	FT	-	167,100	12	72,421	108,629
Coordinator, Warranty Programs	1.00	NU	FT	-	93,500	11	66,341	99,513
Assistant, Senior Administrative	1.00	NU	FT	-	62,109	9	55,551	83,325
Buyer	2.00	U	FT	-	195,640	432	73,361	97,815
Partsman (Bus)	15.00	U	FT	-	1,258,433	376	82,804	88,703
Partsman (Rail)	1.00	U	FT	-	85,503	376	82,804	88,703
Senior Buyer	4.00	U	FT	-	409,904	373	102,481	102,481
Senior Partsman (Rail)	7.00	U	FT	-	620,888	372	88,703	88,703

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assist Storekeeper Inventory Control	2.00	U	FT	-	204,021	371	93,149	93,149
Assistant Storekeeper (Bus)	4.00	U	FT	-	408,042	371	93,149	93,149
Assistant Storekeeper (Rail)	2.00	U	FT	-	204,021	371	93,149	93,149
Total	55.00				\$5,454,589			

Table 16. Procurement &amp; Supply Chain Management Department Personnel Profile

## Fare Revenue & Administrative Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT	-	184,078	21	153,939	230,910
Project Manager, IT	1.00	NU	PT	-	146,306	18	120,556	180,835
Manager, Fare & Communication Equipment	1.00	NU	FT	-	161,586	17	110,957	166,434
Manager, Fare Systems (Operations)	1.00	NU	FT	-	132,700	17	110,957	166,434
Manager, Fare Systems (Projects)	1.00	NU	FT	-	138,697	17	110,957	166,434
Manager, Fare Revenue	1.00	NU	FT	-	139,800	16	102,036	153,055
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT	-	239,400	15	93,779	140,669
Analyst, Fare Systems	3.00	NU	FT	-	299,265	14	86,095	129,143
Assistant Manager, Fare Revenue Controls	1.00	NU	FT	-	112,500	14	86,095	129,143
Assistant Manager, Document Services	1.00	NU	FT	-	78,499	9	55,551	83,325
Fare Revenue Assistant Supervisor	1.00	U	FT	-	95,069	736	71,292	95,064
Fare Revenue Specialist	8.00	U	FT	-	682,158	733	65,173	86,898
Fare Revenue Supervisor	1.00	U	FT	-	102,603	716	76,971	102,613
Field Technician	22.00	U	FT	-	2,139,003	591	97,221	97,221
Assistant Supervisor, Field Technician	2.00	U	FT	-	111,809	590	111,814	111,814
Mail Services Clerk	1.00	U	FT	-	73,185	356	54,894	73,185
Moneyroom Clerk	2.00	U	FT	-	208,931	331	78,358	104,462
Moneyroom Supervisor	1.00	U	FT	-	107,704	330	80,779	107,698
Total	51.00				\$5,265,102			

Table 17. Fare Revenue &amp; Administrative Services Department Personnel Profile

## Grants Development & Compliance

Position Title	FTE	U/NU	F/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Grants	1.00	NU	FT	-	200,621	21	153,939	230,910
Manager, Grants	1.00	NU	FT	-	148,100	17	110,957	166,434
Manager, Grant Accounting	1.00	NU	FT	-	138,697	17	110,957	166,434
Program Manager	1.00	NU	FT	-	138,697	17	110,957	166,434
Analyst, Senior, Grants Compliance	2.00	NU	FT	-	241,800	15	93,779	140,669
Accountant, Senior, Grants	2.00	NU	FT	-	219,000	14	86,095	129,143
Specialist, Senior, Grant Development	1.00	NU	FT	-	114,300	14	86,095	129,143
Specialist, Grant Development	1.00	NU	FT	-	90,524	12	72,421	108,629
Total	10.00				\$1,291,738			

Table 18. Grants Development & Compliance Department Personnel Profile



# Information Technology Division

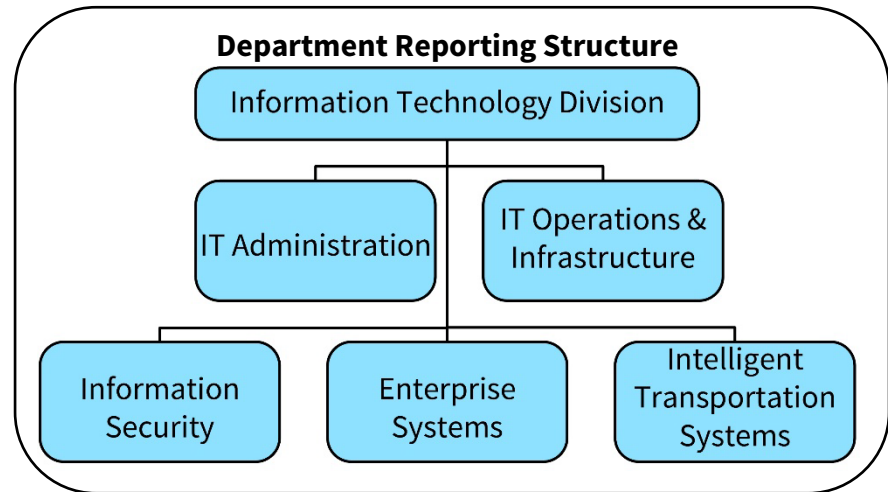
## Overview

### Departments

• IT Administration (ITA) .....	258
• IT Operations & Infrastructure (IOI) .....	260
• Information Security (IS) .....	262
• Enterprise Systems (ES) .....	264
• Intelligent Transportation Systems (ITS) .....	266

### Priorities of the Division

- (ITA) Provide vision, direction, governance, and strategic planning for Agency IT. Provide administrative support and financial management for the Division.
- (IOI) Planning, design, implementation, operations, and standards for agency IT infrastructure including delivering high availability services.
- (IS) Design, implement, and operate the information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage and loss.
- (ES) Application development, maintenance, monitoring and automation for enterprise business systems including integrations, data management, administration systems and process analysis.
- (ITS) Develop or acquire, integrate, and manage the operational technology (OT) systems that enable and support transit operations.



### Divisional Fun Facts

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

## Performance Metrics

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

Table 1. Information Technology Division Performance Metrics

## Division Summary

### Information Technology Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	15,692,471	17,061,736	20,702,678	18,841,845	20,663,192	20,663,192	21,343,567
M&S	13,573,444	12,660,442	14,970,500	14,416,399	15,665,200	15,665,200	16,062,500
Total	\$29,265,915	\$29,722,178	\$35,673,178	\$33,258,244	\$36,328,392	\$36,328,392	\$37,406,067

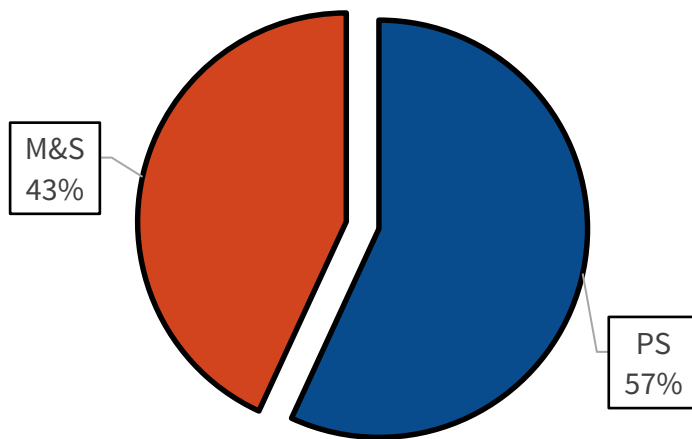
Table 2. Information Technology Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$1.7M (+4.9%), with PS increasing by \$640.9K (+3.1%) and M&S increasing by \$1.1M (+7.3%).

In the FY2026 Adopted Budget, PS comprises 57% (\$21.3M) of the total budget, while M&S accounts for 43% (\$16.1M).

#### FY2026 Adopted Budget by Classification



1. Information Technology FY2026 Adopted Budget by Classification Pie Chart



### Information Technology Division Count of Full-Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	92.00	102.00	112.00	112.00	101.00	101.00	109.00

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

### Information Technology Division Budget by Department

Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
ITA	14,547,959	15,074,886	19,250,887	17,088,178	18,945,018	18,945,018	19,201,140
IOI	4,687,733	4,732,784	5,494,763	5,507,580	6,338,688	6,338,688	6,517,085
IS	1,111,798	1,011,502	1,162,385	1,226,039	1,241,913	1,241,913	1,221,400
ES	5,123,679	4,931,510	5,396,963	5,025,768	5,375,434	5,375,434	5,646,349
ITS	3,794,746	3,971,496	4,368,180	4,410,679	4,427,339	4,427,339	4,820,093
Total	\$29,265,915	\$29,722,178	\$35,673,178	\$33,258,244	\$36,328,392	\$36,328,392	\$37,406,067

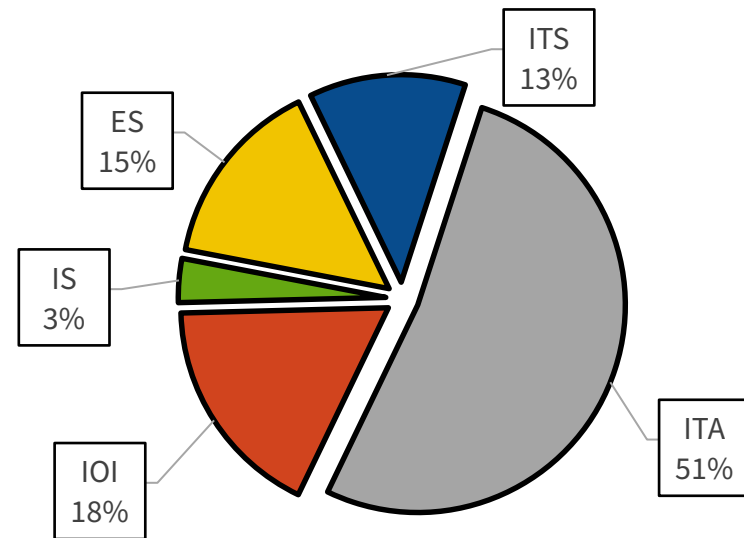
Table 4. Information Technology Division FY2026 Adopted Budget by Departments

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$1.7M (+4.9%), with the largest increase in IT Operations & Infrastructure (IOI), rising by \$1.0M (+18.6%). IT Administration (ITA) decreases by \$49.7K (-0.3%), while Information Security (IS) increases slightly by \$59.0K (+5.1%). Enterprise Systems (ES) increases by \$249.4K (-4.6%), and Intelligent Transportation Systems (ITS) increases by \$451.9K (10.35%).

For the FY2026 Adopted Budget, ITA comprises 51% (\$19.2M) of the total budget, IOI accounts for 18% (\$6.5M), ES represents 15% (\$5.6M), ITS makes up 13% (\$4.8M), and IS accounts for 3% (\$1.2M).

#### FY2026 Adopted Budget by Department



2. Information Technology FY2026 Adopted Budget by Department Pie Chart

## IT Administration Department (ITA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,791,061	3,227,063	5,645,287	4,054,221	5,227,918	5,227,918	5,143,840
M&S	11,756,898	11,847,823	13,605,600	13,033,957	13,717,100	13,717,100	14,057,300
Total	\$14,547,959	\$15,074,886	\$19,250,887	\$17,088,178	\$18,945,018	\$18,945,018	19,201,140

Table 5. IT Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

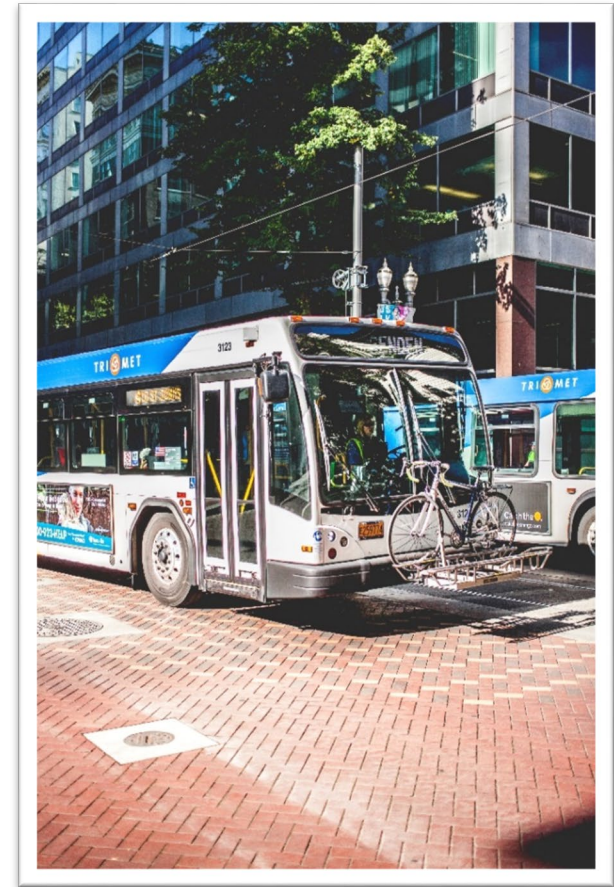
#### Major Functions

The IT Administration Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT, as well as administrative support and financial management for the Division.

### Goals and Objectives

#### Infrastructure

- **Action #10:** Continue reducing technical debt through a dual approach: (1) executing business-driven projects that align with operational needs while also minimizing technical debt, and (2) initiating IT-led modernization projects to enhance core architecture for future improvements. Timeline through June 30, 2026.
  - Expand the Information Technology Governance process to define service objectives and establish key performance indicators for ongoing monitoring. Timeline through June 30, 2026.
  - Implement modern workforce management software for Transportation to enhance operational efficiency and workforce planning. Timeline through June 30, 2026.
- **Action #11:** Implement Microsoft 365 collaboration software for improved resiliency, efficiency, and cybersecurity. Timeline through June 30, 2026.





**IT Administration Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,036,547	3,171,139	4,766,904	3,552,971	4,349,458
Fringe	839,595	944,782	1,420,416	1,183,915	1,420,777
Capitalized Labor-Fringe	-85,081	-888,858	-542,033	-682,665	-626,395
Total	\$2,791,061	\$3,227,063	\$5,645,287	\$4,054,221	\$5,143,840

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	1,184,828	625,266	496,600	729,612	176,600
Temporary Help-Gen & Adm	302,513	354,851	169,800	595,222	169,800
Copier & Printer Usage and Maintenance		438		918	
Software Maintenance	320,802	615,221		1,052,126	
Warranty Costs	386				
Vehicle Control Sys Maint		352,000			
Other Services- Gen & Adm	57,298	54,023	5,000	41,503	5,000
Office Supplies	2,453	4,709	1,000	6,420	1,000
Equip/Furn < \$5,000-Gen & Adm		1,594		3,463	
Other Materials- Gen & Adm	6,491	566,380	10,000	38,555	10,000
Unreconciled P-Card Expense	4,774	492		137	
Microcomputer Software	943	380,533	2,000	931	2,000
Computer Equip under \$5,000	4,596	24,319		14,246	
Telephone	46,666	129,412	34,000	76,730	34,000
NU-Dues & Subscriptions	68,936	41,868	73,500	24,435	73,500
NU-Local Travel & Meetings	430	45,843	1,000	4,527	1,000
NU-Education & Training - Gen & Adm	161,542	30,140	70,000	47,329	70,000
NU-Out-Of-Town Travel	31,766	47,029	25,000	48,637	25,000
Employee Recognition	912	718	1,000	2,539	1,000
Software License Fees	9,561,562	8,572,987	12,716,700	10,346,627	13,488,400
Total	\$11,756,898	\$11,847,823	\$13,605,600	\$13,033,957	\$14,057,300



## IT Operations & Infrastructure Department (IOI)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	4,081,059	4,444,267	4,534,063	4,619,879	4,672,488	4,672,488	4,850,885
M&S	606,674	288,517	960,700	887,701	1,666,200	1,666,200	1,666,200
Total	\$4,687,733	\$4,732,784	\$5,494,763	\$5,507,580	\$6,338,688	\$6,338,688	\$6,517,085

Table 6. IT Operations & Infrastructure Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The IT Operations & Infrastructure Department is responsible for planning, design, implementation, operations, and standards for agency IT infrastructure including delivering high availability services.

### Goals and Objectives

#### Infrastructure

- Action #10:** Continue the strategic reduction of technical debt through a two-pronged approach: (1) executing business-driven projects that address operational needs while concurrently minimizing technical debt, and (2) launching IT-led modernization initiatives. Timeline through June 30, 2026.
  - Implement modern workforce management software for Transportation. Timeline through June 30, 2026.



**IT Operations & Infrastructure Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,014,929	3,408,330	3,624,897	3,606,047	3,831,734
Fringe	1,115,790	1,071,733	1,202,131	1,100,594	1,328,338
Capitalized Labor-Fringe	-49,660	-35,796	-292,965	-86,762	-309,187
Total	\$4,081,059	\$4,444,267	\$4,534,063	\$4,619,879	\$4,850,885

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	20,888	52,567	9,400	208,186	9,400
Temporary Help-Gen & Adm	450,391	148,891		91,933	
Copier & Printer Usage and Maintenance		332		255	
Communication Systems Maintenance	1,425	1,425		425	1,553,400
Computer Hardware Maint-Fac Maint	62,193	5,367	20,000	11,458	20,000
Other Services- Gen & Adm	821	2,500		2,550	
Equip/Furn < \$5,000-Gen & Adm	3,337				
Other Materials- Gen & Adm	152		306,400	362,080	6,400
Unreconciled P-Card Expense	3,499	1,612		120	
Communications System Materials			547,900	139,507	
Microcomputer Mtc Mat'l	9		2,000	499	2,000
Network Access Services	63,959	68,823	75,000	68,393	75,000
NU-Local Travel & Meetings		7,000		2,295	
Total	\$606,674	\$288,517	\$960,700	\$887,701	\$1,666,200

## Information Security Department (IS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	677,082	893,570	992,585	1,077,216	1,072,113	1,072,113	1,051,600
M&S	434,716	117,932	169,800	148,823	169,800	169,800	169,800
Total	\$1,111,798	\$1,011,502	\$1,162,385	\$1,226,039	\$1,241,913	\$1,241,913	1,221,400

Table 7. Information Security Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Information Security Department designs, implements, and operates the information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage, and loss.

### Goals and Objectives

#### Infrastructure

- **Action #10:** Continue the strategic reduction of technical debt through a two-pronged approach: (1) executing business-driven projects that address operational needs while concurrently minimizing technical debt, and (2) launching IT-led modernization initiatives. Timeline through June 30, 2026.
  - Establish an information asset inventory to classify and manage regulated information types. Timeline through June 30, 2026.
  - Implement Zscaler with initial users in IT to enhance network security. Timeline through June 30, 2026.



**Information Security Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	483,900	681,292	755,647	822,248	791,909
Fringe	193,182	212,278	236,938	254,968	259,691
Total	\$677,082	\$893,570	\$992,585	\$1,077,216	\$1,051,600

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PCI Compliance Audit	117,435	81,744	110,000	113,289	110,000
Professional & Technical-Gen & Adm	241,245	34,782	59,800	35,191	59,800
Copier & Printer Usage and Maintenance		193		343	
Other Services- Gen & Adm	80	1,213			
Other Materials- Gen & Adm	75,956				
Total	\$434,716	\$117,932	\$169,800	\$148,823	\$169,800

## Enterprise Systems Department (ES)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	4,662,777	4,533,074	5,196,063	4,704,208	5,296,834	5,296,834	5,567,749
M&S	460,902	398,436	200,900	321,560	78,600	78,600	78,600
Total	\$5,123,679	\$4,931,510	\$5,396,963	\$5,025,768	\$5,375,434	\$5,375,434	\$5,646,349

Table 8. Enterprise Systems Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Enterprise Systems Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT. The department also provides administrative support and financial management for the Division.

### Goals and Objectives

#### Infrastructure

- **Action #10:** Continue aggressive reduction of technical debt by a combination of: (1) business-driven projects that are scoped and executed so as to meet business needs while also reducing associated technical debt to the greatest extent possible, and (2) IT-sponsored projects to modernize core architecture as a foundation for future improvements. Timeline through June 30, 2026.
- **Action #11:** Extend implementation of Microsoft 365 collaboration software to improve resiliency, efficiency, and cybersecurity across the organization. Timeline through June 30, 2026.





**Enterprise Systems Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,550,694	3,770,569	4,275,389	4,005,388	4,310,718
Fringe	1,172,654	1,264,854	1,356,831	1,314,150	1,428,800
Capitalized Labor-Fringe	-60,571	-502,349	-436,157	-615,330	-171,769
Total	\$4,662,777	\$4,533,074	\$5,196,063	\$4,704,208	\$5,567,749

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			146,900	36,724	24,600
Temporary Help-Gen & Adm	450,875	383,961	50,000	274,826	50,000
Copier & Printer Usage and Maintenance		36		40	
Other Services- Gen & Adm	302				
Other Materials- Gen & Adm			4,000	1,001	4,000
Unreconciled P-Card Expense	3,197	4,597		8,969	
Computer Equip under \$5,000	6,528	9,842			
Total	\$460,902	\$398,436	\$200,900	\$321,560	\$78,600



## Intelligent Transportation Systems Department (ITS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,480,492	3,963,762	4,334,680	4,386,321	4,393,839	4,393,839	4,729,493
M&S	314,254	7,734	33,500	24,358	33,500	33,500	90,600
Total	\$3,794,746	\$3,971,496	\$4,368,180	\$4,410,679	\$4,427,339	\$4,427,339	\$4,820,093

Table 9. Intelligent Transportation Systems Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Intelligent Transportation Systems Department is responsible for developing or acquiring, integrating, and managing the operational technology (OT) systems that enable and support transit operations. OT systems include bus and rail dispatch, automatic vehicle location, automated passenger counting, radio communications, onboard and fixed cameras and video management, transit signal priority, passenger information systems, and operator information systems.

### Goals and Objectives

#### Customers

- **Action #25:** Initiate and advance the project to enable real-time GPS and cloud connectivity for Light Rail Vehicles (LRVs). Timeline through June 30, 2026.

#### Financial

- **Action #8:** Complete the FHWA/ODOT TSP Grant. Timeline through June 30, 2026.



## Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,561,460	3,210,999	3,392,448	3,486,439	3,568,184
Fringe	954,749	945,128	1,050,481	1,107,061	1,161,309
Capitalized Labor-Fringe	-35,717	-192,365	-108,249	-207,179	
Total	\$3,480,492	\$3,963,762	\$4,334,680	\$4,386,321	\$4,729,493

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	288,588	4,608	28,000	22,121	85,100
Copier & Printer Usage and Maintenance		76		111	
Other Services- Gen & Adm	46				
Equip/Furn < \$5,000-Gen & Adm				674	
Other Materials- Gen & Adm	24,777	3,017	5,500	1,449	5,500
Unreconciled P-Card Expense	843			3	
Computer Equip under \$5,000		33			
Total	\$314,254	\$7,734	\$33,500	\$24,358	\$90,600

## Personnel Profile by Department

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

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

### IT Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Information Officer	1.00	NU	FT	-	294,218	26	227,655	341,483
Director, Project & Portfolio Management	1.00	NU	FT	-	229,948	22	166,733	250,101
Manager, IT Project Management Office	1.00	NU	FT	-	153,730	20	141,996	212,993
Manager, Mobility & Location Based Services	1.00	NU	FT	-	189,717	19	130,894	196,343
Manager, Service Desk	1.00	NU	FT	-	165,093	18	120,556	180,835
Project Manager, IT	2.00	NU	FT	x	320,684	18	120,556	180,835
Project Manager, IT	5.00	NU	FT	-	823,735	18	120,556	180,835
Analyst, Senior, Geospatial Systems	1.00	NU	FT	-	108,658	16	102,036	153,055
Analyst, Senior, IT Business Systems	1.00	NU	FT	x	120,538	16	102,036	153,055
Analyst, Senior, IT Business Systems	4.00	NU	FT	-	508,425	16	102,036	153,055
Engineer, Senior, Geospatial Data	1.00	NU	FT	-	145,770	16	102,036	153,055
Analyst, Senior, Geospatial Data	2.00	NU	FT	-	237,858	15	93,779	140,669
Analyst, IT Finance & Planning	1.00	NU	FT	x	107,620	14	86,095	129,143
Analyst, IT Finance & Planning	1.00	NU	FT	-	117,917	14	86,095	129,143
Analyst, Geospatial Data	1.00	NU	FT	-	73,389	12	72,421	108,629
Assistant, Executive Administrative	1.00	NU	FT	-	100,339	12	72,421	108,629
Specialist, Senior, Technical Support	2.00	NU	FT	-	160,984	12	72,421	108,629

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Total	27.00				\$3,858,623			

Table 10. IT Administration Department Personnel Profile

## IT Operations & Infrastructure

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, IT Operations & Infrastructure	1.00	NU	FT	-	234,848	22	166,733	250,101
Manager, Network Communications	1.00	NU	FT	-	169,697	19	130,894	196,343
Manager, Physical Infrastructure	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Technical Services	1.00	NU	FT	-	163,562	18	120,556	180,835
Engineer, Senior, Network (Communications)	3.00	NU	FT	-	494,449	17	110,957	166,434
Engineer, Senior, Network (Fiber)	3.00	NU	FT	-	451,147	17	110,957	166,434
Engineer, Senior, Systems (Server Administration)	1.00	NU	FT	x	129,989	17	110,957	166,434
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT	-	605,763	17	110,957	166,434
Engineer, Senior, Mobile Device	1.00	NU	FT	-	134,302	16	102,036	153,055
Engineer, Senior, Telecommunications	2.00	NU	FT	-	274,752	16	102,036	153,055
Engineer, Senior, Virtual Desktop	1.00	NU	FT	-	127,545	16	102,036	153,055
Engineer, Network Communications	1.00	NU	FT	-	137,862	15	93,779	140,669
Engineer, Systems (Server Administration)	2.00	NU	FT	-	238,837	15	93,779	140,669
Specialist, Senior, Technical Support	5.00	NU	FT	-	478,358	12	72,421	108,629
Total	27.00				\$3,831,734			

Table 11. IT Operations &amp; Infrastructure Department Personnel Profile

## Information Security

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Information Security	1.00	NU	FT	-	242,817	22	166,733	250,101
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT	-	426,609	17	110,957	166,434
Analyst, Network Operations & Cybersecurity	1.00	NU	FT	-	122,484	14	86,095	129,143
Total	5.00				\$791,909			

Table 12. Information Security Department Personnel Profile

## Enterprise Systems

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Enterprise Systems	1.00	NU	FT	-	252,406	23	180,471	270,709
Enterprise Architect, Principal	1.00	NU	FT	-	188,676	20	141,996	212,993
Manager, Enterprise Architecture	1.00	NU	FT	-	177,494	20	141,996	212,993
Manager, Enterprise Systems Development	1.00	NU	FT	-	197,431	20	141,996	212,993
Manager, Oracle Technology	1.00	NU	FT	-	204,405	20	141,996	212,993
Developer Analyst, Principal, Oracle	2.00	NU	FT	-	338,141	19	130,894	196,343
Database Architect, Senior	1.00	NU	FT	-	162,379	18	120,556	180,835
DBA, Senior, Oracle Applications	3.00	NU	FT	-	509,092	18	120,556	180,835
Engineer, Senior, Software	1.00	NU	FT	x	150,695	18	120,556	180,835
Engineer, Senior, Software	6.00	NU	FT	-	897,876	18	120,556	180,835
Developer, Senior, Oracle	1.00	NU	FT	-	153,564	17	110,957	166,434
Analyst, Senior, IT Systems	2.00	NU	FT	-	271,055	16	102,036	153,055
Engineer, Software	6.00	NU	FT	-	807,503	16	102,036	153,055
Total	27.00				\$4,310,718			

Table 13. Enterprise Systems Department Personnel Profile

## Intelligent Transportation Systems

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT	-	231,654	22	166,733	250,101
Manager, ITS Systems	2.00	NU	FT	-	360,345	20	141,996	212,993
Engineer, Senior, Intelligent Transp Systems	10.00	NU	FT	-	1,542,560	18	120,556	180,835
Engineer, Senior, Software	4.00	NU	FT	-	690,643	18	120,556	180,835
Engineer, Intelligent Transportation Systems	2.00	NU	FT	x	260,479	16	102,036	153,055
Engineer, Intelligent Transportation Systems	4.00	NU	FT	-	482,502	16	102,036	153,055
Total	23.00				\$3,568,184			

Table 14. Intelligent Transportation Systems Department Personnel Profile



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# Labor Relations & Human Resources Division

## Overview

### Departments

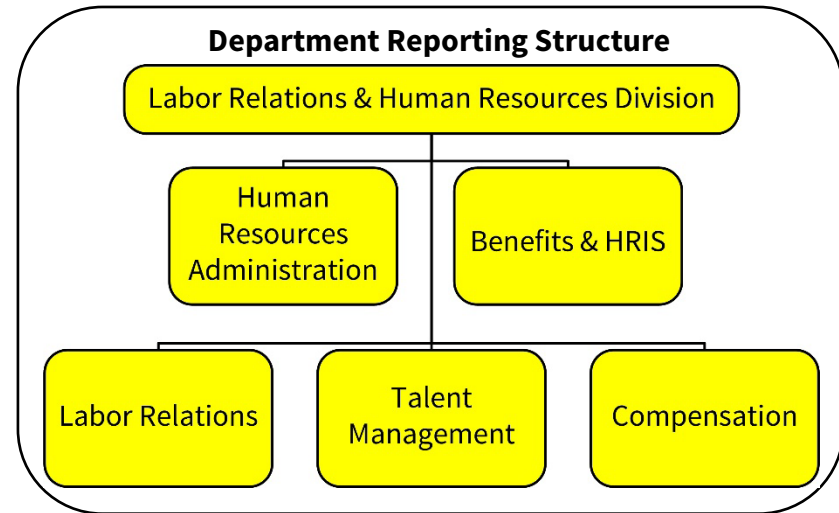
• Human Resources Administration (HRA) .....	278
• Benefits & HRIS (BH).....	280
• Talent Management (TM).....	283
• Labor Relations (LR).....	285
• Compensation (C).....	287

### Priorities of the Division

- (HRA) Responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay and thrive.
- (BH) Manages the agency's benefits and programs ensuring a competitive benefits package, including employee wellness initiatives, enhancing HR technology solutions, and manages administration of HR policies, collective bargaining agreement, and procedures
- (TM) Talent acquisition, talent development, performance management, succession planning, employee engagement and recognition, and affirmative action.
- (LR) Administers the collective bargaining agreement fairly, bargaining labor agreements, manages grievance procession and training operations' managers on the effective handling of labor and employee relations issues for the union workforce.
- (C) Manages the agency's pay, recognition and performance management programs.

### Divisional Fun Facts

- TriMet's Engage, Empower, and Expand (E3) Learning Program continues to offer all employees access to a library of 40,000 eLearning courses. In 2023, employees completed over 4,300 courses.
- The Learning Management System team launched a series of skills-based eLearning courses entitled Neurodivergence in the Workplace to help employees increase their understanding and help support colleagues to perform at their full potential in the workplace.



- The Benefits Department partnered with each of its Benefits carriers to successfully hold 24 participant Open Enrollment events; including two retiree meetings.
- In 2024, the Talent Acquisition team hired a record 811 new employees (745 regular and 66 temp/limited term). These totals included 414 operators, 81 LRV operators as part of a new agreement with ATU 757, 138 non-union (all types), 15 interns, and 149 union maintenance.
- Labor Relations and ATU 757 successfully reached agreement on a new Working and Wage Agreement that runs through November 30, 2028 and includes a new district-wide attendance policy, a new Extra Board system to improve Operator schedules, and a new tuition reimbursement program.



## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Develop and oversee the IT division strategic planning efforts and monitoring implementation progress. Work and communicate directly with IT at least monthly as a departmental liaison, ensuring coordination on IT projects.	X			HRA	100%	100%	100%
Coordinate budget preparation and monitoring budget performance for the division by preparing monthly reports and routinely meeting with Department Directors (at least quarterly) to ensure budget compliance.	X			HRA	100%	100%	100%
Enhance the HR technology platform to increase manager and employee productivity and access to information. Complete four manager service training sessions.		X		BH	100%	100%	100%
Focus will be on increasing women in the workforce by 5%.			X	TM	2%	5%	5%
Develop and oversee talent development programs and /activities In order to improve the ability of employees to stay and thrive within TriMet, expand required course in certification in management program by at least 40%.			X	TM	75%	90%	100%
Conduct 2 training session for managers on grievance handling, investigations, performance management, labor law and		X		LR	2 ea.	2 ea.	2 ea.

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
the labor contract that affect management.							
Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with ATU.	X			LR	100%	100%	100%
Close out Annual OPM administration for merit on a timely basis.		X		C	100%	100%	100%

Table 1. Labor Relations & Human Resources Division Performance Metrics





## Division Summary

### Labor Relations & Human Resources Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	5,352,051	6,337,382	8,305,879	7,964,904	9,785,150	9,785,150	10,152,568
M&S	2,375,214	2,791,705	3,169,700	3,119,462	2,869,700	2,869,700	3,877,900
Total	\$7,727,265	\$9,129,087	\$11,475,579	\$11,084,366	\$12,654,850	\$12,654,850	\$14,030,468

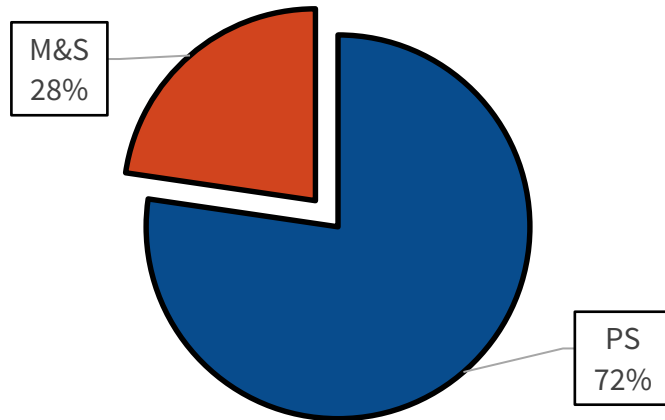
Table 2. Labor Relations & Human Resources Division FY2026 Adopted Budget

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$2.6M (+22.3%), driven by a \$1.8M (+22.2%) increase in Personnel Services (PS) and increase in Materials & Services (M&S) decreases by \$708.2K (+22.3%).

In the FY2026 Adopted Budget, PS comprises 72% (\$10.2M) of the total budget, while M&S accounts for 28% (\$3.9M).

#### FY2026 Adopted Budget by Classification



1. Labor Relations & Human Resources FY2026 Adopted Budget by Classification Pie Chart

**Labor Relations & Human Resources Division Count of Full-Time Equivalents (FTEs)**

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	38.80	47.80	54.80	54.80	62.80	62.80	65.80

Table 3. Labor Relations &amp; Human Resources Division FY2026 Adopted Budget Count of Full-Time Equivalents

**Labor Relations & Human Resources Division Budget by Department**

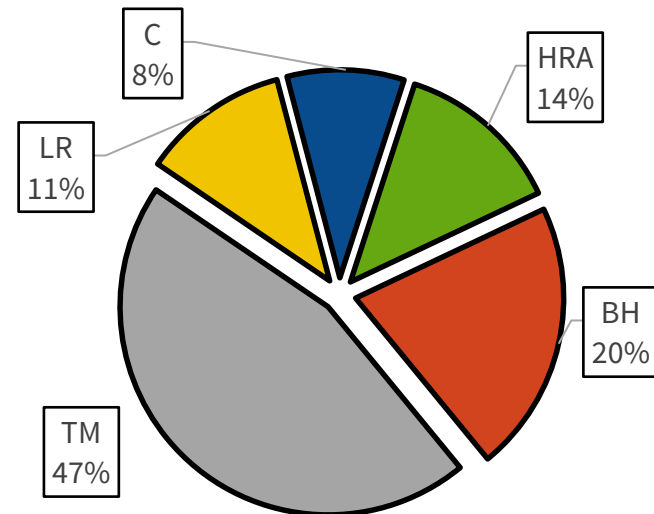
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
HRA	964,404	1,312,009	1,816,449	1,307,900	1,641,469	1,641,469	1,572,091
BH	1,798,036	2,063,933	2,156,187	2,461,443	2,668,498	2,668,498	2,836,294
TM	3,179,554	3,888,793	4,580,484	4,719,426	5,750,629	5,750,629	6,559,956
LR	1,053,072	1,215,469	1,360,231	1,328,857	1,444,042	1,444,042	2,007,551
C	732,199	648,883	1,562,228	1,266,740	1,150,212	1,150,212	1,054,576
Total	\$7,727,265	\$9,129,087	\$11,475,579	\$11,084,366	\$12,654,850	\$12,654,850	\$14,030,468

Table 4. Labor Relations &amp; Human Resources Division FY2026 Adopted Budget by Departments

The table presents the FY2026 Proposed, Approved, and Adopted Budget for the Labor Relations & Human Resources Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$2.6M (+22.4%), with the largest growths in Labor Relations (LR) increasing \$647.3K (+47.6%) and Talent Management (TM), increasing by \$1.9M (+43.2%). Benefits & HRIS (BH) increases by \$680.1K (+31.5%). Human Resources Administration (HRA) sees decreases of \$244.4K (-13.5%), while Compensation (C) declines by \$507.7K (-32.5%).

In the FY2026 Adopted Budget, TM comprises 47% (\$6.6M) of the total budget, followed by BH at 20% (\$2.8M), LR at 14% (\$2.0M), HRA at 11% (\$1.6M), and C at 8% (\$1.1M).

**FY2026 Adopted Budget by Department**

2. Labor Relations &amp; Human Resources FY2026 Adopted Budget by Department Pie Chart



## Human Resources Administration Department (HRA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	425,160	448,784	984,849	514,242	809,869	809,869	740,491
M&S	539,244	863,225	831,600	793,658	831,600	831,600	831,600
Total	\$964,404	\$1,312,009	\$1,816,449	\$1,307,900	\$1,641,469	\$1,641,469	\$1,572,091

Table 5. Human Resources Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Human Resources Administration Department is responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay, and thrive. The Department is also responsible for developing the division's staff's professional competencies, ensuring alignment with TriMet's values, ensuring division's employee's work safely, and providing administrative support to the division as a whole.

### Goals and Objectives

#### People

- **Action #1:** Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #6:** Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.



**Human Resources Administration Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	338,927	371,243	810,932	416,857	617,451
Fringe	86,233	77,541	173,917	97,385	123,040
Total	\$425,160	\$448,784	\$984,849	\$514,242	\$740,491

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	10,402	8,675	110,000	39,484	110,000
Professional & Technical-Gen & Adm	17,325	141,500	128,500	129,712	128,500
Recruitment Expense		30,311			
Copier & Printer Usage and Maintenance		31		56	
Other Services- Gen & Adm	138,393	90,163	5,000	4,604	5,000
Office Supplies	1,786	2,131	3,000	9,545	3,000
Other Materials- Gen & Adm	5,503	9,183	5,000	3,421	5,000
Unreconciled P-Card Expense				1,487	
Postage - Gen & Admin			1,000	251	1,000
Telephone	25,272	23,359	7,000	19,324	7,000
NU-Dues & Subscriptions	9,276	3,685	3,500	7,081	3,500
NU-Local Travel & Meetings	4,946	5,395	5,000	4,406	5,000
NU-Education & Training - Gen & Adm	49,281	49,141	73,000	57,618	73,000
NU-Out-Of-Town Travel	14,175	19,686	15,000	23,742	15,000
Union Contractual Services	54,904	123,911	465,600	424,902	465,600
Employee Recognition	194,567	344,764		45,319	
Employee Awards	13,414	11,290	10,000	22,706	10,000
Total	\$539,244	\$863,225	\$831,600	\$793,658	\$831,600

## Benefits & HRIS Department (BH)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,098,246	1,124,192	1,258,087	1,392,307	1,820,398	1,820,398	1,838,194
M&S	699,790	939,741	898,100	1,069,136	848,100	848,100	998,100
Total	\$1,798,036	\$2,063,933	\$2,156,187	\$2,461,443	\$2,668,498	\$2,668,498	\$2,836,294

Table 6. Benefits & HRIS Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Benefits & HRIS Department is responsible for ensuring a competitive benefits package, enhancing HR technology solutions, and designing flexibility in the HR policies and procedures.

### Goals and Objectives

#### Internal Business Practices

- **Action #6:** Use the equity lens framework in support of TriMet projects and programs. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #2:** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- **Action #4:** Conduct and act on results from the employee engagement survey. Timeline through June 30, 2026.
- **Action #5:** Regularly conduct employee surveys and collaborate with employee communications for awareness and engagement. Timeline through June 30, 2026.
- **Action #6:** Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.
- **Action #7:** Engage with employees based on results from the engagement survey and develop initiatives accordingly. Timeline through June 30, 2026.
- **Action #9:** Continue recruiting activities appropriate for vacant positions. Timeline through June 30, 2026.

- **Action #10:** Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.
- **Action #11:** Develop and implement a succession program. Timeline through June 30, 2026.



**Benefits & HRIS Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	771,885	829,722	913,758	1,036,115	1,309,615
Fringe	326,361	294,470	344,329	356,192	528,579
Total	\$1,098,246	\$1,124,192	\$1,258,087	\$1,392,307	\$1,838,194

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	569	2,193	12,000	4,916	12,000
DOTS Renewal Medical Svcs		492		2,231	
Union Long Term Disab. Program			7,000	1,751	
Health Benefit Consultant	66,387	245,316	253,100	345,068	310,600
BenefitHelp Solutions FSA 3rd Party Administrator	12,161	10,132	30,000	14,792	12,000
FMLA/OFLA 3rd Party Administrator	300,001	313,824	300,000	328,503	300,000
Copier & Printer Usage and Maintenance		1,515		3,633	
Compensation Survey Services	44,600	-16,205			
Other Services- Gen & Adm	113,239	207,020	212,500	228,667	80,000
Office Supplies	360	107		154	
Equip/Furn < \$5,000-Gen & Adm		482			
Other Materials- Gen & Adm	39,668	42,899	35,000	17,001	35,000
Postage - Gen & Admin	24,206	20,477	30,000	17,661	30,000
NU-Education & Training - Gen & Adm	244				
Agency Training					150,000
Employee Relations	98,355	111,489	18,500	104,759	68,500
Total	\$699,790	\$939,741	\$898,100	\$1,069,136	\$998,100



## Talent Management Department (TM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	2,250,009	3,011,552	3,796,084	3,964,788	4,666,229	4,666,229	5,175,556
M&S	929,545	877,241	784,400	754,638	1,084,400	1,084,400	1,384,400
Total	\$3,179,554	\$3,888,793	\$4,580,484	\$4,719,426	\$5,750,629	\$5,750,629	\$6,559,956

Table 7. Talent Management Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Talent Management Department is responsible for talent acquisition, succession planning, training and development, performance management, employee engagement, and affirmative action.

### Goals and Objectives

#### People

- **Action #3:** Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- **Action #10:** Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2026.
- **Action #11:** Develop and implement a succession program. Timeline through June 30, 2026.
- **Action #12:** Support leadership and skills development in transportation and maintenance management positions. Timeline through June 30, 2026.





**Talent Management Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,600,662	2,216,251	2,713,520	2,921,994	3,636,416
Fringe	649,347	795,301	1,082,564	1,042,794	1,539,140
Total	\$2,250,009	\$3,011,552	\$3,796,084	\$3,964,788	\$5,175,556

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	72,594	248,351	98,600	84,504	139,600
Recruitment Expense	210,351	123,022	221,200	210,602	396,200
Temporary Help-Gen & Adm		503			
Copier & Printer Usage and Maintenance		1,564		3,495	
Other Services- Gen & Adm	25,749	2,114	40,000	26,240	40,000
Office Supplies		190		522	
Equip/Furn < \$5,000-Gen & Adm		549			
Other Materials- Gen & Adm	49			264	
Unreconciled P-Card Expense	2,994	12,972		10,469	
NU-Dues & Subscriptions		299		40	
NU-Local Travel & Meetings				200	
NU-Education & Training - Gen & Adm	31,819	4,839		78	
UNION-Education Reimbursement	63,563	66,960	67,000	28,648	67,000
MGMT-Education Reimbursement	76,977	60,781	107,600	59,414	107,600
Agency Training	445,449	355,097	250,000	329,845	250,000
NU-Out-Of-Town Travel				317	
Employee Recognition					384,000
Total	\$929,545	\$877,241	\$784,400	\$754,638	\$1,384,400

## Labor Relations Department (LR)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,041,565	1,203,097	1,350,231	1,300,504	1,434,042	1,434,042	1,439,351
M&S	11,507	12,372	10,000	28,353	10,000	10,000	568,200
Total	\$1,053,072	\$1,215,469	\$1,360,231	\$1,328,857	\$1,444,042	\$1,444,042	\$2,007,551

Table 8. Labor Relations Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Labor Relations Department is responsible for administering the collective bargaining agreement fairly, bargaining labor agreements, managing grievance procession and training operations' managers on the effective handling of labor and employee relations issues.

### Goals and Objectives

#### People

- **Action #1:** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2026.



**Labor Relations Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	752,466	918,110	1,014,925	977,392	1,053,984
Fringe	289,099	284,987	335,306	323,112	385,367
Total	\$1,041,565	\$1,203,097	\$1,350,231	\$1,300,504	\$1,439,351

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm				254	
Copier & Printer Usage and Maintenance		538		604	
Other Services- Gen & Adm	2,826	1,960	10,000	9,626	10,000
Office Supplies		813			
Unreconciled P-Card Expense		7			
Telephone	8,681	9,054		7,863	
NU-Dues & Subscriptions				345	
NU-Education & Training - Gen & Adm				886	
UNION-Education Reimbursement					558,200
NU-Out-Of-Town Travel				8,775	
Total	\$11,507	\$12,372	\$10,000	\$28,353	\$568,200

## Compensation Department (C)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	537,071	549,757	916,628	793,063	1,054,612	1,054,612	958,976
M&S	195,128	99,126	645,600	473,677	95,600	95,600	95,600
Total	\$732,199	\$648,883	1,562,228	\$1,266,740	\$1,150,212	\$1,150,212	\$1,054,576

Table 9. Compensation Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Compensation Department is responsible for managing the agency's pay, recognition and performance management programs. These programs support TriMet's business plan goal to recruit, retain and engage a talented workforce.

### Goals and Objectives

#### Customers

- **Action #22:** Hire and retain service workers and mechanics to preserve and expand service. Timeline through June 30, 2026.

#### People

- **Action #1:** Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2026.
- **Action #3:** Increase retention of operators through employee experience committees. Timeline through June 30, 2026.
- **Action #6:** Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2026.



**Compensation Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	393,979	415,001	672,202	595,376	692,170
Fringe	143,092	134,756	244,426	197,687	266,806
Total	\$537,071	\$549,757	\$916,628	\$793,063	\$958,976

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	64,963	5,235	172,100	43,296	6,100
Copier & Printer Usage and Maintenance		167		270	
Compensation Survey Services	122,294	88,090	87,600	87,185	87,600
Other Materials- Gen & Adm	7,813	2,124	1,900	1,126	1,900
Unreconciled P-Card Expense	58	3,510		104	
Employee Recognition			384,000	341,696	
Total	\$195,128	\$99,126	\$645,600	\$473,677	\$95,600

## Personnel Profile by Department

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

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

### Human Resources Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT	-	313,529	27	247,575	371,363
Assistant, Executive Administrative	1.00	NU	FT	-	91,021	12	72,421	108,629
Total	2.00				\$404,549			

Table 10. Human Resources Administration Department Personnel Profile

### Benefits & HRIS

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Benefits & HRIS	1.00	NU	FT	-	186,240	20	141,996	212,993
Program Manager, HRIS	1.00	NU	FT	-	144,071	16	102,036	153,055
Administrator, Senior, Benefits	1.00	NU	FT	-	114,768	14	86,095	129,143
Administrator, Senior, Pension & Retirement	1.00	NU	FT	-	111,176	14	86,095	129,143
Analyst, Senior, Leave & Disability	1.00	NU	FT	-	107,492	14	86,095	129,143
Program Coordinator, Wellness	1.00	NU	FT	-	64,409	11	66,341	99,513
Specialist, Senior, Benefits (pt)	0.80	NU	FT	-	78,148	11	66,341	99,513
Specialist, Senior, Benefits	3.00	NU	FT	-	276,548	11	66,341	99,513
Specialist, Leave & Disability	1.00	NU	FT	-	78,624	10	60,740	91,108



Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Specialist, Pension and Retirement	1.00	NU	FT	-	86,841	10	60,740	91,108
Clerk, Benefits Customer Service	1.00	NU	FT	-	61,298	8	50,777	76,164
Total	12.80				\$1,309,615			

Table 11. Benefits &amp; HRIS Department Personnel Profile

## Talent Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Talent Management	1.00	NU	FT	-	237,163	22	166,733	250,101
Director, Talent Acquisition	1.00	NU	FT	-	161,460	20	141,996	212,993
Director, Learning & Development	1.00	NU	FT	-	176,052	19	130,894	196,343
HR Business Partner	2.00	NU	FT	-	268,881	17	110,957	166,434
HR Investigator	1.00	NU	FT	-	135,477	17	110,957	166,434
Manager, Employee Engagement & Retention	1.00	NU	FT	-	124,980	17	110,957	166,434
Manager, Talent Acquisition	1.00	NU	FT	-	135,058	17	110,957	166,434
Talent Development Partner	1.00	NU	FT	-	137,150	17	110,957	166,434
Assistant Manager, Recruiting	1.00	NU	FT	-	118,970	15	93,779	140,669
Program Manager, Learning Management System	1.00	NU	FT	-	118,333	15	93,779	140,669
Coordinator, Senior, Training & Development	3.00	NU	FT	-	305,086	14	86,095	129,143
Project Manager, Senior	1.00	NU	FT	-	102,061	14	86,095	129,143
Senior Human Resource Generalist	1.00	NU	FT	-	89,002	14	86,095	129,143
Coordinator, Senior, Human Resources Programs	2.00	NU	FT	-	188,740	13	78,990	118,485
Candidate Sourcer	1.00	NU	FT	-	95,407	12	72,421	108,629
Recruiter	1.00	NU	FT	-	76,216	12	72,421	108,629
Coordinator, Training & Development	3.00	NU	FT	-	221,799	11	66,341	99,513
Coordinator, Employee Recognition	1.00	NU	FT	-	67,475	10	60,740	91,108
Recruiter, Associate	1.00	NU	FT	X	60,751	10	60,740	91,108
Recruiter, Associate	6.00	NU	FT	-	412,406	10	60,740	91,108
Assistant, Senior Administrative	1.00	NU	FT	-	76,336	9	55,551	83,325
Specialist, Senior, Recruiting	1.00	NU	FT	X	77,854	9	55,551	83,325
Specialist, Senior, Recruiting	1.00	NU	FT	-	60,341	9	55,551	83,325
Specialist, Senior, Training and Development	1.00	NU	FT	x	59,550	9	55,551	83,325

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Specialist, Senior, Training and Development	1.00	NU	FT	-	71,906	9	55,551	83,325
Assistant, Administrative	1.00	NU	FT	-	57,961	7	46,369	69,554
Total	37.00				\$3,636,415			

Table 12. Talent Management Department Personnel Profile

## Labor Relations

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Labor Relations	1.00	NU	FT	-	192,333	21	153,939	230,910
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT	-	172,722	20	141,996	212,993
Manager, Labor Relations	1.00	NU	FT	-	166,167	19	130,894	196,343
Program Manager, Labor Relations	2.00	NU	FT	-	269,338	17	110,957	166,434
Representative, Senior, Labor Relations	1.00	NU	FT	-	104,585	15	93,779	140,669
Assistant, Senior Administrative	1.00	NU	FT	-	74,603	9	55,551	83,325
Specialist, Senior, Absence	1.00	NU	FT	-	74,235	9	55,551	83,325
Total	8.00				\$1,053,983			

Table 13. Labor Relations Department Personnel Profile

## Compensation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Compensation	1.00	NU	FT	-	197,395	20	41,996	12,993
Program Manager, Human Capital Systems	1.00	NU	FT	-	120,757	16	02,036	53,055
Analyst, Senior, Compensation	2.00	NU	FT	-	205,084	15	93,779	40,669
Analyst, Senior, Human Resources Data	1.00	NU	FT	-	89,652	14	86,095	29,143
HR Generalist	1.00	NU	FT	-	79,281	12	72,421	08,629
Total	6.00				\$692,169			

Table 14. Compensation Department Personnel Profile

# Legal Services Division

## Overview

### Departments

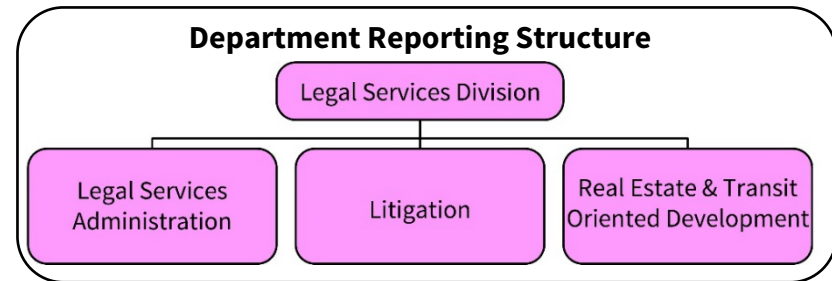
- Legal Services Administration (LSA) ..... 296
- Litigation (L)..... 298
- Real Estate & Transit Oriented Development (RTOD) ..... 300

### Priorities of the Division

- (LSA) Provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board of Directors, Executive Team and staff.
- (L) Works with all TriMet divisions to accomplish TriMet's mission and goals of reducing legal liability within legal, ethical, financial and business parameters.
- (RTOD) Provides excellent legal assistance to the TriMet Board of Directors, Executive Team and staff for all real estate and development needs.

### Divisional Fun Facts

- TriMet received 834 public records requests in 2024, which is the highest volume received since we began tracking requests in 2012. TriMet is subject to Public Records laws and requests can be made through TriMet's website, where all requests are logged and can also be tracked: <https://trimet.org/publicrecords/recordsrequest.htm>
- Each Oregon legislative session, TriMet's Legal Division reviews the bills that have a potential public transportation component. In 2025, there were over 337 bills.
- Since 2015, 718 residential housing units have been constructed on TriMet property that was sold for development, and another 332 are in the development pipeline. Of these 1,050 total units, 809 are affordable housing.



## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
General Counsel or Deputy (GC) to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		LSA	100%	100%	100%
General Counsel to partner with General Manager to plan multiple Board Education Sessions, Executive Team Retreats and Strategic Discussions.		X		LSA	2	2	2
Incrementally advance TriMet's Information Governance (IG) maturity through coordinated actions, as outlined in the 2025-2027 IG Strategic Plan.			X	LSA	N/A	50%	50%
100% of department staff maintain all professional credentials and certifications.		X		L	100%	100%	100%
Close at least 15 litigation files.		X		L	15 ea.	15 ea.	15 ea.
Advance South Civic Hub project at Gresham City Hall, creating a public space between the new East County Library and TriMet's MAX platform and preparing the adjacent TriMet site for future TOD development.	X	X		RTOD	90%	90%	100%
Advance FTA Eastside Park & Ride Grant for East 122nd and East 181st for planning future development of these sites.	X	X	X	RTOD	75%	75%	100%
Advance ODOT TGM Grant work for Park & Ride Optimization Study.	X	X		RTOD	N/A	75%	100%

Table 1. Legal Services Division Performance Metrics

## Division Summary

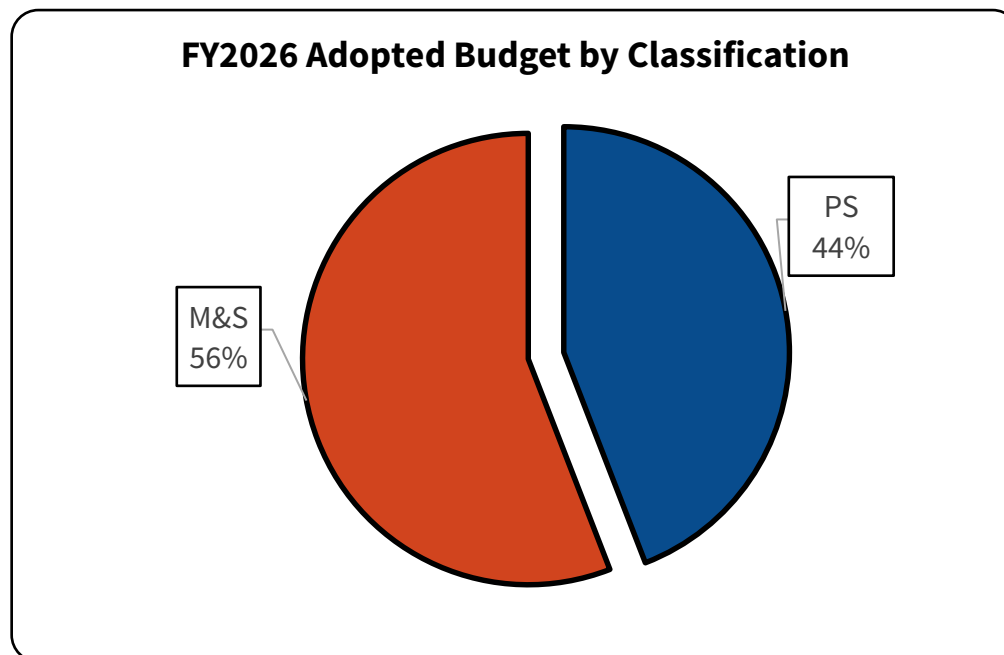
### Legal Services Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,974,228	4,383,844	4,574,565	4,531,630	4,703,490	4,703,490	4,754,022
M&S	2,778,717	1,123,010	5,572,600	3,768,811	7,290,600	7,290,600	6,023,300
Total	\$6,752,945	\$5,506,854	\$10,147,165	\$8,300,441	\$11,994,090	\$11,994,090	\$10,777,322

Table 2. Legal Services Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$630.1K (+6.2%), with PS rising by \$179.5K (+3.9%) and M&S increasing by \$450.7K (+8.1%). In the FY2026 Adopted Budget, PS comprises 44% (\$4.8M) of the total budget, while M&S accounts for 56% (\$6.0M).



1. Legal Services FY2026 Adopted Budget by Classification Pie Chart



### Legal Services Division Count of Full-Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	25.00	26.00	24.00	24.00	24.00	24.00	25.50

Table 3. Legal Services Division FY2026 Adopted Budget Count of Full-Time Equivalents

### Legal Services Division Budget by Department

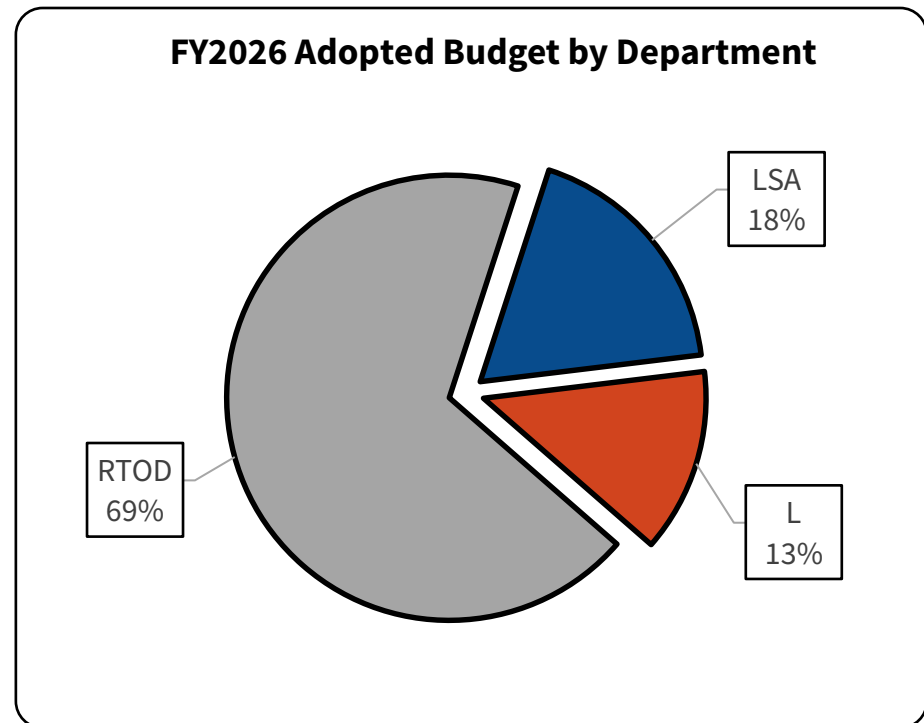
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
LSA	1,677,584	1,684,619	1,978,881	1,650,621	1,942,349	1,942,349	1,948,266
L	1,150,504	1,295,156	1,374,256	1,428,859	1,458,000	1,458,000	1,438,070
RTOD	3,924,857	2,527,079	6,794,028	5,220,961	8,593,741	8,593,741	7,390,986
Total	\$6,752,945	5,506,854	\$10,147,165	\$8,300,441	\$11,994,090	\$11,994,090	\$10,777,322

Table 4. Legal Services Division FY2026 Adopted Budget by Departments

The table presents the FY2026 Proposed, Approved, and Adopted Budget for the Legal Services Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$630.1K (+6.2%), with the largest increase in Real Estate and Real Estate & Transit Oriented Development (RTOD), rising by \$597.0K (+8.8%). Legal Services Administration (LSA) decreases slightly by \$30.6K (-1.5%), while Litigation (L) increases by \$63.8K (+4.6%).

In the FY2026 Adopted Budget, RTOD comprises 69% (\$7.4M) of the total budget, Legal Services Administration (LSA) accounts for 18% (\$1.9M), and Litigation (L) represents 13% (\$1.4M).



2. Legal Services FY2026 Adopted Budget by Department Pie Chart



## Legal Services Administration Department (LSA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,517,726	1,517,772	1,683,281	1,470,669	1,646,749	1,646,749	1,613,266
M&S	159,858	166,847	295,600	179,952	295,600	295,600	335,000
Total	\$1,677,584	\$1,684,619	\$1,978,881	\$1,650,621	\$1,942,349	\$1,942,349	\$1,948,266

Table 5. Legal Services Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

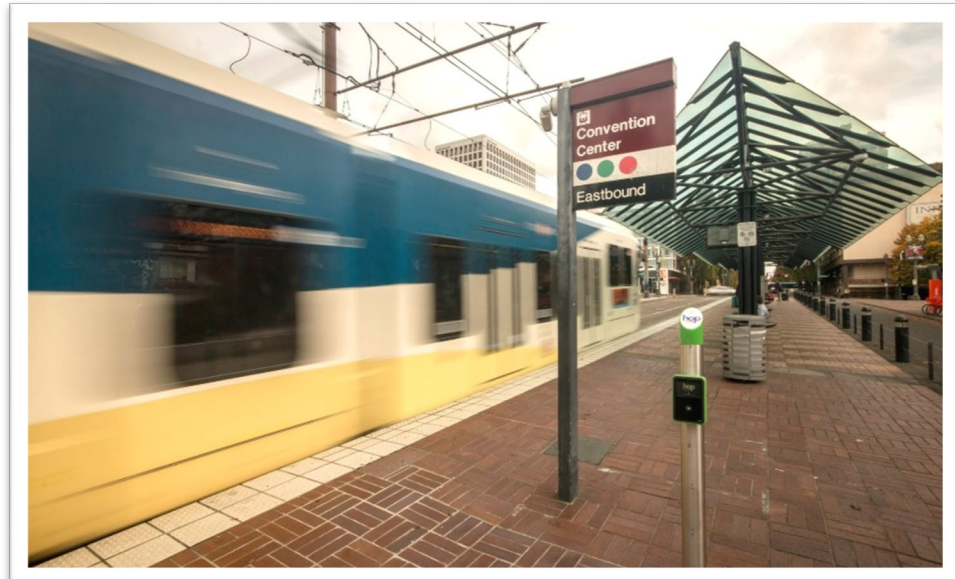
#### Major Functions

The Legal Services Administration Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial and business parameters.

### Goals and Objectives

#### Customers

- **Action #1:** Continue to fully develop and implement strategy and actions to achieve TriMet's strategic plan. This is an ongoing, continuous effort.



## Legal Services Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,143,265	1,152,965	1,309,957	1,125,573	1,240,153
Fringe	374,504	364,807	373,324	345,096	382,399
Capitalized Labor-Fringe	-43				-9,286
Total	\$1,517,726	\$1,517,772	\$1,683,281	\$1,470,669	\$1,613,266

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	37,606	26,120	73,700	27,385	73,700
Professional & Technical-Gen & Adm	5,601	4,209	15,000	3,750	54,400
Copier & Printer Usage and Maintenance		850		1,550	
Other Services- Gen & Adm	5,666	2,217	15,000	5,360	15,000
Office Supplies	518	3,259	3,000	2,115	3,000
Other Materials- Gen & Adm	6,474	11,213	14,000	8,411	14,000
Unreconciled P-Card Expense	9	278			
Computer Equip under \$5,000		5,820			
Telephone	5,580	8,736	5,000	8,742	5,000
NU-Dues & Subscriptions	57,973	54,619	80,900	63,298	80,900
NU-Local Travel & Meetings	1,323	1,853	7,000	4,151	7,000
NU-Education & Training - Gen & Adm	27,234	26,990	27,000	26,200	27,000
NU-Out-Of-Town Travel	11,170	20,101	50,000	25,357	50,000
Employee Recognition	704	582	5,000	3,633	5,000
Total	\$159,858	\$166,847	\$295,600	\$179,952	\$335,000

## Litigation Department (L)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,150,456	1,290,178	1,354,256	1,422,246	1,438,000	1,438,000	1,418,070
M&S	48	4,978	20,000	6,613	20,000	20,000	20,000
Total	\$1,150,504	\$1,295,156	\$1,374,256	\$1,428,859	\$1,458,000	\$1,458,000	\$1,438,070

Table 6. Litigation Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Litigation Department provides professional, competent, highly responsive, and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial, and business parameters.

### Goals and Objectives

#### People

- **Action #7:** Engage with employees informed by results of engagement survey and initiatives developed as a result. Completion is targeted for June 30, 2026.
- **Action # 11:** Develop and implement succession program. Timeline through June 30, 2026.



**Litigation Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	835,204	957,742	1,026,617	1,076,828	1,061,114
Fringe	315,252	332,436	327,639	345,418	356,956
Total	\$1,150,456	\$1,290,178	\$1,354,256	\$1,422,246	\$1,418,070

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal		3,061	20,000	4,999	20,000
Copier & Printer Usage and Maintenance		964		1,503	
Other Services- Gen & Adm	48				
Unreconciled P-Card Expense		953		111	
Total	\$48	\$4,978	\$20,000	\$6,613	\$20,000

## Real Estate & Transit Oriented Development Department (RTOD)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,306,046	1,575,894	1,537,028	1,638,715	1,618,741	1,618,741	1,722,686
M&S	2,618,811	951,185	5,257,000	3,582,246	6,975,000	6,975,000	5,668,300
Total	\$3,924,857	\$2,527,079	\$6,794,028	\$5,220,961	\$8,593,741	\$8,593,741	\$7,390,986

Table 7. Real Estate & Transit Oriented Development Department FY2026 Adopted Budget

### Department Description & Responsibilities

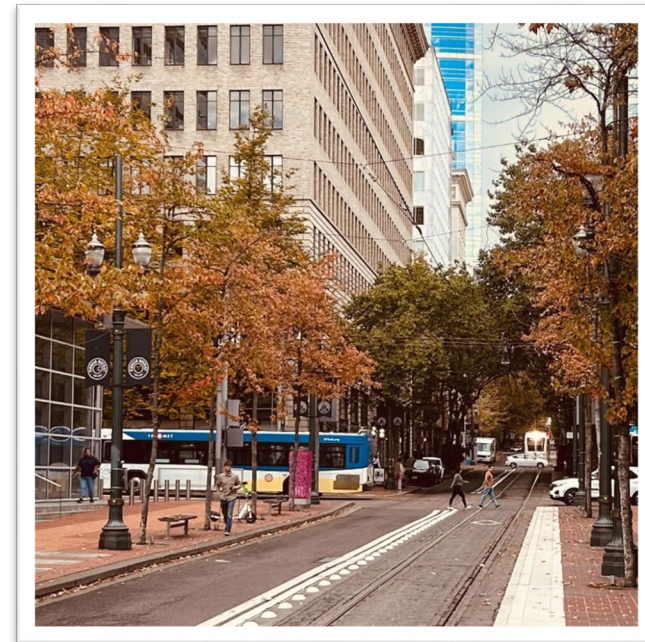
#### Major Functions

The Real Estate & Transit-Oriented Development Department provides all measure of real estate services to TriMet, including property acquisition, disposition, management and development. The Real Estate and TOD team also provides professional, competent, responsive and highly effective service to the TriMet Board of Directors, Executive Team, and staff for all of the agency's real estate and development needs, and works with all divisions to accomplish TriMet's mission and goals within legal, ethical, financial and business parameters.

### Goals and Objectives

#### Customers

- **Action #3:** Complete project development and construction of the Hollywood HUB project, including TriMet infrastructure changes necessary for the project and affordable housing. Timeline through June 30, 2026.
- **Action #4:** Support the delivery of the strategic vision for the re-development of the Gresham City Hall Park & Ride. Timeline through June 30, 2026.





## Real Estate &amp; Transit Oriented Development Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,392,937	1,578,055	1,315,752	1,555,479	1,534,300
Fringe	539,112	567,071	444,631	429,760	550,696
Capitalized Labor-Fringe	-626,003	-569,232	-223,355	-346,524	-362,310
Total	\$1,306,046	\$1,575,894	\$1,537,028	\$1,638,715	\$1,722,686

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	19,064	42,423	35,700	14,103	15,700
Professional & Technical-Gen & Adm	347,570	325,467	100,000	60,784	238,200
Copier & Printer Usage and Maintenance		370		633	
Other Services- Gen & Adm	48,259	28,154	46,000	29,251	6,000
Other Materials- Gen & Adm	200	6,900	41,000	10,310	21,000
Unreconciled P-Card Expense		1,195			
Property Taxes	1,247		48,300	-9,931	48,300
Software License Fees				810	
Lease Agreements	76,759	70,278		15,045	
Office Leases	2,125,712	476,398	4,986,000	3,461,241	5,339,100
Total	\$2,618,811	\$951,185	\$5,257,000	\$3,582,246	\$5,668,300



## Personnel Profile by Department

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

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

### Legal Services Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Exec Dir, Legal Services (General Counsel)	1.00	NU	FT	-	345,726	27	247,575	371,363
Deputy General Counsel, Senior	1.00	NU	FT	-	206,789	20	141,996	212,993
Director, Information Governance	1.00	NU	FT	-	156,142	17	110,957	166,434
Analyst, Senior, ADA and Title VI Compliance	1.00	NU	FT	-	115,124	16	102,036	153,055
Analyst, Senior, Records	1.00	NU	FT	-	117,478	14	86,095	129,143
Analyst, Records	1.00	NU	FT	-	84,613	12	72,421	108,629
Executive Assistant, Legal & Board	1.00	NU	FT	-	102,565	12	72,421	108,629
Total	7.00				\$1,128,437			

Table 8. Legal Services Administration Department Personnel Profile

## Litigation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Legal Services	1.00	NU	FT	-	222,354	23	180,471	270,709
Deputy General Counsel, Senior	3.00	NU	FT	-	534,082	20	141,996	212,993
Paralegal Investigator	2.00	NU	FT	-	230,069	14	86,095	129,143
Assistant, Senior, Legal	1.00	NU	FT	-	74,610	12	72,421	108,629
Total	7.00				\$1,061,114			

Table 9. Litigation Department Personnel Profile

## Real Estate & Transit Oriented Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Real Estate & Transit Oriented Devel	1.00	NU	FT	-	200,279	21	153,939	230,910
Program Manager, TOD Strategy	1.00	NU	FT	-	180,000	19	130,894	196,343
Deputy General Counsel	1.00	NU	FT	-	150,727	18	120,556	180,835
Manager, Real Estate	1.00	NU	FT	-	148,123	17	110,957	166,434
Program Manager, TOD Design	1.00	NU	FT	-	138,324	17	110,957	166,434
Project Manager, Senior, Third-Party Projects	1.00	NU	FT	-	114,895	15	93,779	140,669
Surveyor, Senior, Right-Of-Way	1.00	NU	FT	-	132,500	15	93,779	140,669
Coordinator, Senior, Property Acquisition & Relocation	1.00	NU	FT	x	107,620	14	86,095	129,143
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT	-	238,584	14	86,095	129,143
Coordinator, TOD Projects	0.50	NU	PT	-	53,810	14	86,095	129,143
Assistant, Senior Administrative	1.00	NU	FT	-	69,438	9	55,551	83,325
Total	11.50				\$1,534,300			

Table 10. Real Estate &amp; Transit Oriented Development Department Personnel Profile

# Safety & Security Division

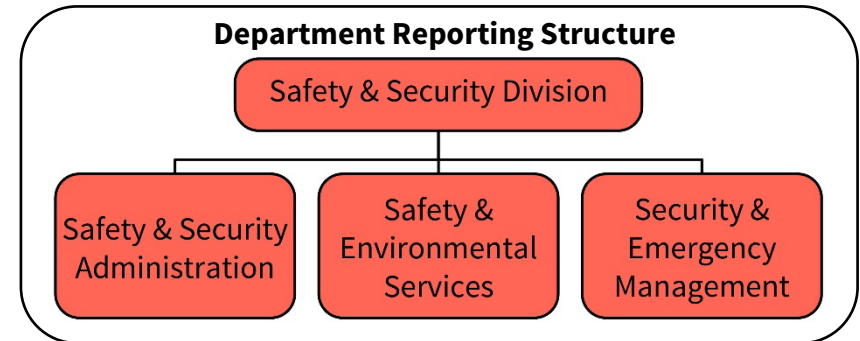
## Overview

### Departments

- Safety & Security Administration (SSA) ..... 308
- Safety & Environmental Services (SES) ..... 310
- Security & Emergency Management (SEM) ..... 312

### Priorities of the Division

- (SSA) Responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration as well as financial projection and reconciliation for the division.
- (SES) Provides a safe and secure system for our riders and employees.
- (SEM) Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors. SEM also provides high visibilities patrol and security measures, CCTV systems, and facility access control.



### Divisional Fun Facts

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

## Performance Metrics

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

Table 1. Safety & Security Division Performance Metrics

## Division Summary

### Safety & Security Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	8,719,145	12,501,040	14,182,972	15,292,777	15,504,048	15,504,048	15,909,378
M&S	24,718,328	37,449,039	57,281,700	50,492,580	62,463,900	62,463,900	59,646,100
Total	\$33,437,473	\$49,950,079	\$71,464,672	\$65,785,357	\$77,967,948	\$77,967,948	\$75,555,478

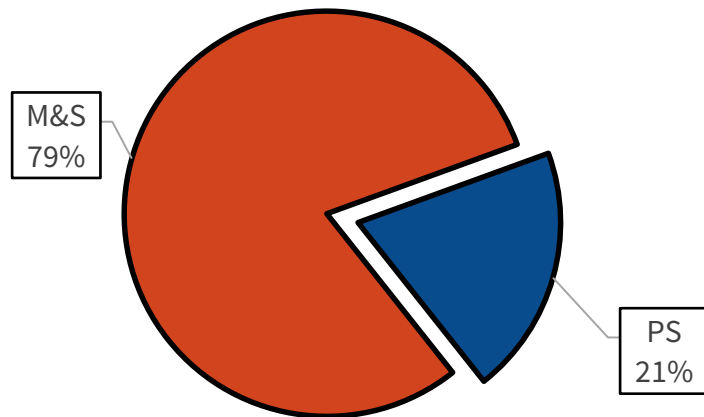
Table 2. Safety & Security Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget increased by \$4.1M (+5.7%), with PS increasing by \$1.7M (+12.2%), while M&S increased by \$2.4M (+4.1%).

For the FY2026 Adopted Budget, PS comprises 21% (\$15.9M) of the total budget, while M&S accounts for 79% (\$59.6M).

#### FY2026 Adopted Budget by Classification



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

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

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	64.00	91.00	95.00	95.00	98.00	98.00	101.00

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

### Safety & Security Division Budget by Department

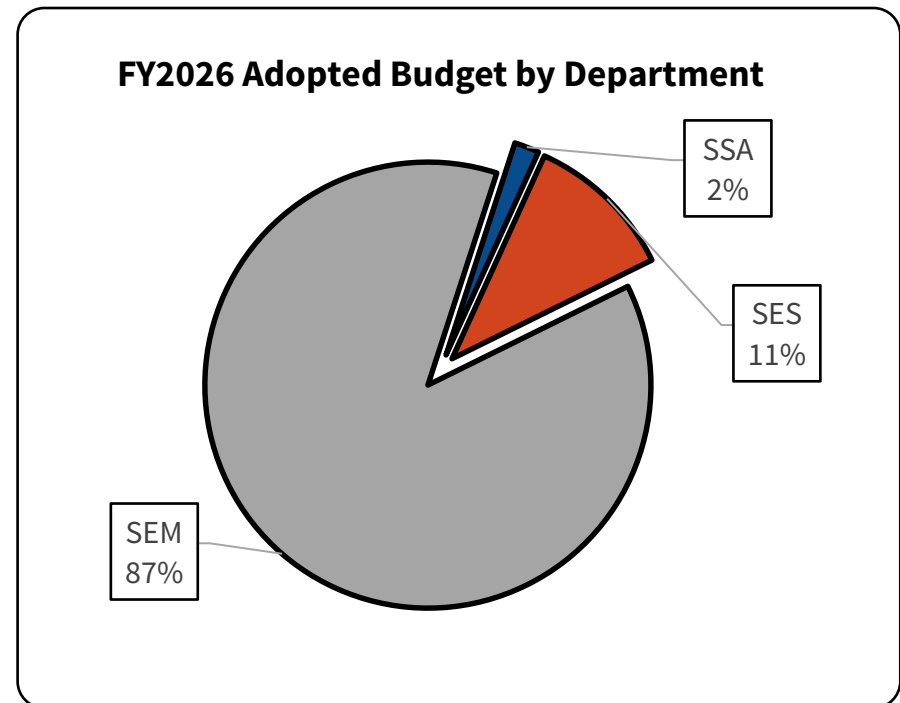
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
SSA	883,998	1,222,327	1,537,279	1,297,281	1,405,645	1,405,645	1,345,318
SES	4,652,630	4,811,539	7,511,360	6,672,068	8,495,420	8,495,420	8,494,514
SEM	27,900,845	43,916,213	62,416,033	57,816,008	68,066,883	68,066,883	65,715,650
Total	\$33,437,473	\$49,950,079	\$71,464,672	\$65,785,357	\$77,967,948	\$77,967,948	\$75,555,482

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

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

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$4.1M (+5.7%), with Safety & Security Management (SSA) decreasing by \$191.9K (-12.5%), Security & Emergency Services (SES) increasing by \$983.2K (+13.1%), and Safety & Environmental Management (SEM) increasing by \$3.3M (+13.1%).

For the FY2026 Adopted Budget, SEM comprises 87% (\$65.7M) of the total budget, while SES accounts for 11% (\$8.5M) and SSA for 2% (\$1.3M).



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



## Safety & Security Administration Department (SSA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	657,814	832,251	1,199,479	1,007,424	1,216,645	1,216,645	1,156,318
M&S	226,184	390,076	337,800	289,857	189,000	189,000	189,000
Total	\$883,998	\$1,222,327	\$1,537,279	\$1,297,281	\$1,405,645	\$1,405,645	\$1,345,318

Table 5. Safety & Security Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

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

### Goals and Objectives

#### Customers

- **Action #5:** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2026.

#### People

- **Action #14:** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers Timeline through June 30, 2026.



**Safety & Security Administration Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	462,614	490,166	896,930	636,434	738,810
Fringe	280,975	342,085	302,549	370,990	417,508
Capitalized Labor-Fringe	-85,775				
Total	\$657,814	\$832,251	\$1,199,479	\$1,007,424	\$1,156,318

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm		2,500			
Copier & Printer Usage and Maintenance		414		1,034	
Other Services- Gen & Adm	205	495		140	
Office Supplies	14,062	9,768	12,000	11,407	9,800
Other Materials- Gen & Adm	25,687	21,878	5,000	8,896	4,900
Unreconciled P-Card Expense	272				
Computer Equip under \$5,000	2,836	1,271	4,000	3,371	4,400
Safety Supplies- Gen & Adm		2,289			
Telephone	29,215	55,712	30,000	53,487	55,100
NU-Dues & Subscriptions	1,842	2,634	3,000	7,202	6,000
NU-Local Travel & Meetings	17,178	30,097	7,000	13,554	
Local Travel & Meetings Non Training					10,300
NU-Education & Training - Gen & Adm	74,495	189,645	141,800	98,044	39,400
NU-Out-Of-Town Travel	60,392	73,373	135,000	92,722	59,100
Total	\$226,184	\$390,076	\$337,800	\$289,857	\$189,000

## Safety & Environmental Services Department (SES)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,978,912	2,292,624	2,791,860	2,729,888	3,239,720	3,239,720	3,238,814
M&S	2,673,718	2,518,915	4,719,500	3,942,180	5,255,700	5,255,700	5,255,700
Total	\$4,652,630	\$4,811,539	\$7,511,360	\$6,672,068	\$8,495,420	\$8,495,420	\$8,494,514

Table 6. Safety & Environmental Services Department FY2026 Adopted Budget

### Department Description & Responsibilities

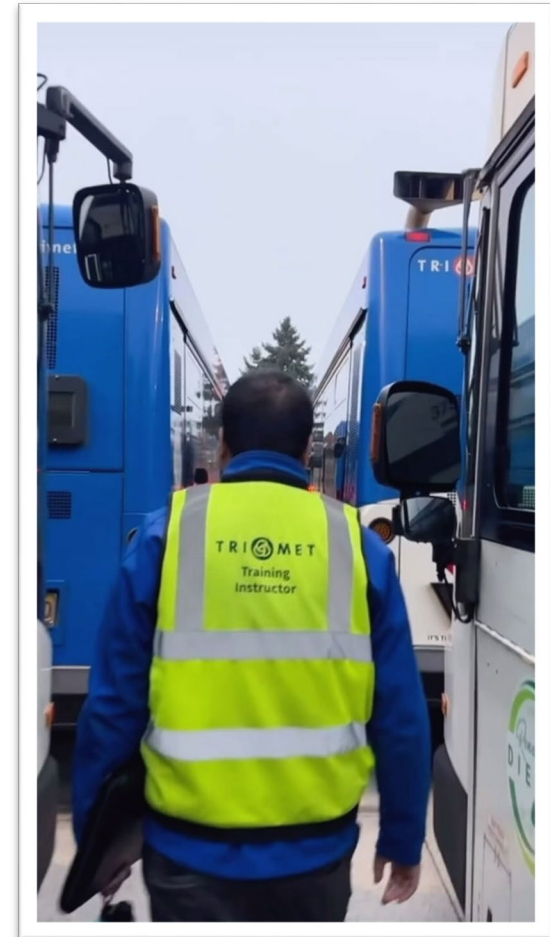
#### Major Functions

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

### Goals and Objectives

#### People

- **Action #13:** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2026.



**Safety & Environmental Services Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,519,042	1,716,212	2,059,167	1,984,250	2,356,239
Fringe	694,498	692,572	732,693	807,072	882,575
Capitalized Labor-Fringe	-234,628	-116,160		-61,434	
Total	\$1,978,912	\$2,292,624	\$2,791,860	\$2,729,888	\$3,238,814

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	715,692	94,034	371,500	229,665	100,000
Drug & Alcohol Testing	258,199	165,319	300,000	209,506	443,700
Safety Occupational Regulatory		1,220,129	3,015,000	2,491,184	3,602,900
Environmental Consulting	152,848	104,252	110,000	122,438	105,200
Copier & Printer Usage and Maintenance		996		2,512	
Contracted Maint - Environmental	1,013,267	515,612	783,000	540,549	582,300
Other Services- Gen & Adm	2,807	54,694	5,000	3,921	46,500
Waste Disposal Services	421,433	323,581	100,000	270,993	275,900
Office Supplies	231			499	
Other Materials- Gen & Adm	91,242	26,846	20,000	20,553	49,900
Unreconciled P-Card Expense				1,450	
Computer Equip under \$5,000	8,404	6,545	15,000	15,059	49,300
Safety Supplies- Gen & Adm	150				
Telephone	5,525	6,907		5,889	
NU-Dues & Subscriptions	1,398				
NU-Local Travel & Meetings				27,962	
NU-Education & Training - Gen & Adm	1,866				
NU-Out-Of-Town Travel	656				
Total	\$2,673,718	\$2,518,915	\$4,719,500	\$3,942,180	\$5,255,700

## Security & Emergency Management Department (SEM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	6,082,419	9,376,165	10,191,633	11,555,465	11,047,683	11,047,683	11,514,250
M&S	21,818,426	34,540,048	52,224,400	46,260,543	57,019,200	57,019,200	54,201,400
Total	\$27,900,845	\$43,916,213	\$62,416,033	\$57,816,008	\$68,066,883	\$68,066,883	\$65,715,650

Table 7. Security & Emergency Management Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Security & Emergency Management Department is responsible for providing a safe and secure system for our riders and employees through high visibility patrol and security measures, CCTV systems, facility access control and communications teams. The Emergency Management program is primarily responsible for agency preparedness planning, response and recovery efforts, and ensuring the agency is resilient to internal and external stressors.

### Goals and Objectives

#### Customers

- **Action #5:** Train for and use crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications including such treatments as CCTV improvements, enhanced lighting, modifying vegetation, and sight lines. Timeline through June 30, 2026.
- **Action #7:** Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system including through the use of new technology. Timeline through June 30, 2026.

#### Internal Business Practices

- **Action #4:** Work with partners and service providers to address needs of vulnerable populations and those in need of services. Timeline through June 30, 2026.

#### People

- **Action #14:** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2026.

**Security & Emergency Management Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	4,605,121	6,983,838	7,375,142	8,712,769	8,275,408
Fringe	1,861,916	2,395,173	2,816,491	2,842,696	3,238,842
Capitalized Labor-Fringe	-384,618	-2,846			
Total	\$6,082,419	\$9,376,165	\$10,191,633	\$11,555,465	\$11,514,250

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal				884	
Professional & Technical-Gen & Adm	108,825	38,082	22,500	5,766	33,300
Temporary Help-Trans Adm	12,524	32,234	15,000	55,947	24,800
Copier & Printer Usage and Maintenance		3,499		5,118	
Transit Police Services	4,178,860	6,010,137	9,726,300	7,963,297	10,209,000
Deputy DA Contract	137,642	666,073	969,800	963,438	1,025,700
Security Services	12,295,993	24,519,670	38,782,200	33,579,406	40,914,900
Building Security Maintenance	398,781	358,934	200,000	241,751	197,000
Exclusion & Tow Hearings	9	337			
Transit Police Services - Canine Unit	1,108,132	500,445	1,699,100	928,336	692,700
Security Services - Gang Outreach	165,992	-16,739	138,500	34,624	650,000
Community Safety Workers				314,702	
Other Services- Gen & Adm	426,408	1,402,464	350,000	1,228,150	184,000
Uniforms- Rev Veh Op	22,828	28,892	15,000	10,829	15,000
Office Supplies	1,487				
Other Materials- Gen & Adm	2,472,057	858,994	286,000	746,449	220,500
Unreconciled P-Card Expense	130	3,082		3,318	
Computer Equip under \$5,000	426,072	35,716	20,000	20,552	34,500
Community Outreach				1,125	
Telephone	58,818	98,228		91,709	
NU-Local Travel & Meetings	648				
NU-Education & Training - Gen & Adm	3,220				
Software License Fees				65,142	
Total	\$21,818,426	\$34,540,048	\$52,224,400	\$46,260,543	\$54,201,400



## Personnel Profile by Department

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

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

### Safety & Security Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Safety & Security	1.00	NU	FT	-	252,501	24	195,178	292,769
Administrator, Senior, Safety & Security Programs	1.00	NU	FT	-	107,070	14	86,095	129,143
Assistant, Executive Administrative	1.00	NU	FT	-	90,062	12	72,421	108,629
Assistant, Senior Administrative	2.00	NU	FT	-	131,193	9	55,551	83,325
Total	5.00				\$580,826			

Table 8. Safety & Security Administration Department Personnel Profile

### Safety & Environmental Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT	-	198,205	21	153,939	230,910
Manager, Construction Safety Systems	1.00	NU	FT	-	154,757	17	110,957	166,434
Manager, Project Management	1.00	NU	FT	-	149,311	17	10,957	166,434

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT	-	159,396	17	110,957	166,434
Manager, Environmental Services	1.00	NU	FT	-	127,545	16	102,036	153,055
Manager, Safety Systems	1.00	NU	FT	-	126,423	16	102,036	153,055
Administrator, Senior, MOW Safety	1.00	NU	FT	-	133,597	15	93,779	140,669
Administrator, Senior, Transportation Operations Safety	1.00	NU	FT	-	121,868	15	93,779	140,669
Coordinator, Senior, Safety Systems	4.00	NU	FT	-	452,871	14	86,095	129,143
Administrator, Senior, Drug & Alcohol Program	1.00	NU	FT	-	99,791	13	78,990	118,485
Coordinator, Safety Systems	1.00	NU	FT	-	115,034	13	78,990	118,485
Coordinator, Safety Systems	2.00	NU	FT	-	193,035	13	78,990	118,485
Analyst, Safety & Security Data Management	1.00	NU	FT	-	80,129	12	72,421	108,629
Coordinator, Environmental	1.00	NU	FT	-	104,118	12	72,421	108,629
Assistant, Senior Administrative	1.00	NU	FT	-	69,438	9	55,551	83,325
Total	20.00				\$2,356,239			

Table 9. Safety & Environmental Services Department Personnel Profile

## Security & Emergency Management

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Security & Emergency Management	1.00	NU	FT	-	200,000	20	141,996	212,993
Director, Emergency Management	1.00	NU	FT	-	163,617	19	130,894	196,343
Manager, Project Management	1.00	NU	FT	-	158,407	17	110,957	166,434
Manager, Security and Emergency Management	1.00	NU	FT	-	143,628	17	110,957	166,434
Manager, Public Safety Operations	2.00	NU	FT	-	285,898	16	102,036	153,055
Manager, Safety Response	1.00	NU	FT	-	145,742	16	102,036	153,055

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Security Operations & Investigations	1.00	NU	FT	-	109,372	16	102,036	153,055
Assistant Manager, Public Safety Operations	3.00	NU	FT	-	310,043	14	86,095	129,143
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT	-	108,757	14	86,095	129,143
Coordinator, Senior, Security & Emergency Management	1.00	NU	FT	-	107,070	14	86,095	129,143
Analyst, Investigations	2.00	NU	FT	-	186,491	13	78,990	118,485
Assistant Manager, Safety Response	2.00	NU	FT	-	218,490	13	78,990	118,485
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT	-	93,319	13	78,990	118,485
Coordinator, Security Access Control	1.00	NU	FT	-	98,238	12	72,421	108,629
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT	-	90,307	437	75,254	100,346
Security Dispatcher	9.00	U	FT	-	903,618	343	78,358	104,462
Customer Safety Supervisor	42.00	U	FT	-	4,335,318	342	78,358	104,462
Lead Customer Safety Supervisor	5.00	U	FT	-	548,359	341	82,253	109,679
Total	76.00				\$8,206,674			

Table 10. Security & Emergency Management Department Personnel Profile



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# Strategy & Planning Division

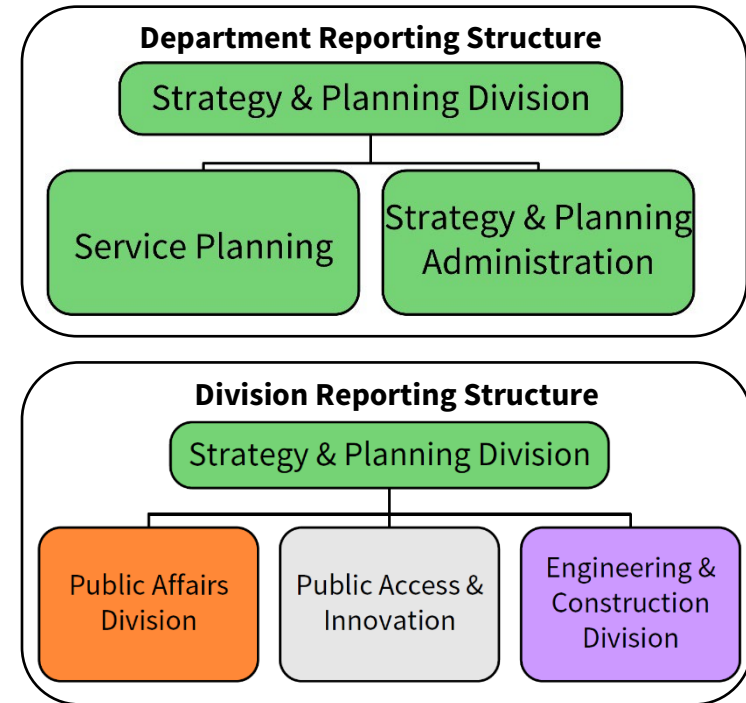
## Overview

### Departments

- Strategy & Planning Administration (SPA) ..... 322
- Service Planning (SP) ..... 324

### Priorities of the Division

- (SPA) Responsible for identifying and implementing agency-wide strategies including the zero emission vehicle fleet initiatives and TriMet 2030.
- Responsible for strategic guidance of:
  - Public Affairs Division
  - Public Access & Innovation
  - Engineering & Construction Division
  - Service Planning
  - Strategic Planning including TriMet 2030 and Business Plan
  - Zero-Emission Programs and Sustainability
- (SP) Responsible for long and short-range planning for bus and rail service, bus stop locations and bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth, supporting sustainability planning and actions, and managing external funding processes and TriMet's Business Plan.



### Divisional Fun Facts

- The Service Planning Department led one of the largest service changes in TriMet's history – a project that began on August 25, 2024, and included five new bus lines and changes to many others.
- The Bus Stops team is working towards refurbishing or replacing all shelters over 20 years old.
- TriMet is pursuing both battery electric buses (BEBs) and fuel cell electric buses (FCEBs) to get the right balance of range and reliability from our fleet.
- Continuing to fully develop and implement the strategy and actions to achieve TriMet 2030 is the General Manager's #1 Deliverable.

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Coordinate actions and provide periodic updates to Executive Team about TriMet 2030.		X		SPA	N/A	N/A	100%
Develop an integrated roadmap and data report for zero-emission vehicles, technology, facilities, and infrastructure—aligned with service plans, budget, and funding opportunities—to support annual reviews and updates.		X		SPA	N/A	N/A	100%
Develop and publish annual Business Plan on schedule for each fiscal year.		X		SPA & SP	100%	100%	100%
Develop annual service plan for Board review and approval as needed. Engage riders and public, conduct analysis, and develop recommendations for service enhancements.		X		SP	100%	100%	100%

Table 1. Strategy & Planning Division Performance Metrics



## Division Summary

### Strategy & Planning Division Budget

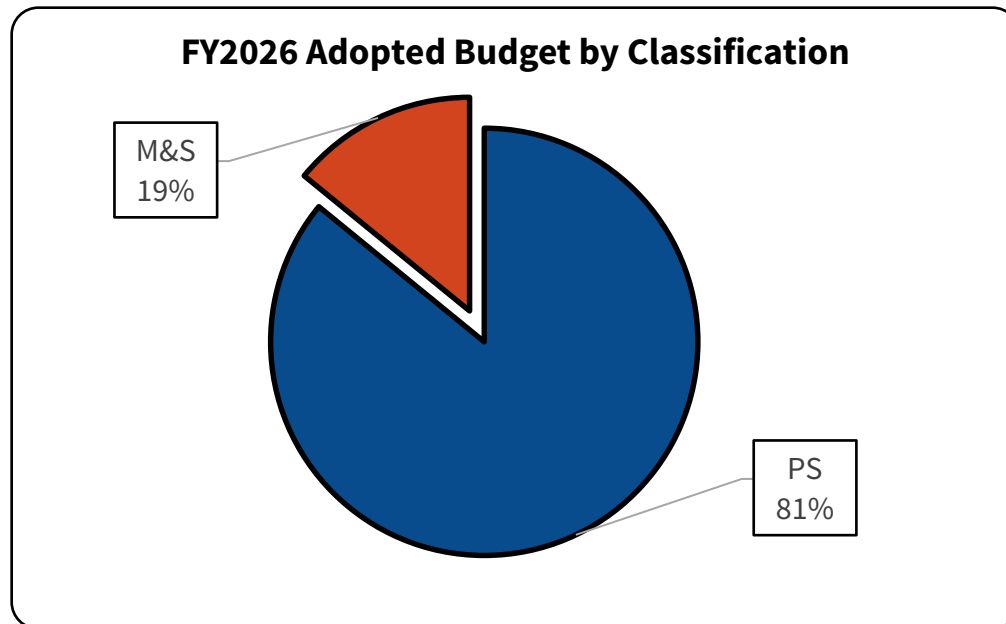
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	3,644,251	3,193,651	3,299,288	3,299,288	3,826,056
M&S	-	-	1,153,700	743,968	541,500	541,500	906,200
Total	-	-	\$4,797,951	\$3,937,619	\$3,840,788	\$3,840,788	\$4,732,256

Table 2. Strategy & Planning Division FY2026 Adopted Budget by Classification

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

From FY2025 Budget to FY2026 Adopted, the total budget decreases by \$65.7K (-1.37%), with PS increasing by \$181.8K (-4.99%) and M&S decreasing by \$247.5K (-21.5%).

In the FY2026 Adopted Budget, PS comprises 81% (\$3.8M) of the total budget, while M&S accounts for 19% (\$906.2K).



1. Strategy & Planning FY2026 Adopted Budget by Classification Pie Chart



### Strategy & Planning Division Count of Full-Time Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	-	20.00	20.00	17.00	17.00	20.00

Table 3. Strategy & Planning Division FY2026 Adopted Budget Count of Full-Time Equivalents

### Strategy & Planning Division Budget by Department

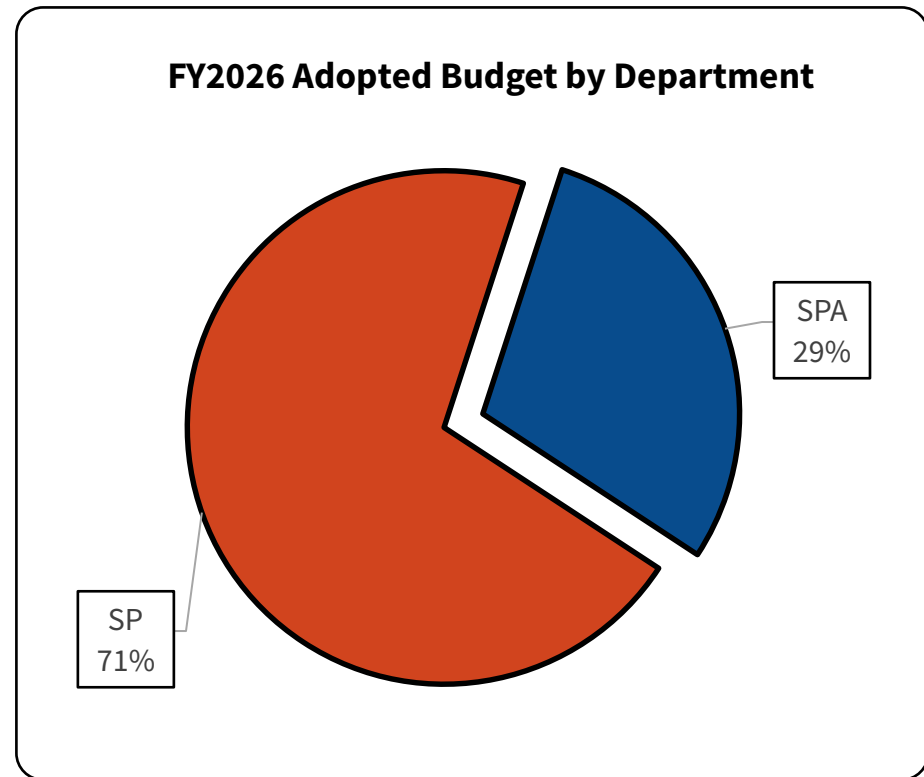
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
SPA	-	-	1,375,495	1,004,292	1,395,123	1,395,123	1,383,731
SP	-	-	3,422,456	2,933,327	2,445,665	2,445,665	3,348,525
Total	-	-	\$4,797,951	\$3,937,619	\$3,840,788	\$3,840,788	\$4,732,256

Table 4. Strategy & Planning Division FY2026 Adopted Budget by Departments

The table presents the FY2026 Proposed, Approved, and Adopted Budget for the Strategy & Planning Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Adopted, the total budget decreases by \$65.7K (-1.37%), with Service Planning (SP) declining by \$73.9K (-2.16%), while Strategy & Planning Administration (SPA) increases by \$8.2K (+0.60%).

In FY2026 Adopted, Service Planning (SP) comprises 71% (\$3.3M) of the total budget, while Strategy & Planning Administration (SPA) accounts for 29% (\$1.4M).



2. Strategy & Planning FY2026 Adopted Budget by Department Pie Chart

## Strategy & Planning Administration Department (SPA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	1,254,995	920,736	1,274,623	1,274,623	1,263,231
M&S	-	-	120,500	83,556	120,500	120,500	120,500
Total	-	-	\$1,375,495	\$1,004,292	\$1,395,123	\$1,395,123	\$1,383,731

Table 5. Strategy & Planning Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Strategy & Planning Administration Department is responsible for identifying and implementing agency-wide strategies and programs and driving the long-term planning and strategic policy of the agency. Responsible for strategic guidance of:

- Public Affairs Division
- Public Access & Innovation
- Engineering & Construction Division
- Service Planning
- Zero-Emission Programs and Sustainability
- Strategic Planning including TriMet 2030, Business Plan



### Goals and Objectives

#### Customers

- **Action #1:** Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners. Timeline through June 30, 2026.

#### Infrastructure

- **Action #8:** Plan for and identify funding opportunities for zero-emissions buses and maintenance facility improvements. Timeline through June 30, 2026.

## Strategy &amp; Planning Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			991,978	677,269	986,775
Fringe			263,017	243,467	276,456
Total			\$1,254,995	\$920,736	\$1,263,231

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			10,000	27,476	40,000
Copier & Printer Usage and Maintenance				294	
Other Services- Gen & Adm				18,662	
Office Supplies			3,000	750	3,000
Equip/Furn < \$5,000-Gen & Adm					8,000
Other Materials- Gen & Adm			2,000	2,997	2,000
Unreconciled P-Card Expense				1,094	
Computer Equip under \$5,000			8,000	1,999	
Telephone			6,000	1,500	6,000
NU-Dues & Subscriptions			40,000	10,001	10,000
NU-Local Travel & Meetings			4,000	5,591	4,000
NU-Education & Training - Gen & Adm			25,000	6,251	25,000
NU-Out-Of-Town Travel			20,000	6,315	20,000
Employee Recognition			2,500	626	2,500
Total			\$120,500	\$83,556	\$120,500



## Service Planning Department (SP)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,389,256	2,272,915	2,024,665	2,024,665	2,562,825
M&S	-	-	1,033,200	660,412	421,000	421,000	785,700
Total	-	-	\$3,422,456	\$2,933,327	\$2,445,665	\$2,445,665	\$3,348,525

Table 6. Service Planning Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Service Planning Department is responsible for the planning of transit service. This includes planning for bus and MAX service, bus stop locations and bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, and fostering and improving partnerships for transit growth including the coordinating STIF processes; updating and managing TriMet's Business Plan; and coordinating TriMet's sustainability efforts and Climate Action Plan.

### Goals and Objectives

#### Customers

- **Action #1:** Implement feasible service enhancements and necessary changes as developed through engagement with riders, public, and other partners. This is an ongoing, continuous effort.
- **Action #11:** Continue to provide and, when feasible, enhance service that provides access to economic opportunity guided by Forward Together and future annual service plan engagement processes. Timeline through June 30, 2026.



## Service Planning Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			1,789,150	1,801,064	1,893,560
Fringe			600,106	588,574	669,265
Capitalized Labor-Fringe				-116,723	
Total			\$2,389,256	\$2,272,915	\$2,562,825

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			743,700	416,537	488,400
Metro Unified Work Prog			257,500	256,126	265,300
Copier & Printer Usage and Maintenance				259	
Other Services- Gen & Adm			21,000	-31,531	21,000
Other Materials- Gen & Adm			6,000	3,080	6,000
Unreconciled P-Card Expense				1,801	
Computer Equip under \$5,000			5,000	2,803	5,000
Telephone				411	
NU-Local Travel & Meetings				2,295	
NU-Out-Of-Town Travel				8,631	
Total			\$1,033,200	\$660,412	\$785,700



## Personnel Profile by Department

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

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

### Strategy & Planning Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Strategy & Planning Officer	1.00	NU	FT	-	299,500	27	247,575	371,363
Senior Director, EW Zero Emission Programs	1.00	NU	FT	-	161,417	21	153,939	230,910
Manager, Zero Emission Buses	1.00	NU	FT	-	173,996	18	120,556	180,835
Program Manager, Senior, Vision 2030	1.00	NU	FT	-	167,761	18	120,556	180,835
Executive Assistant, Senior (CSPO)	1.00	NU	FT	-	100,208	13	78,990	118,485
Total	5.00				\$902,882			

Table 7. Strategy & Planning Administration Department Personnel Profile

### Service Planning

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Planning	1.00	NU	FT	-	215,766	21	153,939	230,910
Director, Mobility Planning & Policy	1.00	NU	FT	-	183,943	20	141,996	212,993
Manager, Service Planning & Development	1.00	NU	FT	-	146,195	17	110,957	166,434
Manager, Service Planning & Development	1.00	NU	FT	-	149,507	17	110,957	166,434
Project Manager, Senior, Eng & Const	1.00	NU	FT	-	138,697	17	110,957	166,434
Coordinator, Senior, Operating Projects	1.00	NU	FT	-	132,437	15	93,779	140,669

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Planner, Senior	1.00	NU	FT	x	134,013	15	93,779	140,669
Planner, Senior	2.00	NU	FT	-	242,638	15	93,779	140,669
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT	-	108,588	14	86,095	129,143
Planner	3.00	NU	FT	-	300,711	13	78,990	118,485
Planner, Associate	1.00	NU	FT	-	84,282	11	66,341	99,513
Assistant, Administrative	1.00	NU	FT	-	56,784	7	46,369	69,554
<b>Total</b>	<b>15.00</b>				<b>\$1,893,561</b>			

Table 8. Service Planning Department Personnel Profile

# Public Affairs Division

## Overview

### Departments

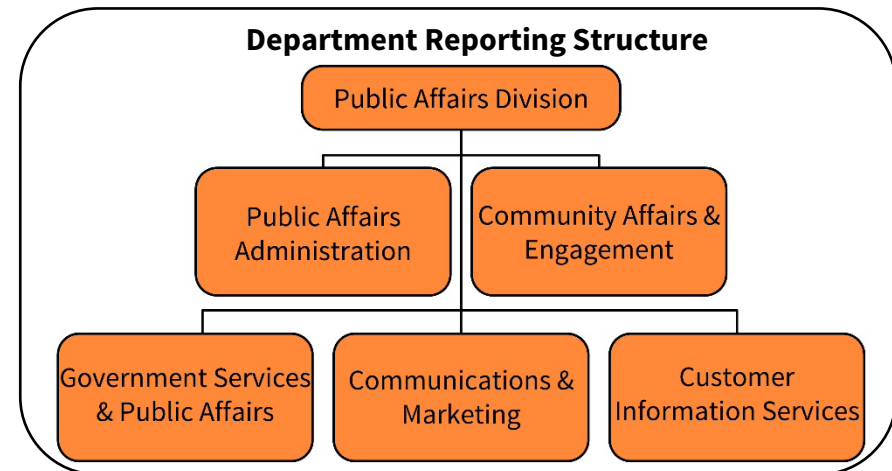
- Public Affairs Administration (PAA) .....333
- Community Affairs & Engagement (CAE).....335
- Government Services and Public Affairs (GSPA).....337
- Communications & Marketing (CM).....339
- Customer Information Services (CIS) .....342

### Major Priorities of the Division

- (PAA) Public Affairs is composed of: Administration, Community Affairs & Engagement, Government Services and Public Affairs, Communications & Marketing and Customer Information Services.
- (CAE) Responsible for building and strengthening relationships between TriMet and the communities it serves.
- (GSPA) Manages on-going intergovernmental relations, long range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.
- (CM) Develops and executes comprehensive communications and marketing efforts to tell the TriMet story, influence the perception of the agency and make riding easy and convenient
- (CIS) Supports the agency's business plan creating the best possible experience for our riders.

### Divisional Fun Facts

- The Division marked the completion of A Better Red with two celebrations attended by partners and the FTA to herald the investment in TriMet's MAX system.
- TriMet's largest survey, the Attitude & Awareness survey recorded a 73% overall approval rating in 2024, up five points from the prior year, with a 77% approval rating from those who actually ride.
- More digital screens now provide real-time transit updates at 97% of MAX stations and 358 bus stops.
- TriMet's exclusive Riders Club has 66,000 members, who receive communications and surveys, event opportunities and giveaways.
- The Division's Government Affairs staff was integral in securing \$69 million in recent federal funding for agency capital projects.



## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
With staff deployed by Board district, strengthen TriMet's presence in the community by attending 10% more public meetings or events than the previous year.		X	X	CAE	100%	100%	100%
Partner with 10 community based organizations to engage equity priority communities in discussions about service, policy and capital projects.		X		CAE	100%	100%	100%
Maintain ongoing communication, enhance partnerships and build support for TriMet projects and initiatives with all local, regional, state and federal jurisdictions, elected officials, and other TriMet partners at minimum on a monthly basis.	X	X	X	GSPA	N/A	100%	100%
Build and execute strategy to maximize funding support for TriMet service improvements and expansion, capital projects, state of good repair and zero emissions bus transition via local, regional, state and federal programs, grants and appropriations.	X	X		GSPA	N/A	75%	100%
Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.		X	X	CM	60%	80%	100%
Engage community partners about TriMet's Honored Citizen Reduced Fare Program, and our Summer Youth Pass, to increase			X	CM	N/A	80%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
knowledge of the program and expand use by those who qualify by 12% of current usage.							
Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	X	X		CIS	90%	95%	100%
Integrate, launch, and chat functionality for customer service to full functionality by end of fiscal year.		X		CIS	N/A	N/A	100%

Table 1. Public Affairs Division Performance Metrics





## Division Summary

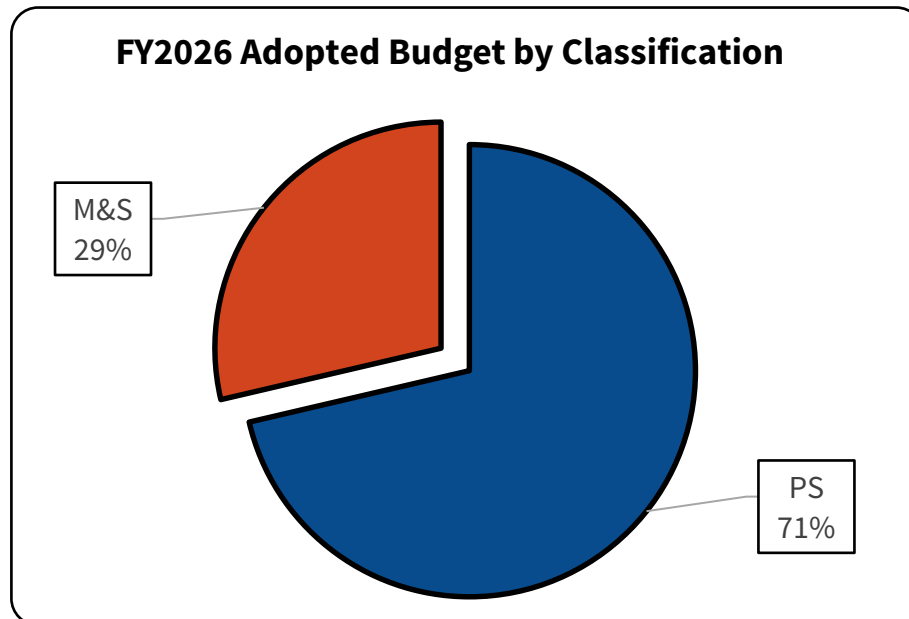
### Public Affairs Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	9,605,536	10,852,331	12,940,506	12,303,481	11,899,243	11,899,243	12,829,605
M&S	4,757,241	6,395,464	7,160,400	7,336,393	2,716,600	2,716,600	5,151,800
Total	\$14,362,777	\$17,247,795	\$20,100,906	\$19,639,874	\$14,615,843	\$14,615,843	\$17,981,405

Table 2. Public Affairs Division FY2026 Adopted Budget by Classification

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

From the FY2025 Budget to the FY2026 Adopted Budget, the total budget decreases by \$2.1M (-10.5%), with PS declining by \$110.9K (-0.86%) and M&S decreasing significantly by \$2.0M (-28.1%). In the FY2026 Adopted Budget, PS comprises 71% (\$12.8M) of the total budget, while M&S accounts for 29% (\$5.2M).



1. Public Affairs FY2026 Adopted Budget by Classification Pie Chart





### Public Affairs Division Count of Full Time-Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTEs	88.00	95.00	107.00	107.00	90.00	90.00	102.00

Table 3. Public Affairs Division FY2026 Adopted Budget Count of Full-Time Equivalents

### Public Affairs Division Budget by Department

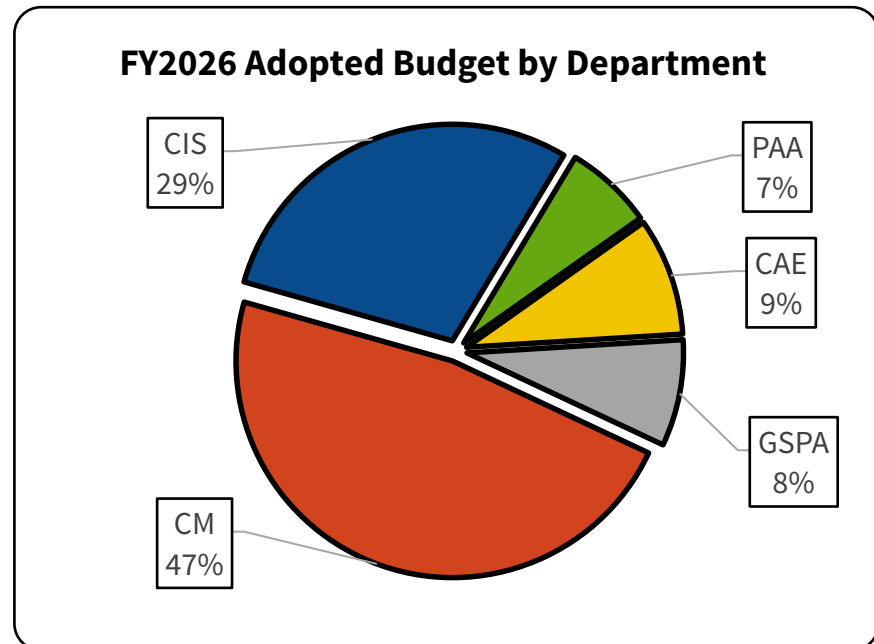
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PAA	858,308	1,010,760	1,341,390	1,203,370	1,237,320	1,237,320	1,186,745
CAE	2,196,362	1,404,144	1,552,249	1,256,479	1,580,006	1,580,006	1,585,072
GSPA	1,112,981	1,316,577	1,172,498	1,161,947	1,120,204	1,120,204	1,430,102
CM	5,924,276	8,849,431	10,070,147	10,674,245	6,123,307	6,123,307	8,525,103
CIS	4,270,850	4,666,883	5,964,622	5,343,833	4,555,006	4,555,006	5,254,383
Total	\$14,362,777	\$17,247,795	\$20,100,906	\$19,639,874	\$14,615,843	\$14,615,843	\$17,981,405

Table 4. Public Affairs Division FY2026 Adopted Budget by Departments

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

The total budget decreases by \$2.1M (-10.5%) from FY2025 Budget to FY2026 Adopted, driven by a \$1.5M (-15.3%) reduction in Communications & Marketing (CM) and a \$710.2K (-11.9%) decrease in Customer Information Services (CIS). Public Affairs Administration (PAA) sees a slight decline \$154.6K (-11.5%). Government Services and Public Affairs (GSPA) increases by \$257.6K (+22.0%) and Community Affairs & Engagement (CAE) increases \$32.8K (2.1%).

In the FY2026 Adopted Budget by Department, CM comprises 47% (\$8.5M) of the total budget, CIS 29% (\$5.3M), CAE 9% (\$1.6M), GSPA 8% (\$1.4M), and PAA 7% (\$1.2M).



2. Public Affairs FY2026 Adopted Budget by Department Pie Chart

## Public Affairs Administration Department (PAA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	532,752	726,584	1,028,890	887,802	830,220	830,220	779,645
M&S	325,556	284,176	312,500	315,568	407,100	407,100	407,100
Total	\$858,308	\$1,010,760	\$1,341,390	\$1,203,370	\$1,237,320	\$1,237,320	1,186,745

Table 5. Public Affairs Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Public Affairs Division is composed of the following departments: Administration; Community Affairs & Engagement; Government Services and Public Affairs; Communications & Marketing; and Customer Information Services.

### Goals and Objectives

#### Customers

- **Action #10:** Engage riders, partners, and the community for feedback on the Budget, Business Plan, service changes, Equity and Title VI update, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as Interstate Bridge Replacement Project, projects on 82nd Avenue and TV Hwy, and transit-oriented development. Timeline through June 30, 2026.

#### Infrastructure

- **Action #1:** With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline through June 30, 2027.

#### Financial

- **Action #4:** 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). Timeline through June 30, 2026.



## Public Affairs Administration Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	381,810	543,953	786,103	661,596	626,712
Fringe	150,942	182,631	242,787	226,206	185,281
Capitalized Labor-Fringe					-32,348
Total	\$532,752	\$726,584	\$1,028,890	\$887,802	\$779,645

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Legal	5,313	26,688	5,000	1,249	5,000
Professional & Technical-Gen & Adm	59,856	191	94,400	39,142	124,200
Temporary Help-Gen & Adm	3,885		1,500	375	1,500
Copier & Printer Usage and Maintenance		669		320	
Other Services- Gen & Adm	22,881	18,897	18,800	22,939	18,800
Office Supplies	5,062	7,604	7,800	10,973	7,800
Other Materials- Gen & Adm	4,696	3,758	4,800	3,722	4,800
Unreconciled P-Card Expense	3,328	4,969		196	
Safety Supplies- Gen & Adm		170			
Telephone	110,696	110,750	67,500	82,583	67,500
NU-Dues & Subscriptions	38,375	35,879	39,800	91,020	45,700
NU-APTA & OTA Dues					58,900
NU-Local Travel & Meetings	7,244	14,396	18,400	8,541	18,400
NU-Education & Training - Gen & Adm	31,461	36,500	28,000	27,960	28,000
NU-Out-Of-Town Travel	31,331	22,883	19,500	20,806	19,500
Employee Recognition	1,428	822	7,000	5,742	7,000
Total	\$325,556	\$284,176	\$312,500	\$315,568	\$407,100

## Community Affairs & Engagement Department (CAE)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,003,301	992,146	937,649	808,547	991,406	991,406	1,067,772
M&S	1,193,061	411,998	614,600	447,932	588,600	588,600	517,300
Total	\$2,196,362	\$1,404,144	\$1,552,249	\$1,256,479	\$1,580,006	\$1,580,006	\$1,585,072

Table 6. Community Affairs & Engagement Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Community Affairs & Engagement Department is responsible for building and strengthening relationships between TriMet and the communities it serves. The Department facilitates two-way communication to reflect community needs and values in service, policy and capital projects.

### Goals and Objectives

#### Customers

- **Action #10:** Engage riders, partners, and the community for feedback on the Budget, Business Plan, service changes, Equity and Title VI update, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as Interstate Bridge Replacement Project, projects on 82nd Avenue and TV Hwy, and transit-oriented development. Timeline through June 30, 2026.

#### Infrastructure

- **Action #2:** Provide transit expertise and project support for the light rail component of the Interstate Bridge Replacement program. Timeline through June 30, 2026.
- **Action #4:** Develop 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements. Timeline through June 30, 2026.

#### Internal Business Practices

- **Action #5:** Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies. Timeline through June 30, 2026.

## Community Affairs &amp; Engagement Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,100,169	1,115,790	1,245,369	1,036,915	1,491,414
Fringe	415,061	434,704	492,415	434,490	632,390
Capitalized Labor-Fringe	-511,929	-558,348	-800,135	-662,858	-1,056,032
Total	\$1,003,301	\$992,146	\$937,649	\$808,547	\$1,067,772

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm				378	
Student Pass/BETC Program	308				
Ride Connection Mini Grant Administration				195	
Copier & Printer Usage and Maintenance		575		2,621	
Other Services- Gen & Adm	1,148,524	322,507	508,300	306,659	437,000
Office Supplies	155				
Unreconciled P-Card Expense	2,934	1,355		3,842	
Community Outreach	31,575	82,798	106,300	129,692	80,300
Outreach/Promotions	7,131	5			
Telephone	2,338	955		2,250	
NU-Dues & Subscriptions	96				
NU-Local Travel & Meetings		3,500		2,295	
NU-Out-Of-Town Travel		303			
Total	\$1,193,061	\$411,998	\$614,600	\$447,932	\$517,300

## Government Services and Public Affairs Department (GSPA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	703,566	795,002	797,998	773,942	804,604	804,604	970,102
M&S	409,415	521,575	374,500	388,005	315,600	315,600	460,000
Total	\$1,112,981	\$1,316,577	\$1,172,498	\$1,161,947	\$1,120,204	\$1,120,204	\$1,430,102

Table 7. Government Services and Public Affairs Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Government Services and Public Affairs Department is responsible for on-going intergovernmental relations and for long-range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.

### Goals and Objectives

#### Infrastructure

- **Action #1:** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline through June 30, 2030.

#### Internal Business Practices

- **Action #5:** Plan for and create more opportunities and venues for General Manager and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies. Timeline through June 30, 2026.

#### Financial

- **Action #4:** 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). Timeline through June 30, 2027.
- **Action #8:** Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants. Timeline through June 30, 2030.



## Government Services and Public Affairs Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	492,706	602,110	605,706	550,898	718,059
Fringe	210,860	193,187	192,292	223,044	252,043
Capitalized Labor-Fringe		-295			
Total	\$703,566	\$795,002	\$797,998	\$773,942	\$970,102

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	335,625	447,931	308,300	357,333	452,700
Copier & Printer Usage and Maintenance		94		85	
Other Services- Gen & Adm	6,750	2,418	6,300	9,483	6,300
Other Materials- Gen & Adm	200	28	1,000	251	1,000
NU-APTA & OTA Dues	66,840	67,590	58,900	14,726	
NU-Local Travel & Meetings		3,514		3,094	
NU-Out-Of-Town Travel				3,033	
Total	\$409,415	\$521,575	\$374,500	\$388,005	\$460,000

## Communications & Marketing Department (CM)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,657,255	4,171,179	4,761,447	5,084,853	5,233,807	5,233,807	5,243,503
M&S	2,267,021	4,678,252	5,308,700	5,589,392	889,500	889,500	3,281,600
Total	\$5,924,276	\$8,849,431	\$10,070,147	\$10,674,245	\$6,123,307	\$6,123,307	\$8,525,103

Table 8. Communications & Marketing Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Communications & Marketing Department develops and executes comprehensive communication, marketing, outreach and customer experience efforts to increase ridership and influence a positive public perception of TriMet and TriMet's transit service. The Department promotes transit and TriMet's service, while building public support for and understanding of TriMet's initiatives and vision, mission and values. The Department continue to support TriMet's Business Plan, increasing ridership, employee recruitment and retention and knowledge of the agency's equity efforts.

### Goals and Objectives

#### Customers

- **Action #10:** Engage riders, partners, and the community for feedback on the Budget, Business Plan, service changes, Equity and Title VI update, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as Interstate Bridge Replacement Project, projects on 82nd Avenue and TV Hwy, and transit-oriented development. Timeline through for June 30, 2026.

#### People

- **Action #2:** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public. Timeline through June 30, 2026.
- **Action #5:** Regularly conduct employee surveys and work with employee communications for employee awareness and engagement. Timeline through June 30, 2026.

## Communications &amp; Marketing Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,713,571	3,092,055	3,609,764	3,804,215	3,913,925
Fringe	1,082,490	1,177,744	1,361,260	1,378,082	1,554,868
Capitalized Labor-Fringe	-138,806	-98,620	-209,577	-97,444	-225,290
Total	\$3,657,255	\$4,171,179	\$4,761,447	\$5,084,853	\$5,243,503

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Production	146,720	390,084	152,800	137,476	287,200
Professional & Technical-Gen & Adm	126,143	160,949	130,300	75,494	80,300
Student Pass/BETC Program		7,588	19,000	4,912	154,000
Consumer Research & Eval	124,876	186,997	103,500	171,008	353,500
Copier & Printer Usage and Maintenance		1,685		3,214	
Software Hosting/Subscription Services	49,018	92,243		33,211	
Other Services- Gen & Adm	179,664	59,161	36,000	17,479	
Graphics Material	8,223	65,664	8,300	28,974	
Unreconciled P-Card Expense		127,231		13,131	
Computer Equip under \$5,000	9,222	14,324	5,000	10,342	5,000
Community Outreach		752,717	3,732,000	3,829,643	1,500,000
Promotions	131,540	37,590	85,500	103,099	35,500
Publications	308	764	1,000	1,221	1,000
Outreach/Promotions	847,911	1,102,993	688,400	709,168	626,300
Van Pool				762	
Sales Programs	9,133	8,621	10,000	4,069	10,000
Telephone	14,220	11,950		10,272	
NU-Dues & Subscriptions	3,500	23			
Chamber Dues & Fees	5,560		5,900	1,474	
NU-Local Travel & Meetings		3,500		2,295	
NU-Out-Of-Town Travel	702			3,383	
UN-Education & Training - Gen & Adm				385	
Media Fees	197,575	92,450	227,000	116,427	224,800
Conference and Event Coordination		115,945			

## Communications &amp; Marketing Department

Materials & Services Expense Category	FY2023	FY2024	FY2025	FY2025	FY2026
	Actual	Actual	Budget	Estimate	Budget
Employee Communications	4,796	2,693	4,000	4,067	4,000
Employee Recognition	16,325	7,437		31,208	
Software License Fees				7,843	
Special Event Expenses	391,585	1,435,643	100,000	268,835	
Total	\$2,267,021	\$4,678,252	\$5,308,700	\$5,589,392	\$3,281,600

## Customer Information Services Department (CIS)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,708,662	4,167,420	5,414,522	4,748,337	4,039,206	4,039,206	4,768,583
M&S	562,188	499,463	550,100	595,496	515,800	515,800	485,800
Total	\$4,270,850	\$4,666,883	\$5,964,622	\$5,343,833	\$4,555,006	\$4,555,006	\$5,254,383

Table 9. Customer Information Services Department FY2026 Adopted Budget

### Department Description & Responsibilities

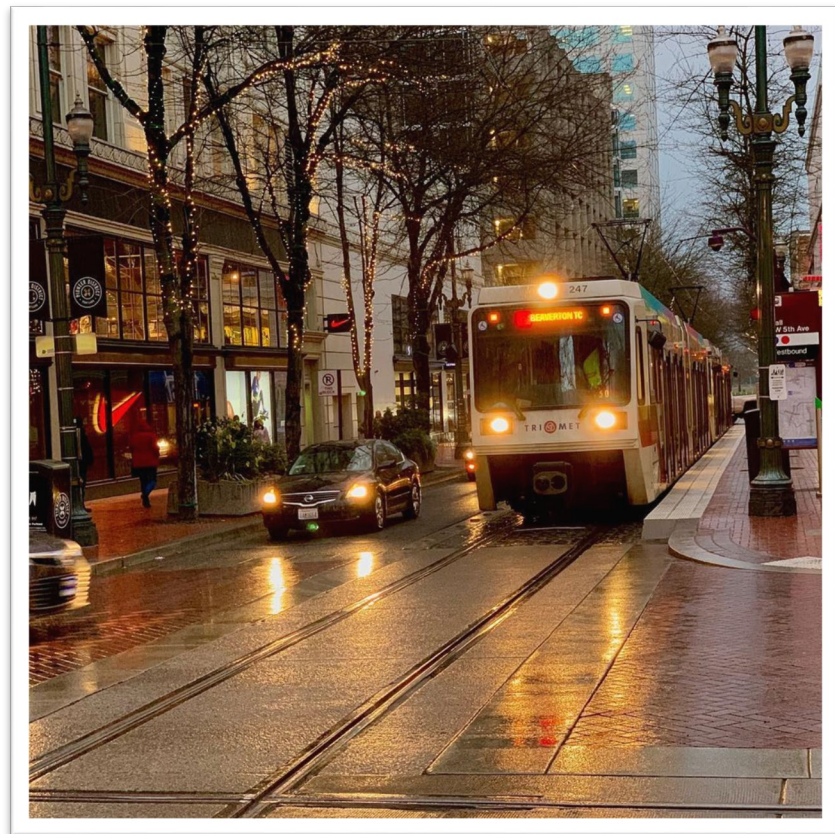
#### Major Functions

The Customer Information Services Department supports the agency's business plan creating the best possible experience for TriMet riders. The Department builds and supports strategic rider-focused initiatives to enhance the customer experience, guide the agency's customer service performance, and build community support in alignment with TriMet's brand position and shared values.

### Goals and Objectives

#### Customers

- **Action #16:** Enhance customer information systems with upgraded onboard announcements, dynamic video content, and ADA-compliant text-to-speech buttons, alongside e-Paper and LED service signs for real-time updates and improved accessibility. Timeline is continuous.



## Customer Information Services Department

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,560,502	3,138,955	3,651,035	3,441,446	3,200,398
Fringe	1,148,160	1,198,674	1,763,487	1,316,318	1,568,185
Capitalized Labor-Fringe		-170,209		-9,427	
Total	\$3,708,662	\$4,167,420	\$5,414,522	\$4,748,337	\$4,768,583

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	15,968	577	7,300	1,826	7,300
Copier & Printer Usage and Maintenance		938		2,082	
Other Services- Gen & Adm	904	2,220	2,500	21,976	2,500
Uniforms- Rev Veh Op	1,205	1,151	2,500	3,252	2,500
Schedule & service information	164,761	37,128	185,000	62,738	152,500
Office Supplies	2,310	1,946		574	
Other Materials- Gen & Adm	951	1,125	2,500	1,176	2,500
Unreconciled P-Card Expense	2,635	8,295		14,099	
Safety Supplies- Gen & Adm				288	
Schedule Books & Map	2,297	1,415	10,900	3,460	10,900
On Street Customer Service	59,628	14,825	23,700	15,024	23,700
Customer Info Material			11,400	2,850	11,400
Customer information & signage	258,374	257,929	216,600	297,351	184,800
Call Center Operations	28,424	131,905	85,900	110,268	85,900
Telephone	8,226	3,355		5,754	
Data Communication Services	16,505	24,454			
NU-Local Travel & Meetings		10,500		6,885	
Customer Service Training		1,700	1,800	353	1,800
Software License Fees				45,540	
Total	\$562,188	\$499,463	\$550,100	\$595,496	\$485,800



## Personnel Profile by Department

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

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

### Public Affairs Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Public Affairs	1.00	NU	FT	-	249,956	24	195,178	292,769
Assistant, Executive Administrative	1.00	NU	FT	-	77,043	12	72,421	108,629
Project Manager	1.00	NU	FT	-	86,770	12	72,421	108,629
Total	3.00				\$413,769			

Table 10. Public Affairs Administration Department Personnel Profile

### Community Affairs & Engagement

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT	-	159,746	18	120,556	180,835
Manager, Community Affairs	1.00	NU	FT	x	127,545	16	102,036	153,055
Manager, Community Affairs	1.00	NU	FT	-	130,004	16	102,036	153,055
Manager, Community Engagement Programs	1.00	NU	FT	-	122,213	16	102,036	153,055
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	-	101,164	13	78,990	118,485
Coordinator, Community Affairs	4.00	NU	FT	x	356,434	12	72,421	108,629
Coordinator, Community Affairs	1.00	NU	FT	-	97,853	12	72,421	108,629

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Outreach Programs & Events	2.00	NU	FT	-	155,489	11	66,341	99,513
Coordinator, Outreach Services	1.00	NU	FT	-	96,614	11	66,341	99,513
Representative, Community Affairs	1.00	NU	FT	-	67,746	10	60,740	91,108
Assistant, Senior Administrative	1.00	NU	FT	-	76,606	9	55,551	83,325
Total	15.00				\$1,491,414			

Table 11. Community Affairs &amp; Engagement Department Personnel Profile

## Government Services & Public Affairs

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Government Relations	1.00	NU	FT	-	188,413	20	141,996	212,993
Program Manager, Government Affairs & Policy	1.00	NU	FT	-	158,588	18	120,556	180,835
Program Manager, Government Relations	1.00	NU	FT	-	119,386	18	120,556	180,835
Program Manager, Local Government Affairs	1.00	NU	FT	-	134,448	18	120,556	180,835
Coordinator, Senior, Government Affairs	1.00	NU	FT	x	117,224	15	93,779	140,669
Total	5.00				\$718,059			

Table 12. Government Services &amp; Public Affairs Department Personnel Profile

## Communications & Marketing Development

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Marketing & Business Development	1.00	NU	FT		215,141	21	153,939	230,910
Director, Communications	1.00	NU	FT		197,966	20	141,996	212,993
Manager, Fare Programs	1.00	NU	FT		127,039	17	110,957	166,434
Manager, Marketing	1.00	NU	FT		142,169	17	110,957	166,434
Manager, Media Relations	1.00	NU	FT		146,802	17	110,957	166,434
Manager, Creative Services	1.00	NU	FT		128,781	16	102,036	153,055
Manager, Digital Communications	1.00	NU	FT		137,703	16	102,036	153,055
Analyst, Senior, Research	2.00	NU	FT		238,863	15	93,779	140,669
Manager, Employee Communications	1.00	NU	FT		110,156	15	93,779	140,669
Program Manager, Events & Partnerships	1.00	NU	FT		133,288	15	93,779	140,669
Coordinator, Senior, Communications	1.00	NU	FT		114,939	14	86,095	129,143
Coordinator, Senior, Fare Policy Program	1.00	NU	FT		123,019	14	86,095	129,143

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT		120,681	14	86,095	129,143
Developer, UX	1.00	NU	FT		111,091	14	86,095	129,143
Public Information Officer	2.00	NU	FT		204,830	14	86,095	129,143
Designer, UX	1.00	NU	FT		113,545	13	78,990	118,485
Coordinator, Employee Communications	1.00	NU	FT		103,229	12	72,421	108,629
Graphic Designer	1.00	NU	FT		96,614	12	72,421	108,629
Graphic Designer	2.00	NU	FT		173,759	12	72,421	108,629
Representative, Transportation Options	2.00	NU	FT		185,246	12	72,421	108,629
Coordinator, Marketing Communications	1.00	NU	FT		89,580	11	66,341	99,513
Coordinator, Outreach Programs & Events	4.00	NU	FT		351,098	11	66,341	99,513
Coordinator, Print Production	1.00	NU	FT		96,614	11	66,341	99,513
Coordinator, Transportation Options	1.00	NU	FT		96,614	11	66,341	99,513
Copywriter, Senior	1.00	NU	FT		71,885	10	60,740	91,108
Assistant, Senior Administrative	1.00	NU	FT		71,781	9	55,551	83,325
Specialist, Senior, Transportation Options	2.00	NU	FT		135,013	9	55,551	83,325
Specialist, Senior, Video Production	1.00	NU	FT		76,482	9	55,551	83,325
Total	36.00				\$3,913,925			

Table 13. Communications &amp; Marketing Development Department Personnel Profile

## Customer Information Services

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Customer Experience	1.00	NU	FT	-	143,101	18	120,556	180,835
Manager, Customer Experience	1.00	NU	FT	-	121,296	15	93,779	140,669
Manager, On-Street Customer Service	1.00	NU	FT	-	125,382	14	86,095	129,143
Project Manager, Senior	1.00	NU	FT	-	115,041	14	86,095	129,143
Assistant, Senior Administrative	1.00	NU	FT	-	56,118	9	55,551	83,325
Coordinator, Operations	2.00	U	FT	-	185,693	876	69,641	92,841
Specialist, Information Development	4.00	U	FT	-	397,883	732	74,594	99,466
Customer Service Representative	7.00	U	FT	-	572,931	731	65,856	87,800
Representative, Field Outreach & Comm. Rels.	11.00	U	FT	x	521,629	715	44,637	55,819

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Representative, Field Outreach & Comm. Rels.	7.00	U	FT	-	379,449	715	44,637	55,819
Customer Experience Agent	2.00	U	FT	-	129,651	714	48,973	64,821
Customer Experience Agent	3.00	U	FT	-	186,561	714	48,973	64,821
Supervisor, Customer Service Center	2.00	U	FT	-	205,206	710	76,971	102,613
Total	43.00				\$3,139,941			

Table 14. Customer Information Services Department Personnel Profile

# Public Access & Innovation Division<sup>1</sup>

## Overview

### Departments

- Public Access & Innovation (PAI) ..... 352

### Major Priorities of the Division

- (PAI) Responsible for TriMet's Title VI & Civil Rights Program, agency Disadvantaged, Small Business & Workforce Training & Hiring Programs, Language Access Program and supports the implementation of Innovation initiatives, grants, and projects.

### Divisional Fun Facts

- FY2026 will mark a banner year for the Division as it works to submit three new federally required plans for TriMet's Title VI program, Language Access Plan, and new Triennial DBE Utilization goals to the FTA.
- The Division will launch two new workforce development and community partnership grants as part of the 82<sup>nd</sup> Avenue Project and the LONO federal grant award.
- The new Fiscal year will include preparation and planning for the new projects as well as a new focus on working across TriMet Divisions to support new and innovative ideas, processes, and pilots in support of continuous improvement, agency growth and TriMet 2030.
- In FY2025, TriMet's Public Access & Innovation Division expanded translation services and updated the agency's web page that now offers page navigation support in five languages.

#### Department Reporting Structure

Public Access & Innovation

Public Access & Innovation

<sup>1</sup> The Inclusion, Diversity, Equity, & Accessibility Division was renamed to Public Access & Innovation Division in FY2025.

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Build strategic relationships and support for TriMet's projects and initiatives by collaborating with more than 20 organizations from a variety of sectors including -Post Secondary, Workforce, Economic, business and community based agencies serving communities across the service district.		x		PAI	N/A	25%	100%
Direct the development, implementation and monitoring of TriMet's DBE and MWESB program and goals by producing and submitting semi-annual program progress reports to FTA.	x			PAI	N/A	100%	100%
Successfully Launch year one of TriMet's LONO Hydrogen Electric workforce development program		x		PAI	N/A	90%	100%
Oversee and direct the agency's Title VI program, analysis, and complaint management system and produce monthly status reports for TriMet's Title VI Committee.	x			PAI	N/A	100%	100%
Successfully Launch year one of TriMet's PCEF community workforce development Program and contract with 5 partners.		X		PAI	N/A	25%	100%
Support the development of new contracting goals and strategies across four of TriMet's Divisions by the end of the fiscal year.		X		PAI	N/A	50%	100%

Table 1. Public Access &amp; Innovation Division Performance Metrics



## Division Summary

### Public Access & Innovation Division Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,177,774	1,738,938	2,252,889	2,252,889	2,259,284
M&S	-	-	662,200	596,167	462,200	462,200	2,370,700
Total	-	-	\$2,839,974	\$2,335,105	\$2,715,089	\$2,715,089	\$4,629,984

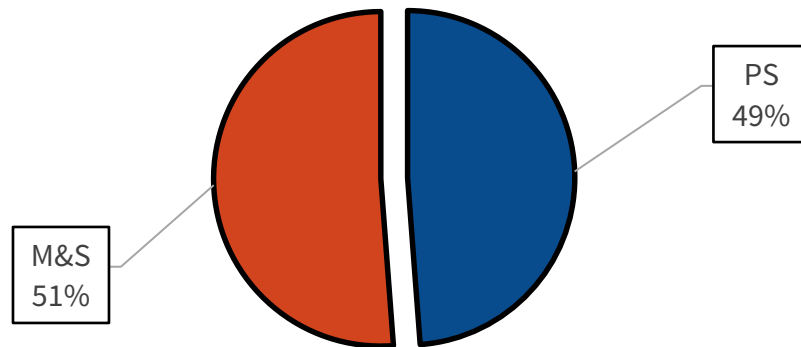
Table 2. Public Access & Innovation Division FY2026 Adopted Budget by Classification

The table presents the FY2026 Proposed, Approved, and Approved Budget for the Public Access & Innovation Division, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals, organized by classification: Personnel Services (PS), Materials & Services (M&S), and Total Budget.

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$1.8M (+63.0%), with PS increasing by \$81.5K (+3.7%) and M&S increasing by \$1.7M (+258.0%).

In the FY2026 Adopted Budget, PS comprises 49% (\$2.3M) of the total budget, while M&S accounts for 51% (\$2.4M).

#### FY2026 Adopted Budget by Classification



1. Public Access & Innovation Division FY2026 Adopted Budget by Classification Pie Chart



### Public Access & Innovation Division Count of Full Time-Equivalents (FTEs)

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTE	-	-	13.00	13.00	13.00	13.00	13.00

Table 3. Public Access & Innovation Division FY2026 Adopted Budget Count of Full-Time Equivalents

### Public Access & Innovation Division Budget by Department

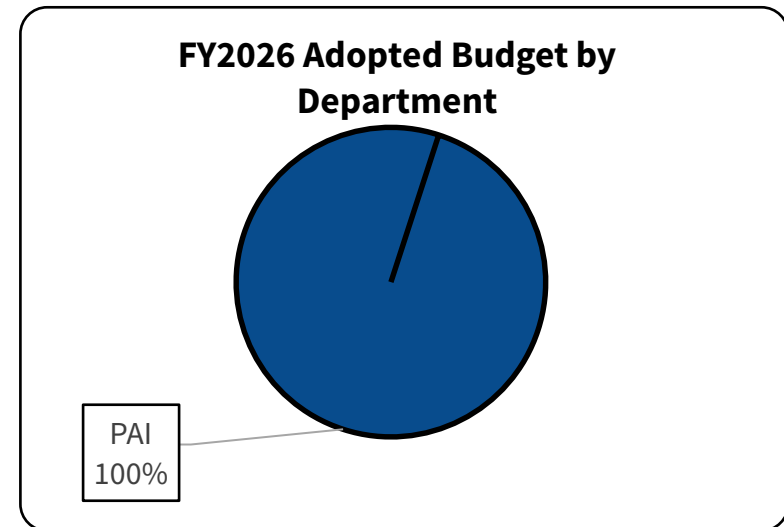
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PAI	-	-	2,839,974	2,335,105	2,715,089	2,715,089	4,629,984
Total	-	-	\$2,839,974	\$2,335,105	\$2,715,089	\$2,715,089	\$4,629,984

Table 4. Public Access & Innovation Division FY2026 Adopted Budget by Department

The table presents the FY2026 Proposed, Approved, and Adopted Budget for the Public Access & Innovation Division by Department, alongside the FY2025 Budget and Estimate and prior fiscal years' Actuals.

From FY2025 Budget to FY2026 Adopted, the total budget increases by \$1.8M (63.0%). Personnel Services (PS) increasing by \$81.5K (+3.7%) and Materials & Services (M&S) increasing by \$1.7M (+258.0%).

As the Public Access & Innovation Division consists of a single department, this budget reflects all associated costs and priorities.



2. Public Access & Innovation Division FY2026 Adopted Budget by Department Pie Chart

## Public Access & Innovation Department

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	-	-	2,177,774	1,738,938	2,252,889	2,252,889	2,259,284
M&S	-	-	662,200	596,167	462,200	462,200	2,370,700
Total	-	-	\$2,839,974	\$2,335,105	\$2,715,089	\$2,715,089	\$4,629,984

Table 5. Public Access & Innovation Department FY2026 Adopted Budget

### Public Access & Innovation Department Description & Responsibilities

#### Major Functions

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.



### Goals and Objectives

#### Internal Business Practices

- **Action #2:** Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. This initiative aims to strengthen relationships within the community by promoting equitable access and fostering partnerships with certified firms. Timeline through June 30, 2026.

## Financial

- **Action #4:** 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, 2026.





**Public Access & Innovation Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor			1,618,740	1,291,679	1,651,809
Fringe			559,034	448,257	607,475
Capitalized Labor-Fringe				-998	
Total			\$2,177,774	\$1,738,938	\$2,259,284

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
First Step Youth			73,200	18,300	50,000
Copier & Printer Usage and Maintenance				6,177	
Other Services- Gen & Adm			465,000	362,433	146,700
Office Supplies			5,000	4,949	5,000
Other Materials- Gen & Adm				13,133	1,850,000
Unreconciled P-Card Expense				1,698	
Community Outreach			50,000	80,270	250,000
Telephone			2,000	7,750	2,000
NU-Dues & Subscriptions			25,000	34,087	25,000
NU-Local Travel & Meetings			2,000	3,405	2,000
NU-Education & Training - Gen & Adm			20,000	40,712	20,000
NU-Out-Of-Town Travel			20,000	23,253	20,000
Total			\$662,200	\$596,167	\$2,370,700

## Personnel Profile by Department

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

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

### Public Access & Innovation

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Public Access & Innovation	1.00	NU	FT	-	250,958	23	180,471	270,709
Program Manager	1.00	NU	FT	-	143,573	17	110,957	166,434
Manager, Community Engagement Programs	1.00	NU	FT	-	125,432	16	102,036	153,055
Manager, Title VI & Public Access Programs	1.00	NU	FT	-	127,545	16	102,036	153,055
Analyst, Senior, Research	1.00	NU	FT	-	117,224	15	93,779	140,669
Manager, DBE Programs	1.00	NU	FT	-	126,497	15	93,779	140,669
Administrator, Senior, Contracts	1.00	NU	FT	-	93,200	14	86,095	129,143
Project Manager, Senior	1.00	NU	FT	x	107,620	14	86,095	129,143
Project Manager, Senior	3.00	NU	FT	-	324,907	14	86,095	129,143
Coordinator, Compliance	1.00	NU	FT	-	98,738	13	78,990	118,485
Assistant, Executive Administrative	1.00	NU	FT	-	88,005	12	72,421	108,629
<b>Total</b>	13.00				\$1,603,697			

Table 6. Public Access & Innovation Department Personnel Profile



# Engineering & Construction Division

## Overview

### Departments

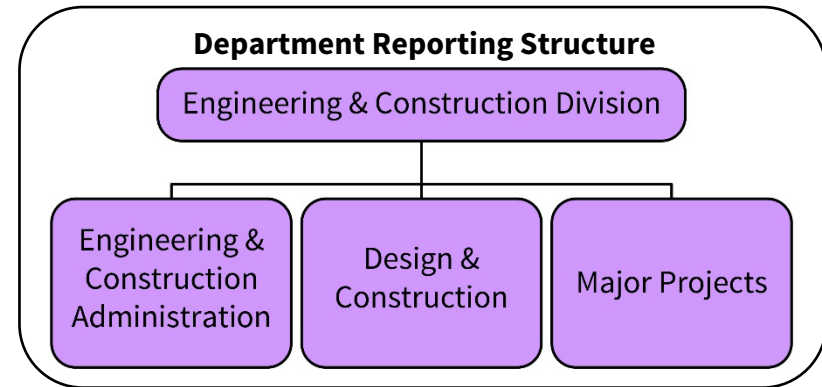
- Engineering & Construction Administration (ECA) ..... 361
- Policy & Planning (P&P) <sup>1</sup> ..... 363
- Design & Construction (DCD) ..... 365
- Major Projects (MP) ..... 367

### Major Priorities of the Division

- (ECA) Provides oversight and tracking of project cost and budgets, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports project delivery for the Engineering & Construction Division.
- (DCD) Provides management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement enhancements to address safety/security and/or increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and infrastructure projects associated with implementation of fuel-cell electric buses.
- (MP) Provides environmental permitting, capital planning, design and construction of federal and/or STIF funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities. Within Major Projects, the IBR (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.

### Divisional Fun Facts

- The Engineering & Construction Division is delivering new Type 6 Light Rail vehicles which are the first vehicles TriMet has purchased to replace the oldest vehicles in its light rail fleet (Type 1).



<sup>1</sup> Policy & Planning (P&P) moved to a different division for organizational effectiveness.

## Performance Metrics

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Provide independent cost estimates and reconcile with construction projects bi-weekly.	X			ECA	100%	100%	100%
Update and distribute monthly agency-wide project schedules.	X			ECA	100%	100%	100%
Conduct internal and external audits on active projects; produce reports within a 2-week period and distribute to project managers.	X			ECA	100%	100%	100%
Reconcile project cost databases and ensure cost compliance on a monthly basis; prepare monthly cash flow reports for the Division and quarterly cash flow reports for the Agency.	X			ECA	100%	100%	100%
Increase transit service reliability and capacity by managing projects and programs in accordance with baseline schedules/budgets.			X	DCD	100%	In process	100%
Improve SGR by managing projects and programs in accordance with their baseline schedules/budgets.			X	DCD	100%	In process	100%
Provide technical support to internal maintenance groups upon request throughout the year.		X		DCD	100%	In process	100%
Implement BRT/FX investments in accordance with Regional Transportation Plan and 2040 Growth Concept.		X		MP	10%	25%	50%
Improve transit speed & reliability with Better Bus (Enhanced Transit Corridor) investments.			X	MP	100%	100%	100%

Performance Metrics	Monthly	Annual	Long Term	Department	Actual FY2024	Estimate FY2025	Target FY2026
Successfully deliver the A Better Red MAX Extension and Reliability Improvements Project. Utilize full extent of project budget to deliver remaining scope.		X	X	MP	85%	95%	100%
Develop a locally preferred alternative on 82nd and TV Highway corridors and advance design.			X	MP	75%	100%	NA
Improve the speed and reliability of our frequent service bus network. Work with partners to identify and implement Better Bus improvements.			X	MP	60%	70%	80%
Complete the FEIS, obtain a Record of Decision, and advance materials to apply for the Engineering Phase in summer 2026 of the I-5 Columbia River Bridge Project.			x	MP	10%	100%	NA

Table 1. Engineering &amp; Construction Division Performance Metrics



## Division Summary

### Engineering & Construction Division Budget

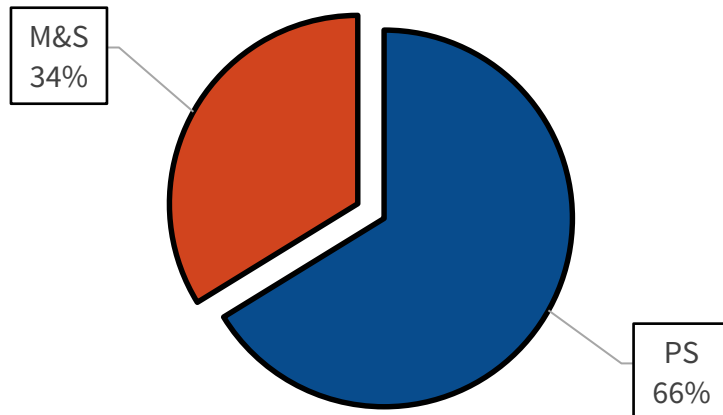
Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	3,738,128	1,516,348	2,063,395	2,803,249	2,006,007	2,006,007	2,275,024
M&S	4,484,148	722,991	2,394,200	1,579,909	1,189,400	1,189,400	1,160,100
Total	\$8,222,276	\$2,239,339	\$4,457,595	\$4,383,158	\$3,195,407	\$3,195,407	\$3,435,124

Table 2. Engineering & Construction Division FY2026 Adopted Budget

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

From FY2025 Budget to FY2026 Adopted, the total budget decreases by \$1.0M (-22.9%), with PS increasing by \$211.6K (+10.3%) and M&S decreasing by \$1.2M (-51.5%). In the FY2026 Adopted Budget, PS comprises 66% (\$2.3M) of the total budget, while M&S accounts for 34% (\$1.2M).

#### FY2026 Adopted Budget by Classification



1. Engineering & Construction FY2026 Adopted Budget by Classification Pie Chart

**Engineering & Construction Division Count of Full Time-Equivalents (FTEs)**

	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
Total FTEs	71.00	82.00	92.00	92.00	88.00	88.00	99.00

Table 3. Engineering &amp; Construction Division FY2026 Adopted Budget Count of Full-Time Equivalents

**Engineering & Construction Division Budget by Department**

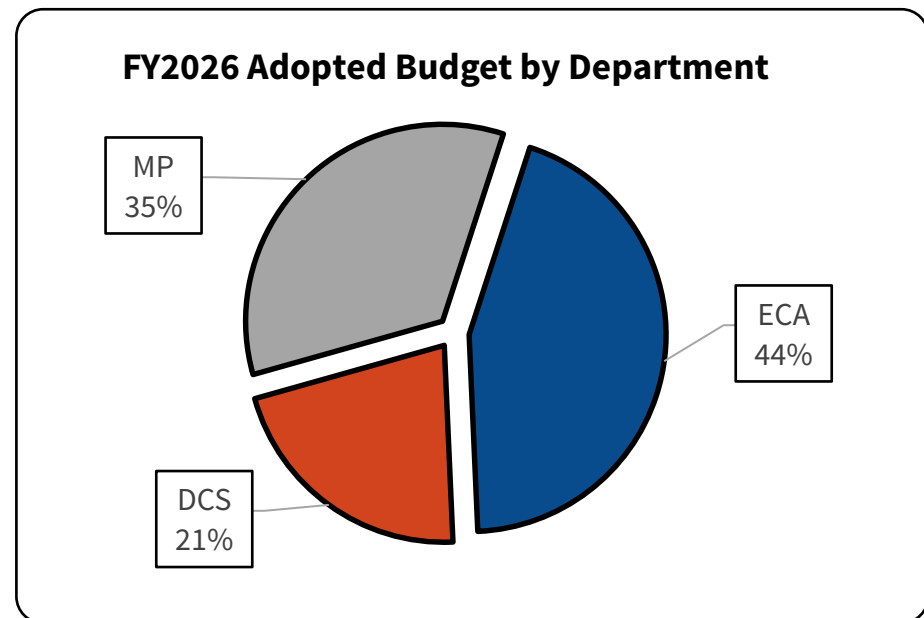
Department	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
ECA	1,765,456	1,867,535	1,481,649	1,843,330	921,471	921,471	1,521,614
P&P <sup>2</sup>	5,435,010	-	-	-	-	-	-
DCS	209,023	(45,352)	682,578	941,790	881,030	881,030	732,915
MP	812,787	417,156	2,293,368	1,598,038	1,392,906	1,392,906	1,180,595
Total	\$8,222,276	\$2,239,339	\$4,457,595	\$4,383,158	\$3,195,407	\$3,195,407	\$3,435,124

Table 4. Engineering &amp; Construction Division FY2026 Adopted Budget by Departments

The table presents FY2026 Proposed, Approved, and Adopted Budget for the Engineering & Construction Division by Department, alongside the FY2023 and FY2024 Actuals and the FY2025 Budget and Estimate.

From FY2025 Budget to FY2026 Adopted, the total budget decreases by \$1.0M (-22.9%), with reductions in Major Projects (MP) by \$1.1M (-48.5%). Design & Construction Services (DCS) increases by \$50.3K (+7.4%) and Engineering & Construction Administration (ECA) increases by \$40.0K (+2.7%).

For the FY2026 Adopted Budget, ECA comprises 44% (\$1.5M) of the total budget, MP represents 35% (\$1.2M), and DCS accounts for 21% (\$733.0K).



2. Engineering &amp; Construction FY2026 Adopted Budget by Department Pie Chart

<sup>2</sup> The Policy and Planning (P&P) Department moved to a different division for organizational effectiveness.



## Engineering & Construction Administration Department (ECA)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,403,262	1,337,891	1,002,749	1,252,937	445,771	445,771	1,050,514
M&S	362,194	529,644	478,900	590,393	475,700	475,700	471,100
Total	\$1,765,456	\$1,867,535	\$1,481,649	\$1,843,330	\$921,471	\$921,471	\$1,521,614

Table 5. Engineering & Construction Administration Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

Provides oversight and tracking of project cost and budgets, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports project delivery for the Engineering & Construction Division.

### Goals and Objectives

#### Infrastructure

- **Action #1:** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **Action #2:** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.

#### People

- **Action #14:** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline is continuous.





**Engineering & Construction Administration Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,812,341	3,012,803	3,725,538	3,259,486	3,780,189
Fringe	1,248,746	1,255,743	1,175,031	1,043,049	1,241,181
Capitalized Labor-Fringe	-2,657,825	-2,930,655	-3,897,820	-3,049,598	-3,970,856
Total	\$1,403,262	\$1,337,891	\$1,002,749	\$1,252,937	\$1,050,514

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	65,392	192,292	95,000	163,389	93,600
Copier & Printer Usage and Maintenance		798		386	2,700
Contracted Conservation - ROW Art	38,052	110,201	130,000	179,800	113,300
Printing/Bindery Services	1,897	756	1,000	279	1,000
Other Services- Gen & Adm	16,772	12,963	5,000	54,272	9,800
Office Supplies	11,209	1,103	10,000	4,745	7,900
Other Materials- Gen & Adm	40,804	17,422	10,000	16,640	13,100
Unreconciled P-Card Expense	7	1,272			
Computer Equip under \$5,000	22,131	10,442	20,000	17,159	19,700
Safety Supplies- Gen & Adm	1,477	15,880	2,000	3,322	2,500
Telephone	43,869	42,477	40,000	41,438	37,400
NU-Dues & Subscriptions	21,374	36,986	35,000	38,680	43,300
NU-Local Travel & Meetings	11,621	7,000	17,000	11,134	15,300
NU-Education & Training - Gen & Adm	29,274	49,189	56,400	22,267	60,300
NU-Out-Of-Town Travel	55,702	13,395	30,000	17,507	31,500
Employee Recognition	2,613	8,555	7,500	5,653	5,900
Special Event Expenses		8,913	20,000	13,722	13,800
Total	\$362,194	\$529,644	\$478,900	\$590,393	\$471,100

## Policy & Planning Department (P&P)<sup>3</sup>

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	1,438,197	-	-	-	-	-	-
M&S	3,996,813	-	-	-	-	-	-
Total	\$5,435,010	-	-	-	-	-	-

Table 6. Policy & Planning Department FY2026 Adopted Budget

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<sup>3</sup> Policy & Planning (P&P) moved to a different division for organizational effectiveness.

**Policy & Planning Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	1,111,396				
Fringe	443,844				
Capitalized Labor-Fringe	-117,043				
Total	\$1,438,197				

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm	363,188				
Metro Unified Work Prog	312,499				
Ride Connection Program	1,002,100				
Accessibility Services - State Program (5310)	814,120				
Accessibility Services - Federal (Program)	1,272,900				
Other Services- Gen & Adm	231,881				
Other Materials- Gen & Adm	125				
Total	\$3,996,813				

## Design & Construction Department (DCD)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	205,922	(101,203)	677,078	840,747	856,530	856,530	708,415
M&S	3,101	55,851	5,500	101,043	24,500	24,500	24,500
Total	\$209,023	(\$45,352)	\$682,578	\$941,790	\$881,030	\$881,030	\$732,915

Table 7. Design & Construction Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

The Design & Construction Department provides management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement enhancements to address safety/security and/or to increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and those operations and maintenance facility (OMF) projects associated with implementation of the Zero Emission Bus (ZEB) program.

### Goals and Objectives

#### Customers

- **Action #6:** 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.

#### Infrastructure

- **Action #1:** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **Action #7:** 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.
- **Action #14:** Deliver budgeted state of good repair projects on-time and on-budget. Timeline is continuous.
- **Action #15:** 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.

**Design & Construction Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	3,318,014	4,552,140	5,445,212	5,288,747	5,417,356
Fringe	1,174,830	1,395,349	1,820,344	1,724,127	1,911,609
Capitalized Labor-Fringe	-4,286,922	-6,048,692	-6,588,478	-6,172,127	-6,620,550
Total	\$205,922	-\$101,203	\$677,078	\$840,747	\$708,415

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Professional & Technical-Gen & Adm			4,500	67,260	23,500
Copier & Printer Usage and Maintenance		605		1,020	
Office Supplies	1,244	1,595		949	
Unreconciled P-Card Expense	1,767				
NU-Local Travel & Meetings		7,255		4,590	
NU-Education & Training - Gen & Adm		25,437		7,724	
NU-Out-Of-Town Travel		19,784		8,782	
Fines & Penalties				10,428	
Bid Advertising	90	1,175	1,000	290	1,000
Total	\$3,101	\$55,851	\$5,500	\$101,043	\$24,500

## Major Projects Department (MP)

### Department Budget

Classification	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Proposed	FY2026 Approved	FY2026 Adopted
PS	690,747	279,660	383,568	709,565	703,706	703,706	516,095
M&S	122,040	137,496	1,909,800	888,473	689,200	689,200	664,500
Total	\$812,787	\$417,156	\$2,293,368	\$1,598,038	\$1,392,906	\$1,392,906	\$1,180,595

Table 8. Major Projects Department FY2026 Adopted Budget

### Department Description & Responsibilities

#### Major Functions

Provides environmental permitting, capital planning, design and construction of federal and/or STIF funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities including transit expertise to support the multi-state and agency-wide efforts to build a new transit supportive bridge across the Columbia River.

### Goals and Objectives

#### Customers

- **Action #14:** Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations. Timeline is continuous.

#### Infrastructure

- **Action #1:** With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline is continuous.
- **Action #2:** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.
- **Action #3:** Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines. Timeline through June 30, 2026.
- **Action #4:** Develop 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements. Timeline through June 30, 2026.
- **Action #5:** Develop TV Hwy Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements. Timeline is continuous.



- **Action #6:** Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners. Timeline is continuous.
- **Action #9:** Continue to seek opportunities with jurisdictions to implement transit priority treatments to reduce delays. Timeline is continuous.



**Major Projects Department**

Personnel Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Labor	2,655,962	3,127,310	3,848,334	3,551,818	5,505,754
Fringe	973,533	990,516	1,257,104	1,109,088	1,884,726
Capitalized Labor-Fringe	-2,938,748	-3,838,166	-4,721,870	-3,951,341	-6,874,385
Total	\$690,747	\$279,660	\$383,568	\$709,565	\$516,095

Materials & Services Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
Rail Volution Conference	16,819	15,000	15,000	18,750	14,800
Professional & Technical-Gen & Adm	55,895	38,925	1,864,800	816,257	602,200
Willamette Shore Line	30,000	30,000	30,000	37,500	29,500
Copier & Printer Usage and Maintenance		545		852	
Other Services- Gen & Adm		867			
Other Materials- Gen & Adm	28			67	
Unreconciled P-Card Expense	1,835				
Computer Equip under \$5,000	3,283				18,000
NU-Education & Training - Gen & Adm		25,959		1,817	
NU-Out-Of-Town Travel		26,200		13,230	
Special Event Expenses	14,180				
Total	\$122,040	\$137,496	\$1,909,800	\$888,473	\$664,500

## Personnel Profile by Department

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

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

### Engineering & Construction Administration

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Capital Project Delivery	1.00	NU	FT	-	284,570	26	227,655	341,483
Director, Program Management	1.00	NU	FT	-	215,726	22	166,733	250,101
Engineer, Principal, Structural	1.00	NU	FT	-	188,571	19	130,894	196,343
Manager, Cost Estimating & Value Engineering	1.00	NU	FT	-	165,397	19	130,894	96,343
Manager, Engineering and Construction	1.00	NU	FT	-	190,624	19	130,894	196,343
Manager, Project Programs	1.00	NU	FT	-	189,109	19	130,894	196,343
Manager, Quality Program	1.00	NU	FT	-	171,085	19	130,894	196,343
Inspector, Principal	1.00	NU	FT	-	164,044	18	120,556	180,835
Cost Estimator, Senior	1.00	NU	FT	-	130,352	17	110,957	166,434
Inspector, Senior	1.00	NU	FT	-	139,649	17	110,957	166,434
Program Scheduler, Senior	1.00	NU	FT	-	120,719	17	110,957	166,434
Project Manager, Senior, Eng & Const	1.00	NU	FT	-	149,401	17	110,957	166,434
Coordinator, Senior, Quality Assurance	1.00	NU	FT	-	113,793	16	102,036	153,055
Inspector	1.00	NU	FT	x	140,719	16	102,036	153,055
Program Manager, CADD	1.00	NU	FT	-	137,530	16	102,036	153,055
Analyst, Senior, Cost Control	1.00	NU	FT	-	136,572	15	93,779	140,669

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Cost Estimator	1.00	NU	FT	-	118,015	15	93,779	140,669
Administrator, Public Art	1.00	NU	FT	-	124,507	14	86,095	129,143
Coordinator, Compliance	1.00	NU	FT	-	109,612	13	78,990	118,485
Inspector, Associate	1.00	NU	FT	x	84,672	13	78,990	118,485
Assistant, Executive Administrative	1.00	NU	FT	-	104,853	12	72,421	108,629
Specialist, Senior, Project Control	1.00	NU	FT	-	102,981	12	72,421	108,629
Specialist, Senior, Records	1.00	NU	FT	x	69,438	9	55,551	83,325
Total	23.00				\$3,351,939			

Table 9. Engineering &amp; Construction Administration Department Personnel Profile

## Design & Construction

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Design and Construction	1.00	NU	FT	-	226,588	22	166,733	250,101
Manager, Vehicle Engineering	1.00	NU	FT	-	195,111	21	153,939	230,910
Manager, Eng & Const Rail Systems	1.00	NU	FT	-	168,050	20	141,996	212,993
Manager, Engineering and Construction	3.00	NU	FT	-	502,666	19	130,894	196,343
Project Manager, Principal, Eng & Const	3.00	NU	FT	x	465,185	18	120,556	180,835
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	x	173,227	18	120,556	180,835
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	-	171,757	18	120,556	180,835
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT	-	445,920	17	110,957	166,434
Project Manager, Senior, Eng & Const	4.00	NU	FT	x	574,598	17	110,957	166,434
Project Manager, Senior, Eng & Const	6.00	NU	FT	-	791,029	17	110,957	166,434
Project Manager, Senior, Vehicle Engineering	1.00	NU	FT	-	157,376	17	110,957	166,434
Project Manager, Eng & Const Systems	3.00	NU	FT	-	394,982	16	102,036	153,055
Project Manager, Eng & Const	2.00	NU	FT	-	259,331	16	102,036	153,055
Project Manager, Vehicle Engineering	3.00	NU	FT	-	380,873	16	102,036	153,055
Project Manager, Associate, Eng & Const	1.00	NU	FT	x	106,057	13	78,990	118,485
Project Manager, Associate, Eng & Const	1.00	NU	FT	-	108,930	13	78,990	118,485

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Project Manager, Associate, Vehicle Engineering	1.00	NU	FT	x	88,092	13	78,990	118,485
Assistant, Senior Administrative	3.00	NU	FT	-	207,584	9	55,551	83,325
Total	39.00				\$5,417,356			

Table 10. Design &amp; Construction Department Personnel Profile

## Major Projects

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Major Projects	1.00	NU	FT	-	214,633	22	166,733	250,101
Project Director, IBR Program	1.00	NU	FT	x	216,539	21	153,939	230,910
Manager, Small Starts Projects	3.00	NU	FT	-	534,059	20	141,996	212,993
Engineer, Principal Structural	1.00	NU	FT	x	163,617	19	130,894	196,343
Manager, Capital Planning	1.00	NU	FT	-	170,911	18	120,556	180,835
Project Manager, Principal, Eng & Const	12.00	NU	FT	x	1,887,911	18	120,556	180,835
Project Manager, Principal, Eng & Const	3.00	NU	FT	-	498,449	18	120,556	180,835
Project Manager, Senior, Eng & Const	4.00	NU	FT	x	581,536	17	110,957	166,434
Project Manager, Senior, Eng & Const	3.00	NU	FT	-	447,357	17	110,957	166,434
Project Manager, Senior, Transit Design	1.00	NU	FT	-	123,754	17	110,957	166,434
Project Manager, Eng & Const	2.00	NU	FT	x	239,389	16	102,036	153,055
Coordinator, Senior, Environmental Permits	1.00	NU	FT	-	121,997	14	86,095	129,143
Project Manager, Associate, Eng & Const	1.00	NU	FT	x	98,905	13	78,990	118,485
Assistant, Senior Administrative	1.00	NU	FT	x	69,438	9	55,551	83,325
Assistant, Senior Administrative	1.00	NU	FT	-	76,669	9	55,551	83,325
Assistant, Administrative	1.00	NU	FT	-	60,590	7	46,369	69,554
Total	37.00				\$5,505,754			

Table 11. Major Projects Department Personnel Profile



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# Capital Program

## Capital 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 also focuses on increasing ridership, improving security, and expanding accessibility in key corridors, in collaboration with regional partners. Capital expenditures are defined as the acquisition or construction of a major capital asset that has a useful life of greater than one year. Capital assets and equipment includes machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

## CIP Prioritization Process & Long-Range Financial Plan

The CIP Plan encompasses a comprehensive portfolio of investments over a 20-year period to keep the transit system in a state of good repair, take preventative measures to identify and enhance assets, and advance new projects to promote public transportation in our region. Every year, TriMet Leadership and the Board of Directors prioritize new targeted budgets based on alignment with district vision, goals, and objectives.

To determine the projects to be funded in the upcoming fiscal year and reported in the CIP Project Portfolio, the Capital Program Committee (CPC) considers the submitted projects relative to available funding and prioritization factors. Prioritization in this process considers: agency classification, which helps clarify the urgency and advancement of the work; Multi-Objective Decision Analysis (MODA) prioritization scoring, which ranks each project relative to agency values; and divisional prioritization managed by each division’s Executive Director.

## Agency Classification

Groups the projects in one of five categories as listed in the chart to the right.

- Classification 1 and 2 are both considered “High Priority” categories.
  - Classification 1 reflects projects that help meet externally mandated work efforts – such as those dictated by Federal or State agencies – or that the agency has committed to by allowing construction or procurement activities to be initiated.
  - Classification 2 reflects projects that are deemed essential for State of Good Repair (SGR) or safety & service reliability priorities.

TriMet CIP Classifications	
1	High Priority - Externally Mandated or Agency Commitment
2	High Priority - SGR or Safety & Service Reliability
3	Discretionary Projects
4	Opportunity Based (Externally Funded)
5	Future Projects

Figure 1. TriMet CIP Classifications Chart

- 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.

### MODA (Multi-Objective Decision Analysis) Prioritization

MODA Prioritization evaluates each project by a series of agency-specific criteria. The criteria used for this prioritization – reflected in the chart to the right – were developed by a committee of agency employees working with an external contractor to evaluate and rank each project relative to the following agency values:

1. Alignment with Regional Goals, Policies, and Plans that Promote Transit.
2. Customer Experience.
3. Environmental Stewardship.
4. Equity.
5. Financial Impacts (Revenue and Cost Impacts).
6. Safety and Security for Riders and Employees.
7. System Reliability and Resilience.

MODA Prioritization Criteria	
1	Alignment with Regional Goals, Policies, and Plans that Promote Transit
2	Customer Experience
3	Environmental Stewardship
4	Equity
5	Financial Impacts (Revenue and Cost Impacts)
6	Safety and Security for Riders and Employees
7	System Reliability and Resilience

Figure 2. MODA Prioritization Criteria Chart

Each of the seven criterion are evaluated and scored by a series of subject matter experts, and each team's score is consolidated to give each project a unique priority score relative to the other projects considered for advancing to the fiscal year Project Portfolio.

These two prioritization classifications – along with the Divisional priorities defined by each Executive Director, clarifying how the division prioritizes the projects submitted – help provide an initial framework for the importance and urgency of each project that is used during the CPC budget discussions. These priorities inform the robust dialogue about each project considering agency resource constraints to determine which projects will be funded and placed in the CIP.

Once the projects align with the available funding, the proposed CIP plan is proposed by the CPC and then presented to the General Manager for final approval. The final CIP Project Portfolio is included in the agency's budget for the upcoming year which is approved by the Board of Directors when the budget is proposed. The annual timeline for this process is detailed in the graphic displayed on the next page.

## CIP Review and Prioritization Timeline

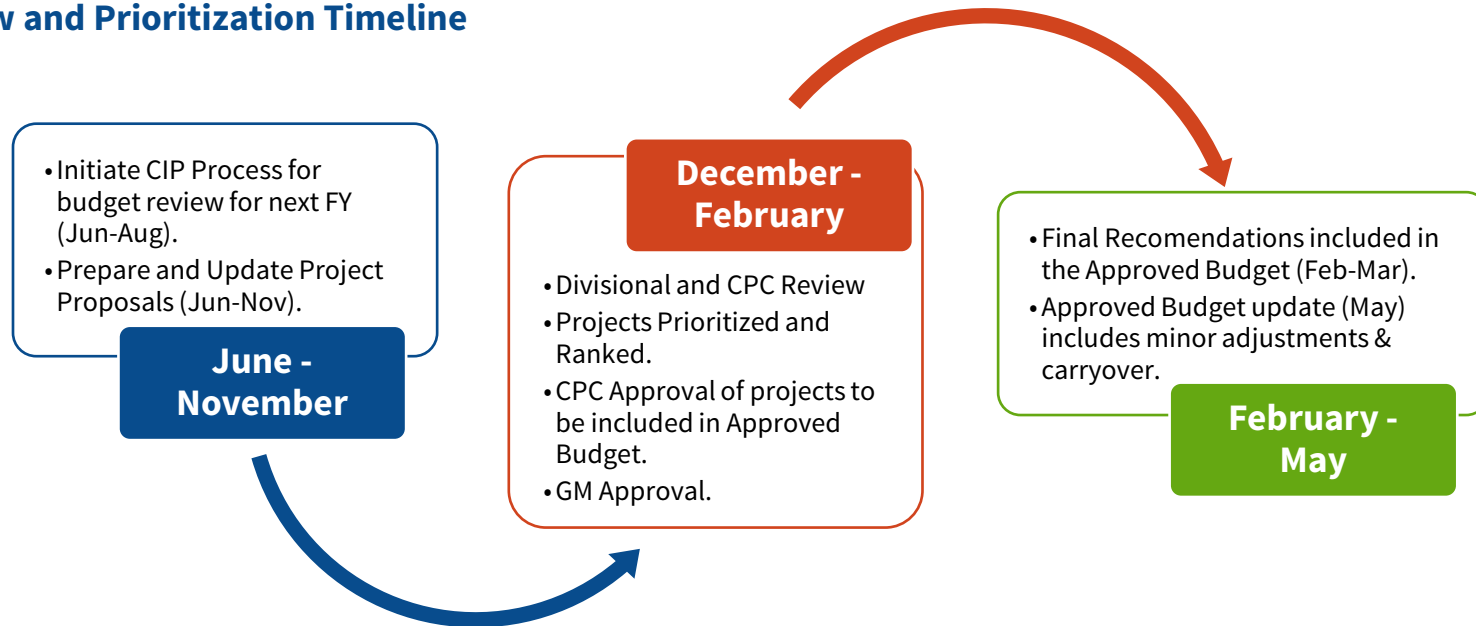


Figure 3. CIP Review and Prioritization Timeline

## 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 Approved Budget.
- General Manager Approval.

## February through May

- Final Recommendations included in the Approved Budget (February through March)
- Adopted Budget update (May) includes minor adjustments & carryover

## CIP Funding

The FY2026 CIP Adopted Budget totals \$165.3 million with a mix of general fund contributions, bond proceeds, federal, state and local funding.

- Bond proceeds total \$58.0 million reflect the greatest funding source for the agency, which stems from bond issuances in 2021, and a new bond issuance planned in FY2026.
- External funding totals over \$55.3 million and consists of federal, state, and local funding.
- The General Fund adds the final \$52.0 million to the FY2026 CIP.
- Federal funding is composed of several discretionary grants that support individual projects, including the Columbia Bus Base project, two transit center expansions, 82<sup>nd</sup> Avenue transit improvements, TV Highway improvements and the Red Line Extension & Reliability Improvements.
- State & Local funding from other agencies in the region fully or partially fund five projects, accounting for \$17.1 million of external funding supporting CIP projects.

The funding source of a project is especially important when considering the use of those funds and whether or not the funds may be transferred to another project. All federal, state and local funds are tied to intergovernmental agreements which specify the use of funds. Bond funds, although in some cases slightly more flexible than intergovernmental or grant agreements, are also restricted to specific projects that meet capital criteria and most focus on the bond issuance document specifications.

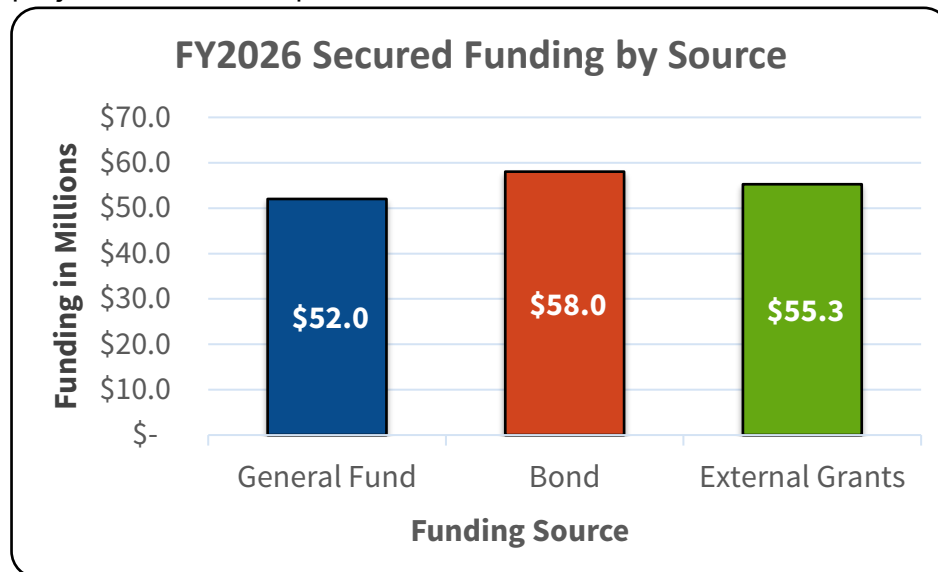


Figure 4. FY2026 Adopted Budget CIP Funding Source Bar Chart

## Non-Recurring Capital Investments (System Expansions & Enhancements)

### Major Investments in FY2026

- **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. \$10.3 million is included in FY2026 to continue with design and project development.
- **82nd Avenue Transit Improvements:** This high-ridership bus line is planned to be TriMet's next Frequent Express bus line, following on the success of the FX2 Division Transit Project. \$14.5 million is included in FY2026 to continue with design and permitting processes.
- **Montgomery Park:** This project expands Portland's streetcar network by expanding the North/South Streetcar line to Montgomery Park, improving transit accessibility in the NW Portland area. TriMet will support the City of Portland, the grant recipient, by providing grant management, FTA coordination, NEPA compliance, and project oversight. This investment enhances regional mobility, supports economic development, and aligns with broader transit expansion goals.
- **Interstate Bridge Project:** This project enhances regional connectivity by replacing the aging I-5 bridge with modern, seismically resilient, multimodal structures. It will improve transportation infrastructure while expanding the MAX Yellow Line 1.9 miles into downtown Vancouver, rebuilding the Expo Center station, and adding three new stations. The project includes the procurement of 19 new Type 7 LRV's and potential facility expansions at Ruby Junction and near the Expo Center.





## 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 approved its TAM Plan in September 2018 and represents an opportunity for the agency to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While the agency has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which the agency can track its progress toward a mature, data-driven asset management system by setting a baseline of existing conditions and activities required to maintain all of the agency's assets in a state of good repair. The FY2026 Adopted Budget dedicates \$82.9 million towards SGR projects, which is 50% of the CIP Budget. In addition to the vehicle purchases detailed earlier – much of which is SGR replacement – the following projects reflect the most significant SGR projects:

- **Maintenance Infrastructure:** The FY2026 Adopted Budget includes \$22.8 million for various projects including bus shop equipment, platform updates, facility upgrades, light rail track, light rail electrification and signaling, substation and storage facilities. There is an additional \$26.1 million in light rail vehicle replacements.
- **IT Infrastructure:** The FY2026 Adopted Budget includes \$16.0 million to replace aging IT equipment, including servers, communications towers, CCTV updates, real-time tracking and rail control systems.
- **Fare Infrastructure:** The FY2026 Adopted Budget includes \$6.5 million for two projects that involve fare collections (farebox replacements and ticket vending machine replacements).
- **Other Infrastructure:** The FY2026 Adopted Budget includes \$11.5 million for multiple other projects include layover upgrades, improvements to rail crossings, transit tracker displays, and LIFT vehicles.

### Vehicle Purchases

- **Light Rail Vehicles (LRV):** The FY2026 Adopted Budget includes \$26.1 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.
- **ATP Vehicles:** The FY2026 Adopted Budget includes \$5.5 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 FY2026 Adopted Budget includes \$11.5 million for nine projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.
- **Type 1 Substation Replacement:** \$5.1 Million of the FY2026 Adopted 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:** \$7.3 million has been included to develop a fourth bus operations site. Currently the site supports TriMet's three bus maintenance garages, through a newly completed 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 \$11.3 million in the FY2026 Adopted 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 FY2026 budget. Each project is identified by division, project number, and project name, detailing whether it increases or reduces future operating costs, whether the cost is one-time-only (OTO) or continuing (CE), and the estimated financial impact for FY2026. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

### FY2026 CIP Impacts on Operations

Div.	PN	Project Name	Impact on Operating Costs	OTO or CE?	Estimated Impact	Notes
SS	1130	Vehicle Borne CCTV	Increases FY2026+ Operational Cost	CE	\$850k	Software maintenance costs; offset by op efficiencies
EC	1161	PMIS Replacement	Increases FY2026+ Operational Cost	CE	\$100k	Software maintenance costs; offset by op efficiencies
FA	1175	Fixed Route Farebox Replacement	Increases FY2026+ Operational Cost	CE	\$180k	Maintenance Costs
IT	1180	Regional Mobility Planner	Increases FY2026+ Operational Cost	CE	\$260k	Maintenance Costs
IT	1184	Bus CCTV upgrade	Increases FY2026+ Operational Cost	CE	\$120k	Software maintenance cost increase
IT	1186	LRV CAD-AVL	Increases FY2026+ Operational Cost	CE	\$10K-\$50K	Software maintenance cost increase
EC	2045	MAX Station Optimization	Reduces FY2026+ Operational Cost	CE	(\$80k)	Reduced facility maintenance
EC	2048	Garage, Layover, & TC Expansion	Increases FY2026+ Operational Cost	CE	\$10-50k	Additional facility maintenance costs

Div.	PN	Project Name	Impact on Operating Costs	OTO or CE?	Estimated Impact	Notes
EC	3651	Portland-Milwaukie Light Rail	Increases FY2026+ Operational Cost	CE	\$10-50k	Park & Ride additional maintenance
TR	4079	ATP Technology Grant	Increases FY2026+ Operational Cost	CE	\$75k	Software maintenance cost increase
MT	6035	NRV EV Charging Infrastructure	Reduces FY2026+ Operational Cost	CE	(\$250k)	Savings from electric charging vs. fuel
EC	7219	82nd Avenue Transit Improvements	Increases FY2029+ Operational Cost	CE	\$16.7M	Increased operational costs for FX line
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2026+ Operational Cost	CE	\$10K-\$50K	Increased maintenance and replacement costs
LS	7595	Hollywood TC TOD & Substation Replacement	Reduces FY2027+ Operational Cost	CE	(\$10K-\$50K)	Reduced facility maintenance

Table 1. FY2026 Adopted Budget CIP Impacts on Operations

## Five Year CIP Forecast Summary

The five-year CIP forecast for the agency totals \$1.40 billion for fiscal years 2026 to 2030, including both secured and unsecured funds. The forecast includes funds broken out by program type and funding source. The forecast considers all known CIP project needs as they have been developed at this time. However, as the agency continues operations, new needs and analysis on existing work are likely to develop, adding to later years. This is particularly true as the agency is in the midst of making various decisions around the conversion of our bus fleet from fossil-fuel powered engines to low-emission vehicles. For this reason, the CPC reviews the CIP list in its entirety before recommending funding for the next year's budget. The forecasts for FY2027 to FY2030 is for planning purposes only. Resource availability and project alignment with agency needs will be fully evaluated and proposed by the CPC in the year of expenditure.

## Five Year CIP Funding by Source

The following table and included summary demonstrates the resource request for CIP projects over the next five years.

### State of Good Repair, Major Investments & Other Projects<sup>1</sup>

Resource	FY2026	FY2027	FY2028	FY2029	FY2030	TOTAL
General Fund	\$52,020,941	\$52,000,000	\$54,100,000	\$56,200,000	\$58,500,000	\$272,820,941
Bond	\$58,043,120	\$63,510,000	\$35,910,000	\$95,680,000	\$91,170,000	\$344,313,120
Federal	\$38,198,465	\$53,870,000	\$77,730,000	\$146,490,000	\$55,270,000	\$371,558,465
State	\$3,212,280	\$9,300,000	\$8,640,000	\$8,660,000	\$25,830,000	\$55,642,280
Local	\$13,854,692	\$42,740,000	\$49,910,000	\$152,500,000	\$96,570,000	\$355,574,692
<b>Total</b>	<b>\$165,329,498</b>	<b>\$221,420,000</b>	<b>\$226,290,000</b>	<b>\$459,530,000</b>	<b>\$327,340,000</b>	<b>\$1,399,909,498</b>

Table 2. FY2026 Adopted 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 \$1.40 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 \$272.8 million over the five-year period. Annual contributions grow at a steady 4% from \$52 million in FY2026 to \$58.5 million in FY2030. Bond proceeds play a significant role, with \$344.3 million requested, peaking at \$95.7 million in FY2029. Federal funding provides \$371.6 million, with significant growth in later years as projects ramp up,

<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.

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 \$355.6 million, reflecting strong regional support for critical infrastructure investments, while state funding remains steady, reaching \$25.8 million in FY2030.

Federal funding increases significantly, from \$38.4 million in FY2026 to over \$146.5 million in FY2029, reflecting the phased rollout of major projects. Local funding follows a similar trajectory, reaching \$152.5 million in FY2029. Bond funding supports both state of good repair efforts and the later phases of major projects, showing a range between \$35.9 million in FY2028 crossing past \$90 million annually in FY2029 and FY2030.

### FY2026 Adopted Budget Five Year CIP Funding in Millions

The following bar chart visualizes the Five-Year Capital Improvement Program (CIP) Funding Forecast from FY2026 to FY2030, showing the projected funding levels in millions of dollars. The CIP budget is expected to fluctuate over this period, starting at \$165.3 million in FY2026, increasing to \$221.4 million in FY2027, and then increasing slightly to \$226.3 million in FY2028. A significant increase is projected in FY2029, reaching \$459.5 million, before declining to \$327.3 million in FY2030. This increase is attributed to the phased construction of major projects such as the 82nd Avenue Project, TV Highway and vehicle procurements.

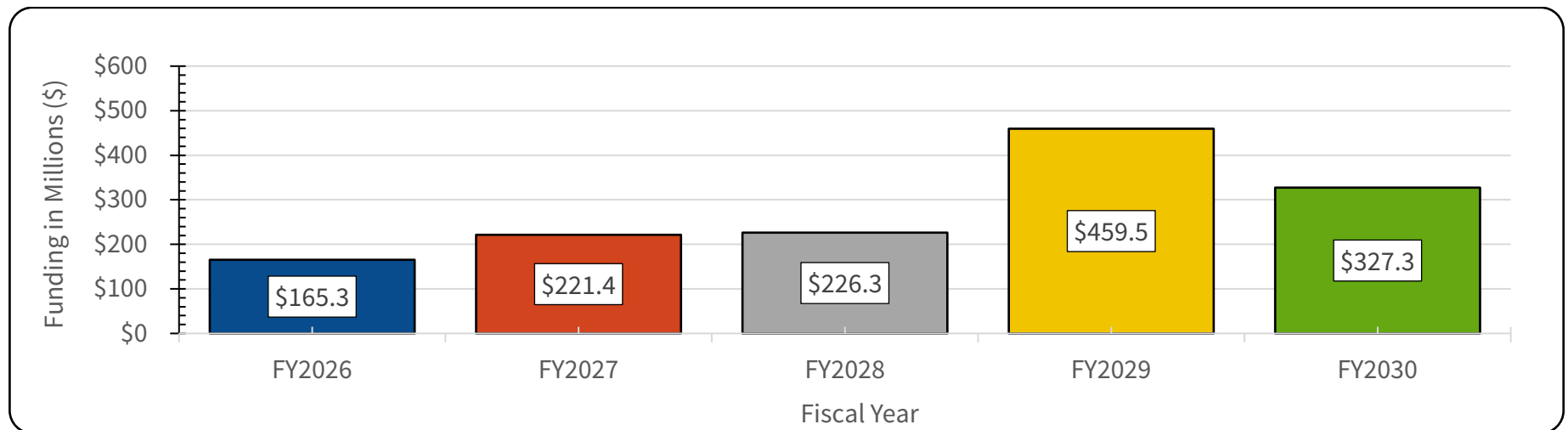


Figure 5. FY2026 Adopted Budget Five Year Capital Improvement Program Funding by Fiscal Year in Millions Bar Chart

## CIP Resources

Revenue Category	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	14,198,069	23,297,697	55,487,872	44,727,544	17,132,088	17,132,088	17,066,972
Federal Transit Administration Grants	48,170,739	49,856,925	38,843,316	23,559,936	57,837,537	57,837,537	38,198,465
Revenue Bond Proceeds	90,449,753	90,449,754	70,567,596	49,612,957	96,104,806	96,104,806	58,043,120
Operating Resources Dedicated for Capital**	42,517,265	82,070,231	36,003,446	41,187,041	50,072,059	50,072,059	52,020,941
<b>Total CIP Resources</b>	<b>\$195,335,826</b>	<b>\$245,674,607</b>	<b>\$200,902,230</b>	<b>\$159,087,478</b>	<b>\$221,146,490</b>	<b>\$221,146,490</b>	<b>\$165,329,498</b>

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

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



## CIP Requirements

Division	FY2023	FY2024	FY2025	FY2025	FY2026		
	Actual	Actual	Budget*	Estimate	Proposed	Approved	Adopted
Transportation Division	3,145,457	18,674,970	13,550,272	10,501,697	10,276,883	10,276,883	12,186,052
Maintenance Division	67,841,450	89,584,094	74,796,549	56,770,592	101,804,201	101,804,201	58,668,845
Transit System & Asset Support Division		320,732					
Finance & Administrative Services Division	502,338	8,645,930	12,691,287	12,083,317	6,018,383	6,018,383	6,458,320
Information Technology Division	11,882,426	14,509,348	11,587,708	9,455,388	10,393,594	10,393,594	12,168,594
Legal Services Division	10,738,539	13,399,683	1,500,000	577,987	400,000	400,000	922,013
Safety & Security Division	6,618,621	3,583,083	7,014,861	4,123,184	8,466,455	8,466,455	8,136,316
Strategy & Planning Division			1,754,409	205,694	616,278	616,278	1,440,318
Public Affairs Division	1,766,402	1,504,265	1,200,000	2,247,538	1,450,000	1,450,000	1,450,000
Engineering & Construction Division	92,840,593	95,452,502	76,807,144	63,122,081	81,720,696	81,720,696	63,899,040
Total CIP Requirements	\$195,335,826	\$245,674,607	\$200,902,230	\$159,087,478	\$221,146,490	\$221,146,490	\$165,329,498

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

## Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
<b>Transportation Division</b>					
PRJ_1183 Operator Workforce Management Systems Upgrade		3,754,524		3,754,524	
PRJ_4049 ATP Fleet Expansion / Replacement	2,962,280	2,500,000		5,462,280	State STP/5310, 5339(a), STF
PRJ_4079 ATP Technology Grant	593,916	118,783		712,699	State 5310, FTA 5310
PRJ_4713 WES Vehicle CCTV			1,956,549	1,956,549	2021 Bond
PRJ_7581 WES DMU Fleet		300,000		300,000	
<b>Total Transportation Division</b>	<b>\$3,556,196</b>	<b>\$6,673,307</b>	<b>\$1,956,549</b>	<b>\$12,186,052</b>	
<b>Maintenance Division</b>					
PRJ_1178 Downtown Admin Relocation		225,000		225,000	
PRJ_2054 FCEB Upgrade - Powell	920,000	230,000		1,150,000	FTA 5339(c)
PRJ_3687 LRV Fleet Replacement/Expansion			9,110,183	9,110,183	2021 Bond
PRJ_3689 Type 2 LRV Replacement			17,039,065	17,039,065	2021 Bond, Future Bond
PRJ_4001 Non-Revenue Vehicle Replacement		196,000		196,000	
PRJ_4006 Bus Shop Equipment - Center		449,478		449,478	
PRJ_4075 Blue Line Station Rehab	1,971,069	3,995,324		5,966,393	FTA Comm Proj
PRJ_4078 Emergency Back-up Power		618,294		618,294	
PRJ_4604 HVAC Systems		660,000		660,000	
PRJ_4613 Type 1 Substation Replacement		5,072,590		5,072,590	
PRJ_4652 Building Area/Components Replacement		350,000		350,000	
PRJ_4654 Lifting Equipment & Systems Replacement		700,000		700,000	
PRJ_4655 Other Building Systems & Equipment		62,500		62,500	
PRJ_5025 Rail Reliability		1,540,080		1,540,080	
PRJ_5508 Bus Stop Development	400,000	522,874		922,874	STIF Discretion
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	1,454,272		775,817	2,230,089	Fed 5307, Future Bond
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	2,042,400	510,600		2,553,000	FTA Comm Proj
PRJ_6035 NRV EV Charging Infrastructure		160,098		160,098	
PRJ_6402 Signal System Relay to PLC		642,125		642,125	
PRJ_7503 Light Rail Shop Equipment Repl.		218,137		218,137	
PRJ_7504 Rail Maintenance Equipment		450,576		450,576	
PRJ_7508 Type 1 LRV Decommissioning		311,739		311,739	
PRJ_7535 Light Rail Electrification & Signaling Systems		2,600,000		2,600,000	
PRJ_7559 Light Rail Track and Structures		2,931,500		2,931,500	
PRJ_7587 Rail MOW Equipment Acquisition		910,000		910,000	

## Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
PRJ_7595 Hollywood TC TOD & Substation Replacement			1,206,375	1,206,375	2021 Bond
PRJ_7597 Ruby Bogie Shed		392,749		392,749	
Total Maintenance Division	\$6,787,741	\$23,749,664	\$28,131,440	\$58,668,845	
Finance & Administrative Services Division					
PRJ_1166 TVM Refurbishment or Replacement			498,043	498,043	2021 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement		4,496,349		4,496,349	
PRJ_1176 Hop Fastpass 2.0		25,596		25,596	
PRJ_6207 Hop Mobile and Web		1,438,332		1,438,332	
Total Finance & Administrative Services Division		\$5,960,277	\$498,043	\$6,458,320	
Information Technology Division					
PRJ_1070 Servers Replacement		1,077,216		1,077,216	2021 Bond FHWA ATTAIN
PRJ_1095 Data Communications System Replacement		200,000		200,000	
PRJ_1131 Communication Environment Replacement - capital		150,000		150,000	
PRJ_1152 Radio & Microwave Communication Systems		150,000		150,000	
PRJ_1180 Regional Mobility Planner		1,283,778		1,283,778	
PRJ_1184 Bus CCTV Upgrade			5,520,000	5,520,000	
PRJ_1186 LRV CAD-AVL	2,235,000	590,000		2,825,000	
PRJ_2051 Rail Control System Upgrade		962,600		962,600	
Total Information Technology Division	\$2,235,000	\$4,413,594	\$5,520,000	\$12,168,594	
Legal Services Division					
PRJ_3675 Council Creek Corridor Preservation		500,000		500,000	
PRJ_4711 Gresham City Hall - Civic Hub Improvements		422,013		422,013	
Total Legal Services Division		\$922,013		\$922,013	
Safety & Security Division					
PRJ_1130 Vehicle Borne CCTV Systems			3,673,371	3,673,371	2021 Bond
PRJ_1151 Security Funds for Transit Enhancement		950,000		950,000	
PRJ_1181 Blue Light Phone program & Security Operations Center		850,000		850,000	
PRJ_2052 Access Cont - Elevator		1,633,266		1,633,266	
PRJ_2053 Access Cont - Grade Station		178,509		178,509	
PRJ_5606 Rail Crossing Safety Enhancements		851,170		851,170	
Total Safety & Security Division		\$4,462,945	3,673,371	8,136,316	

## Adopted CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2026	Comments
Strategy & Planning Division					
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		190,432		190,432	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	1,121,523	128,363		1,249,886	Fed Sec 5307
Total Strategy & Planning Division	\$1,121,523	\$318,795		\$1,440,318	
Public Affairs Division					
PRJ_6021 Transit Tracker Project		1,450,000		1,450,000	
Total Public Affairs Division		\$1,450,000		\$1,450,000	
Engineering & Construction Division					
PRJ_1146 Division Transit Project	253,780		161,220	415,000	Fed Sec 5309 CIG, 2019 Bond
PRJ_1161 PMIS Upgrade	99,938			99,938	Fed Sec 5309 CIG, Local
PRJ_2045 MAX Station Optimization		55,000		55,000	
PRJ_2048 Garage, Layover, and TC Expansion	7,752,941	3,577,828		11,330,769	FTA Comm Proj, Fed Sec 5339(b)
PRJ_3651 Portland-Milwaukie Light Rail Project			46,000	46,000	2021 Bond
PRJ_3674 Interstate Bridge Replacement	4,970,575			4,970,575	Local
PRJ_4638 Red Line Extension and Reliability Improvements	3,290,645		3,456,158	6,746,803	Fed Sec 5309 CIG, 2021 Bond
PRJ_5581 Willamette Shore Trolley	91,760	22,940		114,700	FTA Comm Proj
PRJ_5597 TV Highway Transit Improvements	9,875,000		462,173	10,337,173	FTA 5307, Local, Future Bond
PRJ_7201 Third Party Recovery	1,410,642			1,410,642	Local
PRJ_7215 Better Bus	6,169,488	414,578		6,584,066	Fed Carbon Reduction, Local
PRJ_7219 82nd Avenue Transit Improvements	3,183,941		11,270,661	14,454,602	Fed Carbon Red., FTA 5339(c), Future Bond
PRJ_7591 Columbia Bus Base	4,466,267		2,867,505	7,333,772	2021 Bond, Future Bond, FTA Comm Proj
Total Engineering & Construction Division	\$41,564,977	\$4,070,346	\$18,263,717	\$63,899,040	
Total Capital Improvement Program (CIP) Requirements	\$55,265,437	\$52,020,941	\$58,043,120	\$165,329,498	

## CIP - Transportation

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1139 Operator Training Equipment	-410				
PRJ_1183 Operator Workforce Management Systems Upgrade		1,516,726	6,504,782	3,569,166	3,754,524
PRJ_3614 Cross-Mall Turnback Connector	195,631	1,814,010			
PRJ_4049 ATP Fleet Expansion / Replacement	2,921,623	14,109,448	1,744,000	5,518,000	5,462,280
PRJ_4079 ATP Technology Grant		429,766	1,905,253	905,893	712,699
PRJ_4713 WES Vehicle CCTV		36,209	2,780,345	86,488	1,956,549
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	22,249	205,236		54,010	300,000
PRJ_7585 WES Vehicle & Shop Equipment Replacement		22,677			
PRJ_7596 WES Bumping Post Replacement	6,364	100,199	615,892	368,140	
Total Transportation	\$3,145,457	\$18,674,970	\$13,550,272	\$10,501,697	\$12,186,052

## CIP - Maintenance

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget*	FY2025 Estimate	FY2026 Budget
PRJ_1178 Downtown Admin Relocation				3,677,889	225,000
PRJ_2054 FCEB Upgrade - Powell				150,000	1,150,000
PRJ_2507 Bus Operator Protective Shields		2,434,488			
PRJ_3687 LRV Fleet Replacement/Expansion	24,737,054	28,138,904	15,715,744	5,897,468	9,110,183
PRJ_3689 Type 2 LRV Replacement		6,731	62,700	42,700	17,039,065
PRJ_4001 Non-Revenue Vehicle Replacement	2,327,621	4,455,227	250,000	647,000	196,000
PRJ_4006 Bus Shop Equipment - Center	95,892	45,039	460,230	296,836	449,478
PRJ_4058 Diesel Bus Purchases	18,948	-201			
PRJ_4060 Bus Refurbishments - Diesel to Electric	-1,484,970				
PRJ_4075 Blue Line Station Rehab		459,015	3,462,199	2,628,647	5,966,393
PRJ_4076 Powell Maintenance Facility	20,498,664	1,146,697			
PRJ_4078 Emergency Back-up Power	1,049,662	1,897,851	600,285	600,285	618,294
PRJ_4604 HVAC Systems	919,151	538,667	660,000	604,500	660,000
PRJ_4613 Type 1 Substation Replacement	665,855	1,616,576	5,912,120	5,912,120	5,072,590
PRJ_4639 Steel Bridge Transit Improvements	139,783				
PRJ_4652 Building Area/Components Replacement	333,502	234,154	350,000	320,000	350,000
PRJ_4653 Electrical Equipment & Systems Replacement	2,874,065	1,972,736			
PRJ_4654 Lifting Equipment & Systems Replacement	734,902	466,771	700,000	641,500	700,000
PRJ_4655 Other Building Systems & Equipment	150,093	139,348	62,500	56,500	62,500
PRJ_4657 Bldg. Area & Components - Layover	32,888	25,930			
PRJ_4658 Safety-Hazmat Systems	145,141	110,408			
PRJ_4659 Site-Property Systems	292,991	343,955			
PRJ_4662 Elevator End of Life Replacement/Refurbishment		42,041			
PRJ_4676 Cleveland Crew Room Renovation	3,555				
PRJ_4683 Asphalt Pavement Maintenance Program	278,568	1,345,745			
PRJ_4712 New Center St Fuel and Wash Facility		172,586	1,000,000	120,042	
PRJ_4805 Facilities System Masterplan	206,754	115,813			
PRJ_5025 Rail Reliability		831,121			1,540,080
PRJ_5028 Tree Grate Replacement Program (5 years)		203,056			
PRJ_5508 Bus Stop Development	400,503	2,123,512	1,986,012	4,307,012	922,874
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	4,336,517	670,836	6,915,000	7,469,279	2,230,089
PRJ_5626 Electric Bus Purchases	24,558	18,416,384	21,262,759	5,802,928	
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo		222,040	1,534,000	1,708,658	2,553,000



**CIP - Maintenance**

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget*	FY2025 Estimate	FY2026 Budget
PRJ_5635 STC Elevator Hoistway Water Intrusion		123,932			
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base	120,062				
PRJ_6033 OCS Climate Resiliency Retrofit		88,549	235,794	412,302	
PRJ_6034 Fugman Building Classroom Build		186,670			
PRJ_6035 NRV EV Charging Infrastructure		8,724	195,312	47,500	160,098
PRJ_6204 Washington Park ECS	296,487	296,331		236,599	
PRJ_6205 LRV Overhaul - Travel Only	15,380	23,513			
PRJ_6402 Signal System Relay to PLC	133,002	196,886	192,927	192,927	642,125
PRJ_6403 Track Rehab Program	3,569,060	3,025,492			
PRJ_6404 Arc Flash Implementation Program	125,823	621,046			
PRJ_7503 Light Rail Shop Equipment Repl.	1,116,820	1,465,264	1,768,168	461,340	218,137
PRJ_7504 Rail Maintenance Equipment	258,698	347,165	55,000	100,444	450,576
PRJ_7508 Type 1 LRV Decommissioning	27,528	83,998			311,739
PRJ_7535 Light Rail Electrification & Signaling Systems	2,634,974	2,754,134	1,300,000	2,399,376	2,600,000
PRJ_7559 Light Rail Track and Structures	2,094,010	13,484,065	2,315,000	3,021,931	2,931,500
PRJ_7561 MOW Equipment Replacement	322	8,188			
PRJ_7586 Rail & Track Annual Testing	113,731	481,377			
PRJ_7587 Rail MOW Equipment Acquisition	164,687	971,151	1,530,000	844,634	910,000
PRJ_7592 Ruby Junction Expansion	116,089	1,627			
PRJ_7595 Hollywood TC TOD & Substation Replacement			6,270,799	8,170,175	1,206,375
PRJ_7597 Ruby Bogie Shed		338,931			392,749
PRJ_9998 Spare Parts on Operating Project Clearing	-1,726,920	-3,098,379			
Total Maintenance	\$67,841,450	\$89,584,094	\$74,796,549	\$56,770,592	\$58,668,845

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

## CIP - Transit System & Asset Support

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1500 Enterprise Asset Management System		320,732			
Total Transit System & Asset Support		\$320,732			

## CIP - Finance & Administrative Services

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1166 TVM Refurbishment or Replacement	165,799	3,326,742	8,542,954	9,339,803	498,043
PRJ_1175 Fixed Route Bus Farebox Replacement	78,747	3,772,576	2,215,906	2,215,906	4,496,349
PRJ_1176 Hop Fastpass 2.0	130,800	893,253	438,846	400,438	25,596
PRJ_1187 Stores Material Handling Equipment		77,447			
PRJ_6207 Hop Mobile and Web		194,284	1,493,581	127,170	1,438,332
PRJ_7544 eFare	126,966	381,628			
PRJ_7582 Fare - Communication Equipment	26				
Total Finance & Administrative Services	\$502,338	\$8,645,930	\$12,691,287	\$12,083,317	\$6,458,320

**CIP - Information Technology**

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget*	FY2025 Estimate	FY2026 Budget
PRJ_1042 Mobile Router Replacement	1,309,711	-55,917			
PRJ_1070 Servers Replacement	1,757,043	912,669	778,264	778,264	1,077,216
PRJ_1091 Desktop Computing Replacement	1,541,406	1,510,189			
PRJ_1095 Data Communications System Replacement	1,549,480	2,003,734	2,102,000	2,102,000	200,000
PRJ_1131 Communication Environment Replacement - capital	867,241	1,283,332	687,788	687,788	150,000
PRJ_1139 Operator Training Equipment	410				
PRJ_1147 ECM Implementation Project			226,000	226,000	
PRJ_1152 Radio & Microwave Communication Systems	2,820,064	6,474,177	531,000	531,000	150,000
PRJ_1174 NextGen Transit Signal Priority	1,848,971	1,390,223	2,515,343	1,665,561	
PRJ_1179 Navrisk Replacement Origami	188,100	121,208			
PRJ_1180 Regional Mobility Planner		596,895	1,267,313	1,259,775	1,283,778
PRJ_1184 Bus CCTV Upgrade			2,300,000	1,600,000	5,520,000
PRJ_1186 LRV CAD-AVL			1,180,000	605,000	2,825,000
PRJ_2051 Rail Control System Upgrade					962,600
PRJ_6032 Bus Dispatch Central System Upgrade		272,838			
Total Information Technology	\$11,882,426	\$14,509,348	\$11,587,708	\$9,455,388	\$12,168,594

\* Budget FY2025 amended due to the Board Transfer Resolution No. 25-02-04.

**CIP - Legal Services**

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1147 ECM Implementation Project	108,132	186,264			
PRJ_1178 Downtown Admin Relocation	6,976,480	3,114,398	900,000		
PRJ_3675 Council Creek Corridor Preservation					500,000
PRJ_4711 Gresham City Hall - Civic Hub Improvements		220,000	600,000	577,987	422,013
PRJ_7220 Third Party Recovery TOD	10,399	14,457			
PRJ_7595 Hollywood TC TOD & Substation Replacement	3,643,528	9,864,564			
Total Legal Services	\$10,738,539	\$13,399,683	\$1,500,000	\$577,987	\$922,013

**CIP - Safety & Security**

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1023 Safety Equipment		39,494			
PRJ_1112 Security Fencing	118,423	257,747			
PRJ_1124 Operator Safety & Rider Awareness	171,564	563			
PRJ_1130 Vehicle Borne CCTV Systems	131,665	421,893	3,052,642	348,208	3,673,371
PRJ_1133 CCTV & Intrusion Detection	123,119	468,083	445,000	445,000	
PRJ_1151 Security Funds for Transit Enhancement	616,454	639,120	588,997	401,754	950,000
PRJ_1181 Blue Light Phone program & Security Operations Center		559,348	1,000,000	1,000,000	850,000
PRJ_1182 Security Software		259,288	130,000	130,000	
PRJ_2052 Access Cont - Elevator					1,633,266
PRJ_2053 Access Cont - Grade Station					178,509
PRJ_2504 Safety & Security Facility Relocation		2,641			
PRJ_2507 Bus Operator Protective Shields	9,787				
PRJ_4077 Transit Police NRV's	572,831	404,104	364,330	364,330	
PRJ_4548 Master Key Schema, Development & Implementation	4,906	56,510			
PRJ_5606 Rail Crossing Safety Enhancements	574,923	459,752	1,433,892	1,433,892	851,170
PRJ_7589 Vehicle Intrusions	264				
PRJ_9110 Reimagine Public Safety	4,294,685	14,540			
<b>Total Safety &amp; Security</b>	<b>\$6,618,621</b>	<b>\$3,583,083</b>	<b>\$7,014,861</b>	<b>\$4,123,184</b>	<b>\$8,136,316</b>



## CIP - Strategy & Planning

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			190,432	30,050	190,432
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,563,977	175,644	1,249,886
Total Strategy & Planning			\$1,754,409	\$205,694	\$1,440,318

**CIP - Public Affairs**

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_6021 Transit Tracker Project	1,766,402	1,504,265	1,200,000	2,247,538	1,450,000
Total Public Affairs	\$1,766,402	\$1,504,265	\$1,200,000	\$2,247,538	\$1,450,000

## CIP - Engineering & Construction

Expense Category	FY2023 Actual	FY2024 Actual	FY2025 Budget	FY2025 Estimate	FY2026 Budget
PRJ_1146 Division Transit Project	10,246,626	1,310,946	1,722,506	347,186	415,000
PRJ_1161 PMIS Upgrade	213,397	925,378	814,475	714,537	99,938
PRJ_2045 MAX Station Optimization	242,154	798,234	235,500	235,500	55,000
PRJ_2048 Garage, Layover, and TC Expansion	1,201,854	1,836,193	11,816,963	5,307,414	11,330,769
PRJ_2049 North Downtown Bus Layover Facility		90,451			
PRJ_3642 Timber Gate Artwork Restoration	24,637	82,137		140,116	
PRJ_3651 Portland-Milwaukie Light Rail Project	795,172	8,698,757	12,052,979	12,303,747	46,000
PRJ_3673 162nd Ave Pedestrian Access Improvements	436,376				
PRJ_3674 Interstate Bridge Replacement		1,530,259	3,884,375	2,415,137	4,970,575
PRJ_4613 Type 1 Substation Replacement	58,174				
PRJ_4638 Red Line Extension and Reliability Improvements	68,303,750	58,131,812	12,904,528	8,369,013	6,746,803
PRJ_4639 Steel Bridge Transit Improvements	15,354	70,535			
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)	157,706	3,730			
PRJ_5025 Rail Reliability	609,348				
PRJ_5581 Willamette Shore Trolley	417,052	2,949,088	690,631	1,434,014	114,700
PRJ_5597 TV Highway Transit Improvements	525,412	503,044	385,980	385,980	10,337,173
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	3,472				
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	2,258				
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	88,355				
PRJ_5624 Southwest Corridor	245,669	55,064			
PRJ_6402 Signal System Relay to PLC	29,889				
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only		34,996			
PRJ_6408 System Upgrades		597,600			
PRJ_6805 BRT System & Implementation Plan		370,464			
PRJ_7201 Third Party Recovery	998,235	362,611	482,593	236,313	1,410,642
PRJ_7202 Third Party Project Betterment	739,988	2,457,055		1,000,000	
PRJ_7215 Better Bus	2,473,584	2,825,646	8,299,716	8,765,936	6,584,066
PRJ_7219 82nd Avenue Transit Improvements		803,163	7,021,619	10,076,059	14,454,602
PRJ_7508 Type 1 LRV Decommissioning	39,864				
PRJ_7591 Columbia Bus Base	5,047,383	11,042,597	16,495,279	11,391,129	7,333,772
PRJ_9998 Spare Parts on Operating Project Clearing	-75,116	-27,258			
Total Engineering & Construction	\$92,840,593	\$95,452,502	\$76,807,144	\$63,122,081	\$63,899,040



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# Trends

## TriMet Service District Area

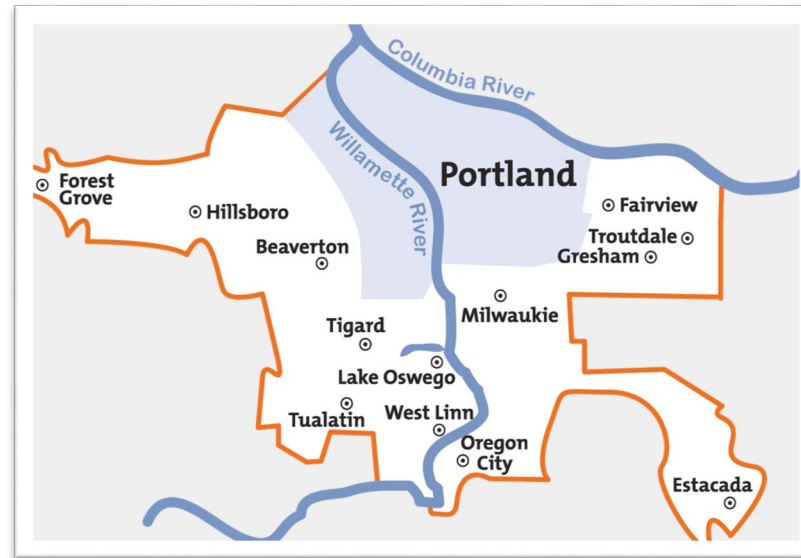


Figure 1. Map of TriMet Service District

TriMet provides bus, light rail, and commuter rail services in the Portland, Oregon region. Our transportation options connect people with their community while easing traffic congestion and reducing air pollution, making our region a better place to live.

### Service area statistics

- 327 square 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.

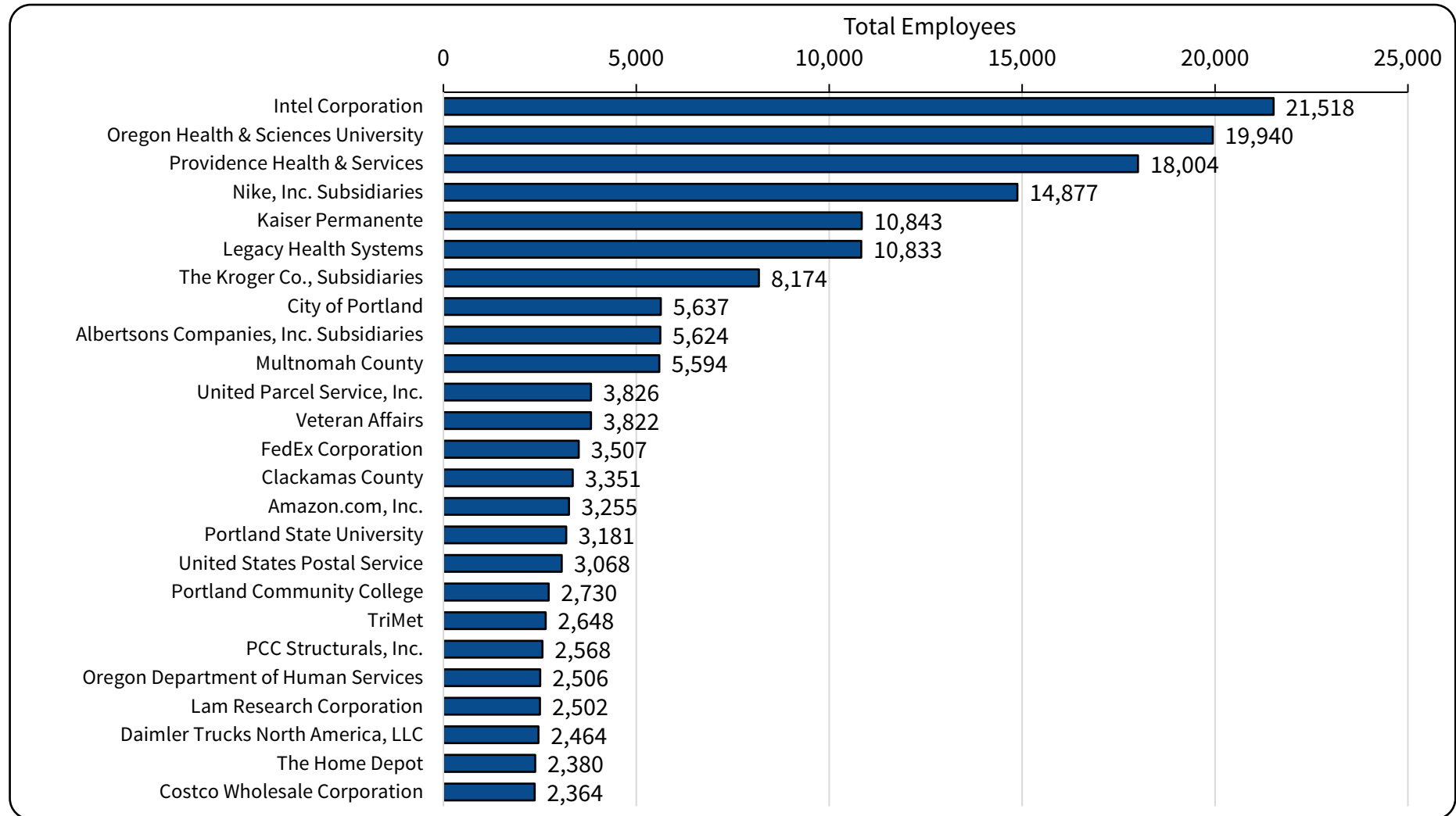


Figure 2. Top 25 Largest Employers in TriMet Service District Bar Chart

<sup>4</sup> Source: 2023 Quarterly Census of Employment Wages



## Top 25 Largest Employers in TriMet Service District Data Table

Rank	Business Name	Total Employees
1	Intel Corporation	21,518
2	Oregon Health & Sciences University	19,940
3	Providence Health & Services	18,004
4	Nike, Inc. Subsidiaries	14,877
5	Kaiser Permanente	10,843
6	Legacy Health Systems	10,833
7	The Kroger Co., Subsidiaries	8,174
8	City of Portland	5,637
9	Albertsons Companies, Inc. Subsidiaries	5,624
10	Multnomah County	5,594
11	United Parcel Service, Inc.	3,826
12	Veteran Affairs	3,822
13	FedEx Corporation	3,507
14	Clackamas County	3,351
15	Amazon.com, Inc.	3,255
16	Portland State University	3,181
17	United States Postal Service	3,068
18	Portland Community College	2,730
19	TriMet	2,648
20	PCC Structurals, Inc.	2,568
21	Oregon Department of Human Services	2,506
22	Lam Research Corporation	2,502
23	Daimler Trucks North America, LLC	2,464
24	The Home Depot	2,380
25	Costco Wholesale Corporation	2,364

This table presents the Top 25 Largest Employers in TriMet's Service District, ranked by total employees. The data is organized by rank, business name, and total number of employees.

Intel Corporation is the largest employer, with 21,518 employees, followed by Oregon Health & Science University (19,940) and Providence Health & Services (18,004). Other major private-sector employers include Nike, Inc. Subsidiaries (14,877), Kaiser Permanente (10,843), and Legacy Health Systems (10,833).

Public sector employers also featured prominently, including the City of Portland (5,637), Multnomah County (5,594), and Portland State University (3,181). TriMet employs 2,648 workers, placing it 19th on the list.

About 55% of TriMet's resources rely on the growth of the local economy, and the largest employers make up the bulk of payroll tax revenue. TriMet relies on payroll tax revenues from these employers to pay for service, continue operations and investments in capital infrastructure.

Table 1. Top 25 Largest Employers in TriMet Service District Data Table

## Ridership and Expense (Fixed Route)<sup>5</sup>

The following table presents TriMet's fixed-route ridership, revenue, vehicle hours, and operating costs from FY10 Actual to FY25 Estimates, along with their year-over-year percentage changes.

- **Boarding Rides** shows a sharp decline in FY20 (-18.7%) and FY21 (-48.8%), followed by a gradual recovery in subsequent years.
- **Passenger Revenue** follows a similar pattern, peaking in FY19 (\$105.6 million) before declining and gradually increasing.
- **Fixed Route Vehicle Hours** measure service levels peaking in FY25.
- **Operations Costs** have steadily increased, rising from \$249.6 million in FY10 to an estimated \$550.6 million in FY25.
- **Cost per Vehicle Hour**, has risen over time, with a 17.8% spike in FY23 and a projected 5.7% decrease in FY25.

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Passenger Rev (Unadj. CPI) <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 <sup>7</sup>	64,809,500	3.6%	\$62,367,400	23.5%	2,678,156	16.0%	\$550,568,931	9.4%	\$205.58	-5.7%

Table 2. Ridership and Expense (Fixed Route) by Fiscal Year Data Table

<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 FY25.

- **Boarding Rides** peaked in FY12 at 102.24 million before experiencing a gradual decline. The sharpest drop occurred in FY20-FY21, with rides decreasing by 48.8% in FY21. Ridership has since rebounded, with projected FY25 rides reaching 64.81 million.
- **Passenger Revenue** followed a similar trend, peaking at \$116.94 million in FY16 before declining. The steepest decline was in FY21, when revenue fell by 54.6% to \$38.35 million. Revenue has since recovered, with FY25 estimated at \$62.37 million.

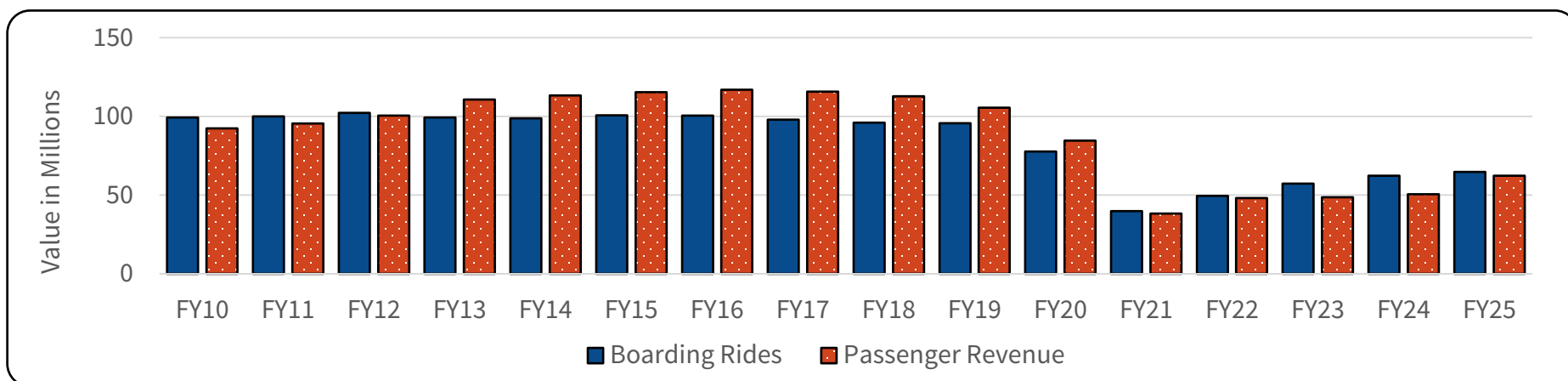


Figure 3. Ridership and Passenger Revenue Comparison by Fiscal Year Bar Chart.

## 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 FY25. 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
<b>Rides</b>	99.34	100.00	102.24	99.25	98.78	100.71	100.48	97.97	96.06	95.69	77.78	39.86	49.51	57.30	62.26	64.81
<b>Revenue</b>	\$92.41	\$95.53	\$100.59	\$110.79	\$113.23	\$115.47	\$116.94	\$115.78	\$112.74	\$105.56	\$84.55	\$38.35	\$48.19	\$48.65	\$50.49	\$62.37

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

<sup>8</sup> Excludes Portland Streetcar and Demand Response.

## Operations Cost per Vehicle Hour by Fiscal Year<sup>9</sup>

The following bar chart visualizes Operations Cost per Vehicle Hour from FY10 to FY25. The X-axis represents fiscal years, while the Y-axis shows cost per vehicle hour in dollars.

- From FY10 to FY19, costs gradually increased from \$113.64 to \$143.93.
- In FY20 and FY21, costs saw sharp increases to \$147.67 and \$161.49.
- The highest increase occurred in FY23, reaching \$195.52, followed by \$217.96 in FY24, marking a significant 11.5% rise.
- FY25 is projected at \$205.58, showing a 5.7% decrease from FY2024.

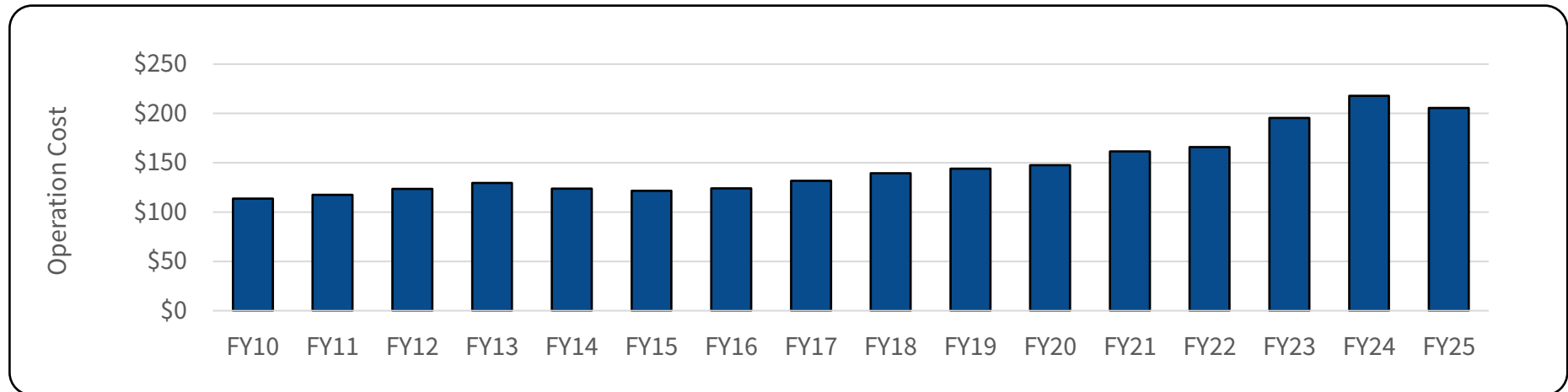


Figure 4. Operations Cost per Vehicle Hour by Fiscal Year Bar Chart.

## Operations Cost per Vehicle Hour by Fiscal Year Data Table

The following data table presents Operations Cost per Vehicle Hour from FY10 to FY25. The data is organized by fiscal year, with cost representing the total cost per hour as a rounded dollar amount.

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Cost (\$)	\$114	\$117	\$124	\$130	\$124	\$122	\$124	\$132	\$139	\$144	\$148	\$161	\$166	\$196	\$218	\$206

Table 4. Operations Cost per Vehicle Hour Data by Fiscal Year Data Table

<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 FY25, 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** declined in FY20-FY21, but rebounded in FY22 and is projected to reach 839,578 jobs in FY25.
- **Average Wages** per Employee have consistently risen, with a 9.0% spike in FY21 and a projected 1.2% increase in FY25.
- **Tri-County Property Values** have steadily increased, with a 13.0% jump in FY23. FY25 is projected to reach \$496.2 billion, reflecting continued real estate growth.
- **Private Payroll** follows a similar trend, reaching \$68.7 billion in FY25.

Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment <sup>10</sup>	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value	Percent Change	Private Tri-County Payroll <sup>5</sup>	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 <sup>11</sup>	1,843,698	0.3%	839,578	0.2%	\$81,747	1.2%	\$496,207,551,466	3.4%	\$68,700,461,783	1.5%

Table 5. Local Economic Statistics by Fiscal Year Data Table

<sup>10</sup> Excludes: social services, membership of organization, federal and local governments.

<sup>11</sup> Data based on projections.

## Tri-County Population and Employment by Fiscal Year<sup>12</sup>

The following bar chart visualizes the relationship between Tri-County Population (in thousands), represented by blue bars, and Employment (in thousands), depicted by orange and white patterned, across FY10 to FY25.

- **Tri-County Population** has shown steady growth, increasing from 1,645K in FY10 to a projected 1,844K in FY25. The peak was in FY19 at 1,859K, followed by slight declines in FY20-FY23, before rebounding.
- **Tri-County Employment** followed a similar trend, peaking in FY19 at 842K. A sharp decline occurred in FY20-FY21, dropping to 784K in FY21. Employment has since recovered and is projected to reach 840K in FY25.

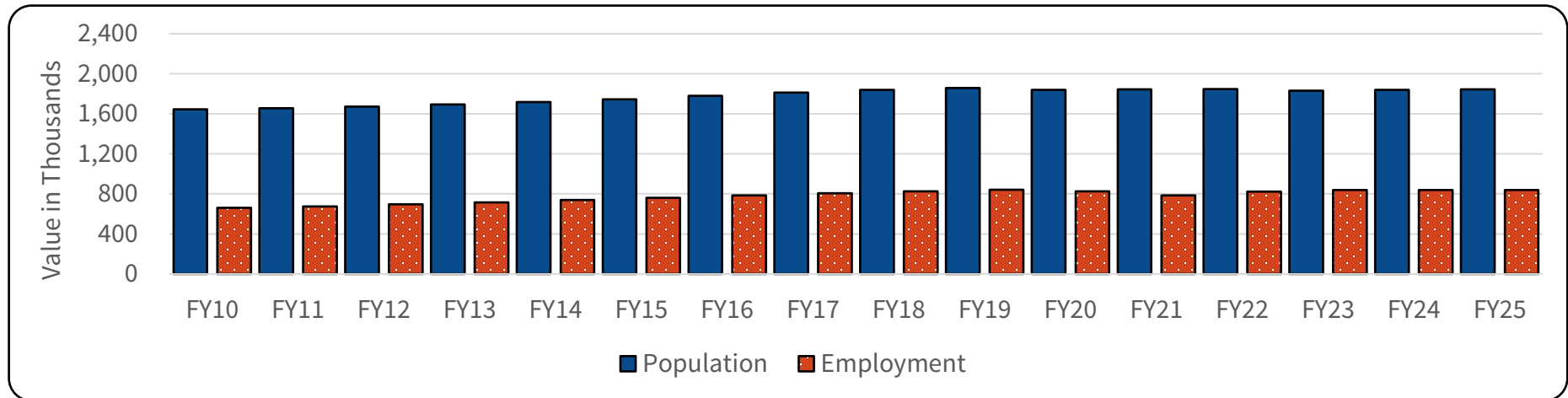


Figure 5. Tri-County Population and Employment Comparison in Thousands by Fiscal Year Bar Chart.

## 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
Population	1,645	1,657	1,673	1,694	1,718	1,745	1,779	1,812	1,839	1,859	1,839	1,844	1,847	1,831	1,838	1,844
Employment	661	676	695	715	738	762	786	805	826	842	825	784	824	840	838	840

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

<sup>12</sup> Sources: PSU Research Center and Oregon Employment Department



## Tri-County Property Value & Payroll Tax Revenue by Fiscal Year<sup>13</sup>

The following bar chart visualizes the relationship between Tri-County Property Value (Real Market Value) in billions, blue bars, and Payroll Tax Revenue in billions, depicted by orange and white patterned bars, across FY10 to FY25.

- **Tri-County Property Value** has experienced consistent growth, increasing from \$228.38B in FY10 to a projected \$496.21B in FY25. The most significant gains occurred in FY17-FY23, with a peak increase of \$53.41B in FY23.
- **Payroll Tax Revenue** has steadily increased, rising from \$31.59B in FY10 to a projected \$68.70B in FY25, reflecting economic expansion and employment growth. Notable increases occurred in FY22-FY23, with FY22 jumping by \$6.72B (11.7%).

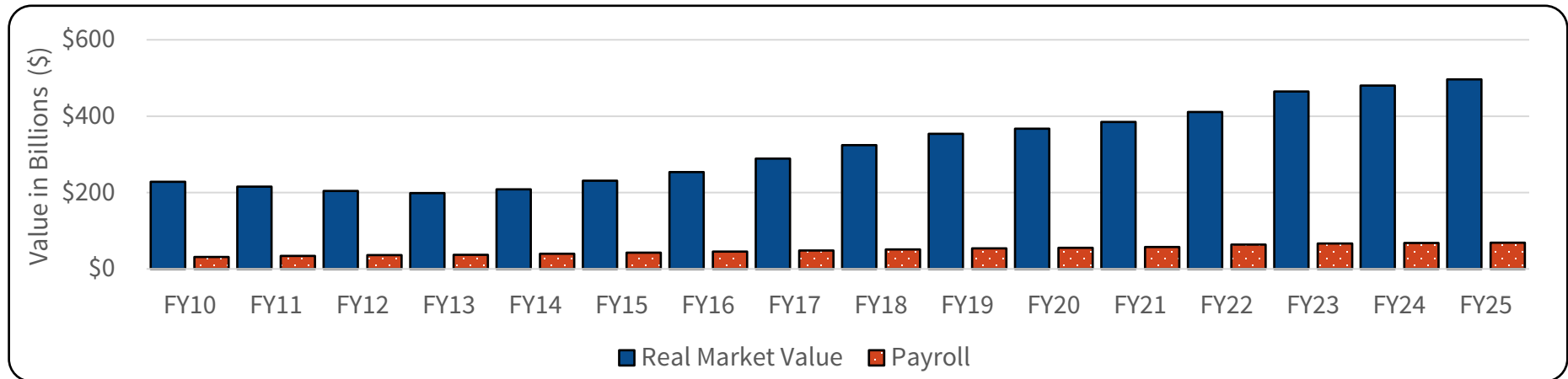


Figure 6. Tri-County Property Value (Real Market Value) & Payroll Tax Revenue in Billions by Fiscal Year Bar Chart

## Tri-County Property Value & Payroll in Billions by Fiscal Year Data Table

The following table displays Tri-County Property Value (Real Market Value) and Payroll Tax Revenue from FY10 to FY25, organized by fiscal year, RMV (in billions), and PTR (in billions).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
<b>RMV</b>	\$228.4	\$215.8	\$203.9	\$198.9	\$208.5	\$230.7	\$253.3	\$288.9	\$324.0	\$353.5	\$367.5	\$384.7	\$411.2	\$464.6	\$479.9	\$496.2
<b>PTR</b>	\$31.6	\$33.8	\$36.2	\$37.3	\$39.7	\$42.4	\$45.7	\$47.9	\$50.8	\$53.6	\$55.3	\$57.3	\$64.1	\$66.7	\$67.7	\$68.7

Table 7. Tri-County Property Value (Real Market Value) & Payroll Tax Revenue in Billions by Fiscal Year Data Table

<sup>13</sup> Source: Oregon Employment Department



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## Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Accountant	12	1	NU	75,500	72,421	108,629
Accountant, Senior	14	7	NU	733,031	86,095	129,143
Adjuster	11	1	NU	91,594	66,341	99,513
Adjuster, Senior	13	1	NU	115,034	78,990	118,485
Administrator	12	5	NU	450,794	72,421	108,629
Administrator	14	1	NU	124,507	86,095	129,143
Administrator, Senior	13	1	NU	99,791	78,990	118,485
Administrator, Senior	14	10	NU	1,110,832	86,095	129,143
Administrator, Senior	15	2	NU	255,465	93,779	140,669
Analyst	12	5	NU	422,775	72,421	108,629
Analyst	13	17	NU	1,605,987	78,990	118,485
Analyst	14	7	NU	767,576	86,095	129,143
Analyst, Principal	16	1	NU	113,519	102,036	153,055
Analyst, Senior	14	7	NU	747,573	86,095	129,143
Analyst, Senior	15	15	NU	1,770,339	93,779	140,669
Analyst, Senior	16	10	NU	1,258,500	102,036	153,055
Analyst, Senior	17	3	NU	426,609	110,957	166,434
Apprentice Mechanic	934	6	U	415,441	59,076	82,804
Apprentice Plant Maint Mech	572	1	U	70,942	59,076	82,804
Assist Storekeeper Inventory Control	371	2	U	204,021	93,149	93,149
Assistant Storekeeper	371	6	U	612,063	93,149	93,149
Assistant, Administrative	7	4	NU	233,534	46,369	69,554
Assistant, Executive Administrative	12	9	NU	821,744	72,421	108,629
Assistant, Senior	12	1	NU	74,610	72,421	108,629
Assistant, Senior Administrative	9	37	NU	2,610,657	55,551	83,325
Auditor, Senior	16	1	NU	104,097	102,036	153,055
Bus Body and Paint Technician	929	9	U	834,856	91,102	91,102
Bus Electronic Technician	928	10	U	927,618	91,102	91,102
Bus Maintenance Trainer	918	2	U	213,333	104,770	104,770
Bus Mechanic	931	161	U	14,934,652	91,102	91,102
Buyer	432	2	U	195,640	73,361	97,815

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Buyer, Senior	373	4	U	409,904	102,481	102,481
Candidate Sourcer	12	1	NU	95,407	72,421	108,629
Chief Financial Officer	27	1	NU	360,547	247,575	371,363
Chief Information Officer	26	1	NU	294,218	227,655	341,483
Chief Operating Officer	28	1	NU	380,793	269,237	403,856
Chief Station Agent	830	5	U	548,359	82,253	109,679
Chief Strategy & Planning Officer	27	1	NU	299,500	247,575	371,363
Cleaner	940	4	U	164,910	33,456	52,297
Clerk	8	1	NU	61,298	50,777	76,164
Clerk	323	6	U	484,613	65,481	87,316
Clerk	331	2	U	208,931	78,358	104,462
Clerk	356	1	U	73,185	54,894	73,185
Clerk II, Administrative	7	2	NU	135,054	46,369	69,554
Clerk, Senior	322	1	U	97,735	73,295	97,727
Clerk, Senior	340	3	U	293,206	73,295	97,727
Commuter Rail Vehicle Maint. Technician	888	8	U	742,094	91,102	91,102
Coordinator	10	1	NU	67,475	60,740	91,108
Coordinator	11	19	NU	1,616,108	66,341	99,513
Coordinator	12	9	NU	848,575	72,421	108,629
Coordinator	13	5	NU	516,419	78,990	118,485
Coordinator	14	0.5	NU	53,810	86,095	129,143
Coordinator	437	1	U	90,307	75,254	100,346
Coordinator	730	4	U	410,412	102,613	102,613
Coordinator	820	2	U	219,344	82,253	109,679
Coordinator	821	2	U	219,344	82,253	109,679
Coordinator	876	2	U	185,693	69,641	92,841
Coordinator, Senior	13	5	NU	485,408	78,990	118,485
Coordinator, Senior	14	17	NU	1,902,517	86,095	129,143
Coordinator, Senior	15	2	NU	249,661	93,779	140,669
Coordinator, Senior	16	1	NU	113,793	102,036	153,055
Copywriter, Senior	10	1	NU	71,885	60,740	91,108
Cost Estimator	15	1	NU	118,015	93,779	140,669

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Cost Estimator, Senior	17	1	NU	130,352	110,957	166,434
Customer Experience Agent	714	5	U	316,211	48,973	64,821
Customer Safety Supervisor	342	42	U	4,335,318	78,358	104,462
Customer Service Representative	731	7	U	572,931	65,856	87,800
Data Scientist, Senior	14	1	NU	117,414	86,095	129,143
Database Architect, Senior	18	1	NU	162,379	120,556	180,835
DBA, Senior	18	3	NU	509,092	120,556	180,835
Deputy General Counsel	18	1	NU	150,727	120,556	180,835
Deputy General Counsel, Senior	20	5	NU	913,593	141,996	212,993
Designer	13	1	NU	113,545	78,990	118,485
Developer	14	1	NU	111,091	86,095	129,143
Developer Analyst, Principal	19	2	NU	338,141	130,894	196,343
Developer, Senior	17	1	NU	153,564	110,957	166,434
Director	17	1	NU	156,142	110,957	166,434
Director	18	2	NU	302,847	120,556	180,835
Director	19	5	NU	900,998	130,894	196,343
Director	20	14	NU	2,628,918	141,996	212,993
Director	21	12	NU	2,382,378	153,939	230,910
Director	22	7	NU	1,596,214	166,733	250,101
Director	23	2	NU	474,760	180,471	270,709
Director, Senior	21	3	NU	578,168	153,939	230,910
Director, Senior	22	1	NU	237,163	166,733	250,101
Dispatcher	836	23	U	2,426,664	78,358	104,462
Engineer	15	3	NU	376,699	93,779	140,669
Engineer	16	12	NU	1,550,484	102,036	153,055
Engineer, Principal	18	5	NU	764,694	120,556	180,835
Engineer, Principal	19	2	NU	352,188	130,894	196,343
Engineer, Senior	16	5	NU	682,369	102,036	153,055
Engineer, Senior	17	11	NU	1,681,347	110,957	166,434
Engineer, Senior	18	21	NU	3,281,775	120,556	180,835
Enterprise Architect, Principal	20	1	NU	188,676	141,996	212,993
Executive Administrative Assistant	12	1	NU	93,725	72,421	108,629

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Executive Advisor to the General Manager	21	1	NU	192,425	153,939	230,910
Executive Assistant	12	2	NU	202,785	72,421	108,629
Executive Assistant	13	1	NU	120,609	78,990	118,485
Executive Assistant, Senior	13	2	NU	217,562	78,990	118,485
Executive Assistant, Senior	14	1	NU	105,144	86,095	129,143
Executive Director	23	1	NU	250,958	180,471	270,709
Executive Director	24	5	NU	1,286,783	195,178	292,769
Executive Director	26	1	NU	284,570	227,655	341,483
Executive Director	27	2	NU	659,255	247,575	371,363
Facilities Maintenance Trainer	915	2	U	213,333	104,770	104,770
Facilities Maintenance Worker	558	6	U	531,809	88,637	88,637
Facilities Maintenance Worker	969	17	U	1,506,792	88,637	88,637
Fare Revenue Specialist	733	8	U	682,158	65,173	86,898
Fare Revenue Supervisor	716	1	U	102,603	76,971	102,613
Field Technician	591	22	U	2,139,003	97,221	97,221
General Manager	31	1	NU	454,189	346,280	519,420
Graphic Designer	12	3	NU	270,373	72,421	108,629
Helper	533	11	U	910,729	82,804	82,804
Helper	933	5	U	413,968	82,804	82,804
HR Business Partner	17	2	NU	268,881	110,957	166,434
HR Generalist	12	1	NU	79,281	72,421	108,629
HR Investigator	17	1	NU	135,477	110,957	166,434
Human Resource Generalist, Senior	14	1	NU	89,002	86,095	129,143
Inspector	13	1	NU	84,672	78,990	118,485
Inspector	16	1	NU	140,719	102,036	153,055
Inspector, Principal	18	1	NU	164,044	120,556	180,835
Inspector, Senior	17	1	NU	139,649	110,957	166,434
Instructional Designer, Senior	14	1	NU	111,321	86,095	129,143
Internal Auditor, Senior	15	1	NU	121,595	93,779	140,669
Irrigation Technician	976	1	U	85,481	85,489	85,489
Junior Tireman	942	4	U	301,375	48,049	84,455
Landscaper	974	3	U	242,793	63,346	84,455



Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Lead Customer Safety Supervisor	341	5	U	548,359	82,253	109,679
Lead Landscaper	967	1	U	85,481	85,489	85,489
Lead Supervisor	489	6	U	658,031	82,253	109,679
LRV Body & Paint Technician	553	14	U	1,269,396	71,600	91,102
LRV Electronics Technician	578	2	U	185,524	91,102	91,102
LRV Overhaul Technician	577	40	U	3,710,472	91,102	91,102
LRV Technician	551	84	U	7,791,992	91,102	91,102
LRV Technician Trainee	574	15	U	1,223,068	65,856	82,804
Maintenance Mechanic	532	3	U	235,132	48,049	84,455
Maintenance Mechanic	932	9	U	759,999	48,049	84,455
Maintenance of Way Laborer	561	12	U	986,983	49,524	86,920
Maintenance Systems Coordinator	544	2	U	184,719	47,882	90,771
Maintenance Trainer	918	8	U	853,332	104,770	104,770
Manager	14	2	NU	240,099	86,095	129,143
Manager	15	4	NU	469,866	93,779	140,669
Manager	16	21	NU	2,732,287	102,036	153,055
Manager	17	36	NU	5,236,716	110,957	166,434
Manager	18	27	NU	4,335,725	120,556	180,835
Manager	19	15	NU	2,606,762	130,894	196,343
Manager	20	10	NU	1,795,514	141,996	212,993
Manager	21	1	NU	195,111	153,939	230,910
Manager, Assistant	9	1	NU	78,499	55,551	83,325
Manager, Assistant	13	2	NU	218,490	78,990	118,485
Manager, Assistant	14	28	NU	3,109,805	86,095	129,143
Manager, Assistant	15	10	NU	1,247,531	93,779	140,669
Manager, Assistant	16	81	NU	10,600,720	102,036	153,055
Manager, Senior	19	1	NU	177,075	130,894	196,343
Mini Run Operator	881	238.5	U	16,561,636	62,114	82,804
MMIS Clerk	543	4	U	325,418	43,955	81,351
MMIS Clerk	937	7	U	532,105	43,955	81,351
Moneyroom Supervisor	330	1	U	107,704	80,779	107,698
Operator	880	1086	U	80,861,814	62,114	82,804

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Overhead Power Maintainer	531	20	U	1,944,548	97,221	97,221
Overhead Power Trainee	579	2	U	156,830	65,878	82,804
Paralegal Investigator	14	2	NU	230,069	86,095	129,143
Partsman	376	16	U	1,343,935	82,804	88,703
Partsman, Senior	372	7	U	620,888	88,703	88,703
Planner	11	1	NU	84,282	66,341	99,513
Planner	13	3	NU	300,711	78,990	118,485
Planner, Senior	15	5	NU	620,676	93,779	140,669
Plant Maintenance Mechanic – LME	557	10	U	927,618	91,102	91,102
Plant Maintenance Mechanic – LME	968	13	U	1,200,740	91,102	91,102
Program Coordinator	11	1	NU	64,409	66,341	99,513
Program Manager	15	2	NU	251,621	93,779	140,669
Program Manager	16	3	NU	402,359	102,036	153,055
Program Manager	17	10	NU	1,376,008	110,957	166,434
Program Manager	18	3	NU	412,422	120,556	180,835
Program Manager	19	1	NU	180,000	130,894	196,343
Program Manager, Senior	18	1	NU	167,761	120,556	180,835
Program Scheduler, Senior	17	1	NU	120,719	110,957	166,434
Project Director	21	1	NU	216,539	153,939	230,910
Project Manager	12	1	NU	86,770	72,421	108,629
Project Manager	13	6	NU	610,069	78,990	118,485
Project Manager	14	2	NU	202,264	86,095	129,143
Project Manager	16	10	NU	1,274,575	102,036	153,055
Project Manager	18	8	NU	1,290,725	120,556	180,835
Project Manager, Principal	18	20	NU	3,196,529	120,556	180,835
Project Manager, Senior	14	6	NU	649,628	86,095	129,143
Project Manager, Senior	15	4	NU	503,692	93,779	140,669
Project Manager, Senior	16	2	NU	274,124	102,036	153,055
Project Manager, Senior	17	24	NU	3,409,668	110,957	166,434
Public Information Officer	14	2	NU	204,830	86,095	129,143
Rail Controller	538	29	U	3,093,330	104,462	104,462
Rail Operator	580	212	U	16,625,597	64,227	85,753

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Recruiter	10	7	NU	473,157	60,740	91,108
Recruiter	12	1	NU	76,216	72,421	108,629
Representative	10	1	NU	67,746	60,740	91,108
Representative	12	2	NU	185,246	72,421	108,629
Representative	715	18	U	901,078	44,637	55,819
Representative, Senior	15	1	NU	104,585	93,779	140,669
Road Supervisor	834	44	U	4,596,482	78,358	104,462
Schedule Data Technician	867	3	U	313,397	78,358	104,462
Schedule Writer II	874	4	U	417,862	78,358	104,462
Schedule Writer III	878	1	U	110,053	102,877	110,198
Security Dispatcher	343	9	U	903,618	78,358	104,462
Service Aide	943	33	U	1,869,583	47,873	58,328
Service Worker	944	114	U	6,474,100	47,873	69,289
Service Worker	945	69	U	4,202,088	47,873	69,289
Service Worker Pressure Washer	947	19	U	1,294,009	47,873	69,289
Service Worker Spotter	946	7	U	472,529	47,873	69,289
Signal Inspector	545	4	U	408,381	102,085	102,085
Signals Maintainer	541	23	U	2,172,950	92,819	92,819
Signals Maintainer Trainee	567	2	U	147,090	65,856	82,804
Signs & Shelters Field Worker	965	6	U	506,666	84,455	84,455
Specialist	10	2	NU	165,465	60,740	91,108
Specialist	12	1	NU	90,524	72,421	108,629
Specialist	732	4	U	397,883	74,594	99,466
Specialist	877	1	U	109,672	109,679	109,679
Specialist, Senior	9	14	NU	991,177	55,551	83,325
Specialist, Senior	10	1	NU	66,498	60,740	91,108
Specialist, Senior	11	3.8	NU	354,696	66,341	99,513
Specialist, Senior	12	8	NU	742,324	72,421	108,629
Specialist, Senior	14	1	NU	114,300	86,095	129,143
Spotter	936	4	U	337,777	84,455	84,455
Station Agent	835	30	U	3,084,336	78,358	104,462
Streetcar Controller	539	5	U	533,333	104,462	104,462

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Total Base Salary	Min	Max
Streetcar Journeyworker Mechanic	451	11	U	1,020,380	91,102	91,102
Streetcar Operator	488	54	U	4,585,583	64,227	85,753
Substation Maintainer	779	12	U	1,166,729	97,221	97,221
Substation Technician Trainee	571	1	U	70,460	65,878	82,804
Supervisor	178	4	U	411,301	82,253	109,679
Supervisor	536	39	U	4,074,155	104,462	104,462
Supervisor	710	2	U	205,206	76,971	102,613
Supervisor	775	5	U	561,502	78,358	104,462
Supervisor	840	5	U	548,359	82,253	109,679
Supervisor, Assistant	556	3	U	325,968	106,751	106,751
Supervisor, Assistant	564	3	U	325,968	106,751	106,751
Supervisor, Assistant	566	2	U	223,619	111,814	111,814
Supervisor, Assistant	590	2	U	223,619	111,814	111,814
Supervisor, Assistant	736	1	U	95,069	71,292	95,064
Supervisor, Assistant	780	1	U	111,809	111,814	111,814
Supervisor, Assistant	872	3	U	320,000	104,770	104,770
Supervisor, Assistant	930	10	U	1,066,666	104,770	104,770
Supervisor, Assistant	964	4	U	426,666	104,770	104,770
Surveyor, Senior	15	1	NU	132,500	93,779	140,669
Talent Development Partner	17	1	NU	137,150	110,957	166,434
Technical Support	12	2	NU	148,489	72,421	108,629
Technician	12	1	NU	104,181	72,421	108,629
Timekeeper	336	1.5	U	164,508	109,679	109,679
Tireman	941	4	U	350,137	87,536	87,536
Track Maintainer	540	19	U	1,795,046	92,819	92,819
Track Trainee	542	1	U	75,349	65,856	82,804
Trainer, Senior	15	11	NU	1,290,462	93,779	140,669
Training Supervisor	832	58	U	5,718,272	78,358	104,462
Training Supervisor Rail	775	13	U	1,351,779	78,358	104,462
Wayside Cleaner	537	10	U	844,444	84,455	84,455
Wheel True Technician	552	4	U	374,180	91,894	91,894
<b>Total</b>		<b>3708.3</b>		<b>\$ 338,234,731</b>		

## 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.

**CONTINGENCY:** Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

**CYBERSECURITY:** The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.

**DEPRECIATION:** A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

**DIVISION TRANSIT PROJECT:** A new type of high-capacity bus transit project that spans the length of Division Street between downtown Portland and Gresham.

**E3 Program:** Learning and development classes designed to provide rewarding and beneficial learning experiences for employees of TriMet. E3 stands for Engage, Empower, and Expand.

**ENTERPRISE FUND:** Fund used in governmental accounting. Established to finance and account for the acquisition, operation and maintenance of services that are entirely or predominately self-supporting by user charges; or for which the governing body of the governmental unit has decided periodic determination of revenues earned, expenses incurred, and/or net incomes is appropriate.

**EQUIPMENT FUEL AND LUBRICANTS:** Expenses for fuel or lubricants used in the operation of equipment.

**EXPENDITURE:** The actual outlay 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).

**INTERGOVERNMENTAL AGREEMENT (IGA):** An agreement for provision and receipt of services between agencies in the tri-county metropolitan area. IGAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

**INTEREST ON INVESTMENTS:** Interest earned through investment of cash balances.

**LAND SALE PROCEEDS:** Revenues generated by land sales.

**LIMITED TERM SALARIES AND WAGES:** Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.

**LINEAR ASSET:** A linear asset is continuous: rail, fiber-optic cable, overhead catenary wire, etc. They are typically assets that are measured by length.

**LINE ITEM:** The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, office supplies and other materials are line items within the external materials and supplies consumed object category.

**LITIGATION:** The process of taking legal action.

**LOCAL BUDGET LAW:** Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties and special districts within Oregon.

**MAJOR FUND:** Major funds must be displayed in the basic statements for proprietary funds. Funds are considered major when certain conditions are met. The general fund of a government entity is always considered a major fund.

**MAJOR OBJECT CATEGORIES:** Broad categories of expenditures. Major object categories include personnel services, external and internal material and services, capital outlay, contingency and debt service. (See Account or Line Item).

**MANAGEMENT AND TRAVEL EXPENSES:** Expenses for memberships, dues, subscriptions, promotional, employee education, local and out-of-town travel, and miscellaneous management activities.

**MATERIALS AND SUPPLIES:** Purchase of materials and supplies which have a short life and are usually low in cost.

**MEAN DISTANCE BETWEEN FAILURES:** A measure of reliability that expresses the average distance travelled by a type of bus, rolling stock, etc. before preventative or reparative maintenance is required.

**MISCELLANEOUS EXPENSE:** Expenses not account for elsewhere, including bad debts.

**NON-LINEAR ASSET:** A non-linear asset is a discrete asset such as a facility, revenue vehicle, non-revenue vehicle, shelter, signal, server, etc. They are measured per unit count or by quantity.

**ONE-TIME EXPENDITURES:** These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

**ONE-TIME REVENUES:** Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

**ONGOING EXPENDITURES:** Continuing expenditures that maintain established levels of services (as compared to one-time expenditures).

**ONGOING REVENUES:** Discretionary General Fund revenues that are sufficient to fund services.

**OPERATING DIVISIONS:** The operating divisions are Transportation and Maintenance.

**OPERATING PROGRAM:** (Also see Capital Program) Costs associated with daily operating of the agency.

**OREGON REVISED STATUTES (ORS):** The laws of the State of Oregon.

**OTHER REVENUE:** Miscellaneous operating revenue not specifically defined.

**PERFORMANCE MEASURE:** An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **WORKLOAD MEASURE:** Describes a quantity of work performed.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer) and communicate the policy intent of service provision.
- **KEY PERFORMANCE MEASURE:** An outcome indicated of core service delivery that provide Agency directors and the Board of Directors with information to guide decision-making.

**PERSONNEL SERVICES:** Salaries, wages, benefits and other payroll expenses paid to Agency employees.

**PORTLAND STREETCAR:** A streetcar system owned by the City of Portland and operated by TriMet that opened in 2001 and serves areas surrounding downtown Portland.

**PROPRIETARY FUND:** One of the major fund classifications of governmental accounting. Sometimes referred to as income determination or commercial-type funds. Includes enterprise funds.

**RAPID BUS:** A high-capacity urban public-transit system with its own right-of-way, multiple-car vehicles at short headways, and longer stop spacing than traditional streetcars and buses.

**REQUIREMENTS:** Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, debt service and ending fund balance.

**RESOURCES:** Revenue and other monies that the Agency has or expects to receive. Resources include estimated revenues and beginning fund balance.

**REVENUES:** Monies earned through the operation or use of TriMet facilities or services.

**SALARIES AND WAGES:** Base compensation for all non-temporary positions, including student training pay, tool allowance, and union employee wage premiums based on years of service.

**SCHEDULED OVERTIME:** Overtime that has been built in upon operator shifts.

**SERVICE REVENUE:** Revenue generated by performing a specific service, generally equipment oriented, including rental.

**SMALL STARTS GRANT:** Major new fixed guideway projects, or extension to existing systems financed with a Project Construction Grant Agreement that defines the scope of the project and specifies the total multi-year Federal commitment to the project.

**TAX SUPERVISING & CONSERVATION COMMISSION (TSCC):** The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

**TOTAL PROJECT COST:** Total cost of a project.



**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> .....Office of the Chief Operating Officer Department
<b>ATU</b> .....Amalgamated Transit Union	<b>CPC</b> .....Capital Program Committee
<b>BEB</b> .....Battery-Electric Bus	<b>CPTED</b> .....Crime Prevention through Environmental Design
<b>BETC</b> .....Business Energy Tax Credit	<b>CR</b> .....Commuter Rail Department
<b>BF</b> .....Budget & Forecasting Department	<b>CRRSAA</b> .....Coronavirus Response and Relief Supplemental Appropriations Act
<b>BH</b> .....Benefits & HRIS Department	<b>CSC</b> .....Customer Support Center
<b>BM</b> .....Bus Maintenance Department	<b>CSW</b> .....Customer Service Workshops
<b>BOD</b> .....Board of Directors	<b>CY</b> .....Current Year
<b>BOLI</b> .....Bureau of Labor and Industries (Oregon)	<b>DB</b> .....Defined Benefit (pension)
<b>BRRST</b> .....Bus and Rail Replacement Service Team	<b>DBE</b> .....Disadvantaged Business Enterprise
<b>BRT</b> .....Bus Rapid Transit (Rapid Bus Lines)	<b>DC</b> .....Defined Contribution (pension)
<b>BT</b> .....Bus Transportation Department	<b>DCD</b> .....Design & Construction Department
<b>C</b> .....Compensation Department	<b>DDE</b> .....Defensive Driving Evaluations
<b>C.A.R.E.S</b> .....Customer Automated Ride Experience System	<b>DMAP</b> .....Division of Medical Assistance Programs
<b>CARES Act</b> ....Coronavirus Aid, Relief, and Economic Security Act	<b>DMU</b> .....Diesel Multiple Unit
<b>CAT</b> .....Committee on Accessible Transportation	<b>DTP</b> .....Division Transit Project
<b>CAE</b> .....Community Affairs & Engagement Department	<b>E3</b> .....Engage, Empower, Expand
<b>CBO</b> .....Community Based Organization	<b>EAMS</b> .....Enterprise Asset Management System
<b>CCTV</b> .....Closed Circuit Television (security cameras)	<b>EAP</b> .....Employee Assistance Program
<b>CDL</b> .....Commercial Driver's License	

<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>LAP</b> .....Language Access Program
<b>FRAS</b> .....Fare Revenue & Administrative Services Department	<b>LIF</b> .....Low-Income Fare
<b>FS</b> .....Financial Services Department	<b>LIFT</b> .....Accessible Transportation at TriMet
<b>FTA</b> .....Federal Transit Administration	<b>LMR</b> .....Land Mobile Radio
<b>FTE</b> .....Full-Time Equivalent	<b>LMS</b> .....Learning Management System
<b>FX Line</b> .....Frequent Express (high capacity bus service)	<b>LR</b> .....Labor Relations Department
<b>FY</b> .....Fiscal Year	<b>LRV</b> .....Light Rail Vehicle
<b>GAAP</b> .....Generally Accepted Accounting Principles	<b>LSA</b> .....Legal Services Administration Department
<b>GASB</b> .....Government Accounting Standards Board	<b>LTD</b> .....Long Term Disability
<b>GC</b> .....General Counsel	<b>LOC</b> .....Line of Credit
<b>GDC</b> .....Grant Development & Compliance Department	<b>M&amp;S</b> .....Materials & Services
<b>GED</b> .....General Education Development	<b>MA</b> .....Maintenance Administration Department
<b>GEM</b> .....Going the Exemplary Mile Award	<b>MaaS</b> .....Mobility as a Service
<b>GFOA</b> .....Government Finance Officers Association	<b>MAX</b> .....Metropolitan Area Express
<b>GIS</b> .....Geographic Information System	<b>MBDF</b> .....Mean Distance Between Failures

**MMIS**.....Maintenance Management Information System  
**MODA**.....Multi-Objective Decision Analysis  
**MOW** .....Rail Maintenance of Way Department  
**MP** .....Major Projects Department  
**MPR** .....Monthly Performance Report  
**MRP** .....Material Requisition Planning  
**MTIP** .....Metropolitan Transportation Improvement Program  
**MWESB**.....Minority, Women & Emerging Small Business  
**NASRA**.....National Association of State Retirement Administrators  
**NCSR** ..... Nationwide Cybersecurity Review  
**NEPA** ..... National Environmental Protection Act  
**NRV** .....Non Revenue Vehicle  
**NTD** .....National Transit Database  
**NU** .....Non-Union  
**O&M** .....Operations and Maintenance  
**OCC** .....Operations Command Center Department  
**OCOO** .....Office of Chief Operating Officer Department  
**OCS** .....Overhead Catenary System  
**ODOT** .....Oregon Department of Transportation  
**OFLA** .....Oregon Family Leave Act  
**OGM** .....Office of General Manager Department  
**OMF** .....Operations and Maintenance Facility  
**OPEB** .....Other Post-Employment Benefits  
**OPM** .....Oracle Performance Management Module  
**ORS** .....Oregon Revised Statutes  
**OTA** .....Oregon Transit Association  
**P&R** .....Park & Ride  
**PAA** .....Public Affairs Administration Department  
**PAI** .....Public Access & Innovation Department  
**PC** .....Personal Computer  
**P-Card** .....Purchasing Card

**PCM** .....Predicted Compensation Model  
**PCR** .....Probationary Check Rides  
**PIC** .....Process Improvement Committee  
**PI/PD** .....Personal Liability and Property Damage  
**PMIS** .....Project Management Information System  
**PMO** .....Project Management Oversight  
**PNWR** .....Portland and Western Railroad  
**PPO** .....Preferred Provider Organization  
**PRT** .....Payroll Tax  
**PS** .....Portland Streetcar Department  
**PSCM** .....Procurement & Supply Chain Management Department  
**QA** .....Quality Assurance  
**QC** .....Quality Control  
**QDRO** .....Qualified Domestic Relations Order  
**RCA** .....Revolving Credit Agreement  
**REM** .....Rail Equipment Maintenance Department  
**RFST** .....Readiness for Service Team  
**RM** .....Risk Management Department  
**ROOT** .....Rail Operation Optimization Technology  
**ROW** .....Right of Way  
**RPI** .....Rules, Procedures and Instructions  
**RT** .....Rail Transportation Department  
**RTOD** .....Real Estate & Transit Oriented Development Department  
**RTW** .....Return To Work  
**SEM** .....Security & Emergency Management Department  
**SES** .....Safety & Environmental Services Department  
**SGR** .....State of Good Repair  
**SI** .....Safety Interventions  
**SIP** .....Service Improvement Process  
**SME** .....Subject Matter Expert  
**SMS** .....Safety Management System

TriMet FY2026 Adopted Budget - 432



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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 02/26/2025**

*Stacey Tredici* 

Principal Clerk of the Publisher

Sworn to and subscribed before me this 11th day of March 2025

*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 26, 2025 at 9:00 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for fiscal year July 1, 2025 to June 30, 2026, 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/). Individuals who wish to testify virtually in public forum can register at [www.trimet.org/meetings/board/](http://www.trimet.org/meetings/board/) until 12:00 P.M. the day before the meeting. Registration to testify in person will open at 8:30 A.M. and will close promptly at 9:00 A.M. on the day of the public 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 25, 2025 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 5, 2025 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 on TriMet's website at [www.trimet.org](http://www.trimet.org).

**EMILY YOUNG-UNIVAT**  
Budget Officer

## RESOLUTION NO. 25-03-10

**RESOLUTION NO. 25-03-10 OF THE TRI-COUNTY METROPOLITAN  
TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS THE  
TRIMET BUDGET COMMITTEE, APPROVING THE PROPOSED FISCAL  
YEAR 2026 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 294.331, TriMet's Chief Financial Officer serves as Budget Officer and primary liaison with the Multnomah County Tax Supervising and Conservation Commission (TSCC); and

**WHEREAS**, pursuant to ORS 294.423, the TriMet Board of Directors (Board) constitutes TriMet's Budget Committee; and

**WHEREAS**, pursuant to ORS 294.428, the Budget Committee approves TriMet's 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 2026 Budget totaling \$1.94 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 26, 2025


  
Presiding Officer

Attest:

  
Recording Secretary

Approved as to Legal Sufficiency:

  
Legal Department




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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 04/02/2025**


*Stacey Tredici* 

Principal Clerk of the Publisher

Sworn to and subscribed before me this 08th day of April 2025

*Kimberlee Wright O'Neill* 

Notary Public



KIMBERLEE WRIGHT O'NEILL  
NOTARY PUBLIC - OREGON  
COMMISSION NO. 1026818  
MY COMMISSION EXPIRES 06/15/2026

Online Notary Public. This notarial act involved the use of online audio/video communication technology. Notarization facilitated by SIGNIX®

**TRI MET**

**TSCC**  
**NOTICE OF BUDGET HEARING**

A public hearing will be held by the Tax Supervising and Conservation Commission (TSCC) on the budget approved by the Budget Committee for the Tri-County Metropolitan Transportation District of Oregon (TriMet), Multnomah County, State of Oregon, for the fiscal year July 1, 2025 to June 30, 2026. The Hearing will be held at One Main Place, 2nd Floor Boardroom, 101 SW Main Street, Portland, OR 97204 on April 23, 2025, at 8:00 A.M. The purpose of the hearing is to discuss the budget with interested persons.

A copy of the budget document may be inspected or obtained at the TriMet Administration Headquarters, 101 SW Main St., Suite 700, Portland, Oregon, 97204 between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday. An electronic copy is also available to view at <https://trimet.org/about/accountability.htm#financial>

Total Budget Requirements:  
\$1,944,615,375

Nancy Young-Oliver  
Budget Officer


**Tax Supervising  
and Conservation  
Commission**

808 SW 3rd Ave, Suite 540  
Portland, Oregon, 97204  
(503) 988-3054  
TSCC@multco.us  
tscmultco.com

4/23/2025

President Laverne Lewis and Board of Directors  
TriMet  
101 SW Main Street  
Portland, Oregon 97201

**RE: TriMet's 2025-26 Approved Budget Certification**

Dear President LaVerne Lewis and Board of Directors,

The Tax Supervising and Conservation Commission met with the Board of Directors today to review, discuss, and conduct a public hearing on TriMet's 2025-26 Approved Budget. This hearing and the TSCC review of the TriMet budget were conducted according to ORS 294.605 to 294.705 to confirm compliance with Oregon local budget laws and to determine the adequacy of estimates necessary to support the efficient and economical administration of the district.

The budget was filed with TSCC prior to the May 15<sup>th</sup> deadline and at least 20 days prior to the budget hearing, as required by statute. The estimates (shown on the following page) were judged reasonable for the purposes indicated, and the document complied with local budget law. As a result, the TSCC certifies by a majority vote of the commissioners that it has no recommendations or objections to make concerning the budget.

Please file a complete copy of the Adopted Budget with the Commission no later than July 15, 2025. If extra time is needed, please request an extension from TSCC staff.

Thank you for the opportunity to discuss this budget with you.

Yours truly,

**TAX SUPERVISING & CONSERVATION COMMISSION**

Harmony Quiroz, Chair



Dr. Rita Moore, Commissioner



Matt Donahue, Commissioner



Allison Lugo Knapp, Commissioner



Tod A. Burton, Commissioner



Commissioners: Harmony Quiroz, Chair | Matt Donahue | Tod Burton | Allison Lugo Knapp | Rita Moore

Total FY 2025-26 Approved Budget 1,944,615,375

TriMet			
Fund	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	1,222,618,702	721,996,673	1,944,615,375
<b>Total</b>	<b>\$1,222,618,702</b>	<b>\$721,996,673</b>	<b>\$ 1,944,615,375</b>

No tax rate is levied.

### FY2026 Trimet - Appropriation Schedule

	Operating	Capital	Other	Total
Office of the General Manager Division	2,278,076			2,278,076
Transportation Division	352,816,298	12,186,052		365,002,350
Maintenance Division	199,699,869	58,668,845		258,368,714
Transit System & Asset Support Division	26,640,644			26,640,644
Finance & Administrative Services Division	39,091,063	6,458,320		45,549,383
Information Technology Division	37,406,067	12,168,594		49,574,661
Labor Relations & Human Resources Division	14,030,468			14,030,468
Legal Services Division	10,777,322	922,013		11,699,335
Safety & Security Division	75,555,482	8,136,316		83,691,798
Strategy & Planning	4,732,256	1,440,318		6,172,574
Public Affairs Division	17,981,405	1,450,000		19,431,405
Public Access & Innovation	4,629,984			4,629,984
Engineering & Construction Division	3,435,124	63,899,040		67,334,164
Other Post Employment Benefits	54,462,800			54,462,800
Other Non-Operating Requirements			24,312,800	24,312,800
Debt Service	74,520,877			74,520,877
Contingency			77,541,732	77,541,732
<b>Total Appropriation</b>	<b>\$918,057,735</b>	<b>\$165,329,498</b>	<b>\$101,854,532</b>	<b>\$1,185,241,765</b>
Excludes Ending Fund Balance of				<b>\$771,380,547</b>
<b>All Funds Total</b>				<b>\$1,956,622,312</b>

## RESOLUTION NO. 25-05-24

**RESOLUTION NO. 25-05-24 OF THE TRI-COUNTY METROPOLITAN  
TRANSPORTATION DISTRICT OF OREGON (TRIMET) ADOPTING THE  
FISCAL YEAR 2026 ANNUAL BUDGET AND APPROPRIATING FUNDS**

**WHEREAS**, at a public meeting on March 26, 2025, the TriMet Board of Directors (Board) approved FY2026 Budget estimates for the period July 1, 2025 through June 30, 2026 for submission to the Multnomah County Tax Supervising and Conservation Commission (TSCC) for its review and recommendations; and

**WHEREAS**, the TSCC held a public hearing on April 23, 2025, to review the TriMet FY2026 Budget with the directors and staff of TriMet, and to provide the public with an opportunity to ask questions and express views concerning the budget estimates; and

**WHEREAS**, the TSCC certified TriMet's FY2026 Budget with no objections or recommendations; and

**WHEREAS**, as allowed by ORS 294.456, the FY2026 Budget was revised as shown on the attached Exhibit A to increase expenditures by \$12,006,937; and

**WHEREAS**, the aggregate sum of the FY2026 Budget requirements for all funds is \$1,956,622,312;

**NOW, THEREFORE, BE IT RESOLVED:**


- That TriMet's FY2026 Budget, as approved by the Board on March 26, 2025, and certified by the Multnomah County TSCC on April 23, 2025, and as amended herein, is hereby adopted.
- For the period July 1, 2025 through June 30, 2026, funds are appropriated as follows:

Office of the General Manager Division	\$2,278,076
Transportation Division	365,002,350
Maintenance Division	258,368,714
Transit System & Asset Support Division	26,640,644
Finance & Administrative Services Division	45,549,383
Information Technology Division	49,574,661
Labor Relations & Human Resources Division	14,030,468
Legal Services Division	11,699,335
Safety & Security Division	83,691,798
Strategy & Planning Division	6,172,574
Public Affairs Division	19,431,405
Public Access & Innovation Division	4,629,984
Engineering & Construction Division	67,334,164
Other Post-Employment Benefits	54,462,800
Other Non-Operating Requirements	24,312,800
Debt Service	74,520,877
Contingency	77,541,732

<b>Total Appropriation</b>	<b>\$1,185,241,765</b>
<b>Fund Balance</b>	<b>\$771,380,547</b>
<b>All Funds Total</b>	<b>\$1,956,622,312</b>

- That TriMet's Budget Officer is authorized to make adjustments within, but not between, appropriations during the budget period.

Dated: May 28, 2025

  
Presiding Officer

Attest:

  
Recording Secretary

Approved as to Legal Sufficiency:

  
Legal Department





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