



Adopted Budget



2022–2023

Tri-County Metropolitan Transportation District of Oregon
Budget & Grants Administration Department

TRIMET
How life moves®

TABLE OF CONTENTS

	<u>Page</u>		<u>Page</u>
Overview			
Board of Directors	6	Summary of Debt Service Principal and Interest.....	66
Tri Met Officials	6	TriMet Continuing Revenues and Calculation	
Tri Met Budget Organization Chart.....	7	of Payroll Tax Debt Service Ratio	67
GFOA Distinguished Budget Presentation Award	8	Other Post Employment Benefits	
Budget Message.....	9	Other Post Employment Benefits Overview.....	68
Financial Summary			
Summary of Financial Resources & Requirements	34	Other Post Employment Benefits.....	69
Resource Summary	35	General Manager Division	
Requirement Summary.....	36	General Manager Overview.....	70
CIP Resource Summary.....	39	General Manager Performance Metrics	71
CIP Requirement Summary	40	Division Summary.....	72
Summary of Fund History.....	41	Office of the General Manager.....	73
Pass through Revenues and Requirements.....	42	Internal Audit.....	75
Resources			
Resources Graph	44	Personnel Profile.....	77
Resource Summary	45	Chief Operating Officer Division	
Resource Summary by Source.....	46	Chief Operating Officer Overview	78
Federal & State/Local Grant Summary.....	47	Chief Operating Officer Performance Metrics.....	79
Requirements			
Requirements Graph.....	50	Division Summary.....	80
Requirement Summary.....	51	Office of the Chief Operating Officer	81
Requirements by Object Class.....	54	Operations Planning & Development	83
Personnel Services Schedule.....	55	Business Planning & Asset Management.....	85
Materials & Services Schedule.....	56	Operations Training & Planning.....	87
Summary of Employees	57	Personnel Profile.....	89
Summary of Fixed Route Service	60	Transportation Division	
Summary of Fixed Route and Accessible		Transportation Overview.....	92
Transportation Vehicles	61	Transportation Performance Metrics	93
Debt Service			
Debt Service Overview.....	62	Division Summary.....	94
Bond Purpose & Bond Ratings	63	Transportation Administration.....	95
Principal & Interest Payments through Maturity.....	64	Bus Transportation.....	97
Summary of Debt Service.....	65	Service Delivery	100
		Accessible Transportation Programs.....	102
		Rail Transportation.....	105
		Commuter Rail	107
		Streetcar.....	110
		Personnel Profile.....	112

	<u>Page</u>
Safety & Security Division	
Safety & Security Overview.....	116
Safety & Security Performance Metrics	117
Division Summary.....	118
Safety & Security Administration.....	119
Safety & Environmental Services	121
Security & Emergency Management.....	123
Personnel Profile.....	125
Maintenance Division	
Maintenance Overview.....	128
Maintenance Performance Metrics	129
Division Summary.....	130
Maintenance Administration	131
Bus Maintenance.....	133
Facilities Management Bus-Rail.....	136
Rail Maintenance of Way.....	140
Rail Equipment Maintenance.....	143
Personnel Profile.....	146
Information Technology Division	
Information Technology Overview.....	150
Information Technology Performance Metrics.....	151
Division Summary.....	152
Information Technology Administration	153
Operations & Infrastructure.....	155
Information Security	157
Enterprise Systems.....	159
Intelligent Transportation Systems.....	161
Personnel Profile.....	163
Public Affairs Division	
Public Affairs Overview.....	166
Public Affairs Performance Metrics	167
Division Summary.....	168
Public Affairs Administration.....	169
Policy & Planning.....	171
Transit Equity, Inclusion & Community Affairs	173
Government Services & Public Affairs.....	175

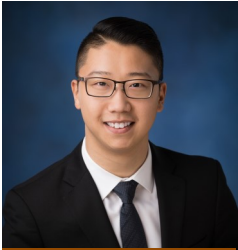
	<u>Page</u>
Communications & Marketing.....	177
Customer Information Services	179
Personnel Profile.....	181
Finance & Administrative Services Division	
Finance & Administrative Services Overview.....	184
Finance & Administrative Services Performance Metrics	185
Division Summary.....	186
Finance & Administrative Services	187
Financial Services	189
Budget & Grants Administration.....	191
Risk Management.....	193
Procurement & Supply Chain Management.....	195
Fare Revenue & Administrative Services	197
Personnel Profile.....	200
Labor Relations & Human Resources Division	
Labor Relations & Human Resources Overview.....	204
Labor Relations & Human Resources Performance Metrics	205
Division Summary.....	206
Human Resources Administration.....	207
Benefits & HRIS.....	209
Talent Management.....	211
Labor Relations	213
Compensation.....	215
Personnel Profile.....	217
Legal Services Division	
Legal Services Overview.....	220
Legal Services Performance Metrics	221
Division Summary.....	222
Legal Services Administration.....	223
Litigation.....	225
Real Estate & Transit Oriented Development.....	227
Personnel Profile.....	229

	<u>Page</u>
Engineering & Construction Division	
Engineering & Construction Overview.....	232
Engineering & Construction Performance Metrics.....	233
Division Summary.....	234
Engineering & Construction Administration	235
Policy & Planning.....	237
Design & Construction.....	239
Major Projects	241
Project Development & Permitting.....	243
Personnel Profile.....	245
Capital Program (CIP)	
Capital Program Overview.....	248
CIP Resource Summary.....	254
CIP Requirement Summary	255
CIP Detail.....	256
CIP Division Summary	259
Trends	
Tri Met Service District Area.....	270
Top 25 Largest Employers in Tri Met District.....	271
Ridership and Expense (Fixed Route)	272
Local Economic Statistics	273
Personnel Profile.....	274
Glossary & Acronyms	
Glossary.....	282
Acronyms.....	288
Appendix	
Notice of Budget Committee Meeting	292
Resolution Approving FY2022-2023 Budget.....	293
Affidavit of Publication, Tax Supervising & Conservation	
Commission Hearing	294
Tax Supervising & Conservation Commission Letter	295
Appropriation Schedule.....	296
Resolution Adopting FY2022-2023 Budget	297



[This Page Left Intentionally Blank]

TriMet Board of Directors



Thomas Kim

District 1: Washington County

Current term expires June 30, 2025



Keith Edwards

District 5: N and NE Portland

Current term expires May 24, 2022



Ozzie Gonzalez

Secretary/Treasurer
District 2: N, NW and SW Portland
Current term expires March 31, 2022



Dr. LaVerne Lewis

District 6: E Multnomah County

Current term expires March 4, 2025



Dr. Linda Simmons

President
District 3: SW Portland
Current term expires May 31, 2023



Kathy Wai

District 7: Clackamas County

Current term expires May 24, 2022



Lori Irish Bauman

Vice President
District 4: SE Portland
Current term expires May 31, 2023

All Board meetings are open to the public. For more information, dates and agendas of meetings, visit

trimet.org/meetings/board

To learn more about the Board of Directors, and their roles on the board, visit trimet.org/about/board

Staff to the Board: Kimberley Angove,
Email angovek@trimet.org

TriMet Officials



Sam Desue, Jr.
General Manager



Dee Brookshire
CFO/Budget Officer

Mailing Addresses:

TriMet Board of Directors

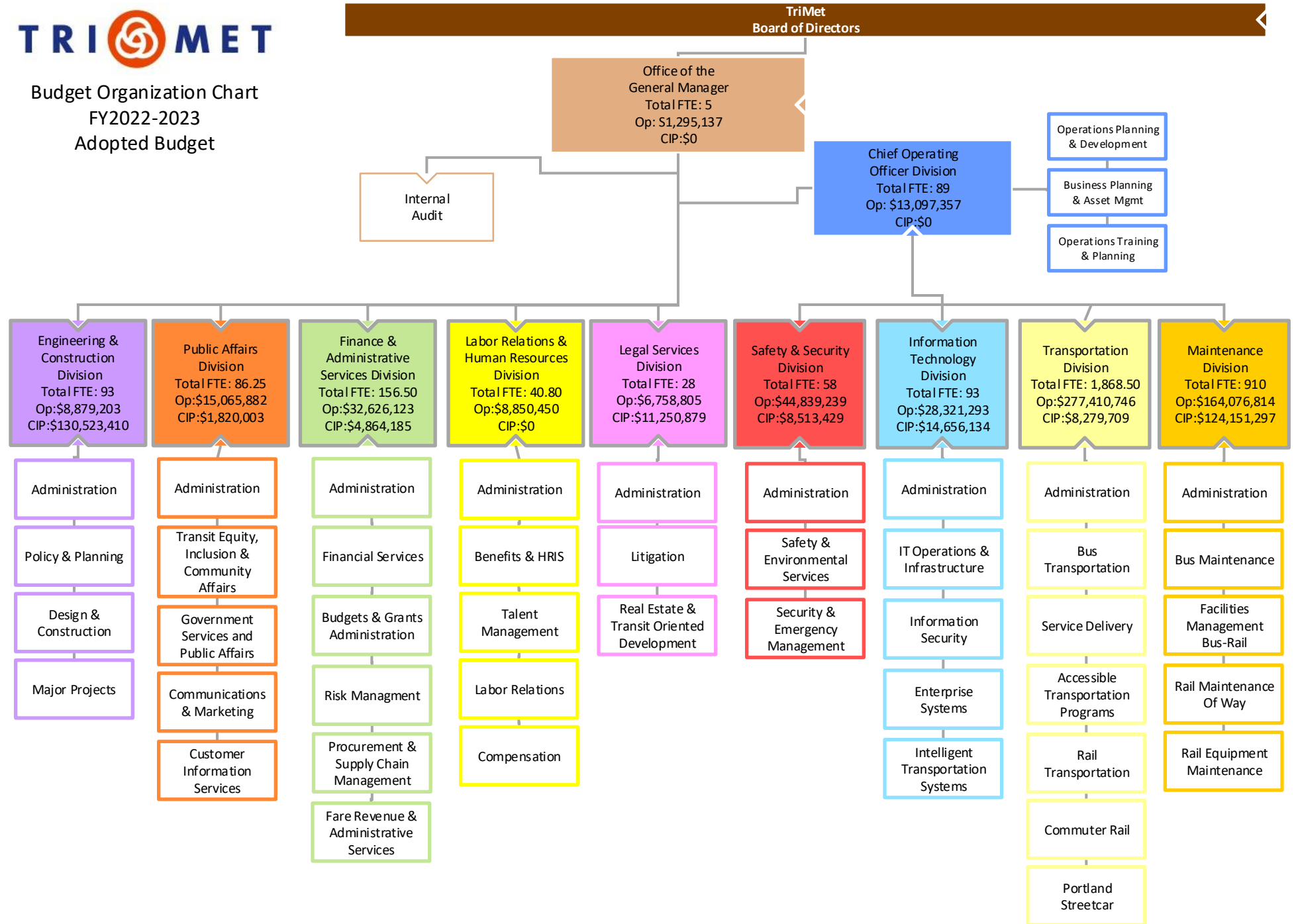
Office of the General Manager
1800 SW 1st Avenue, Suite 300
Portland, Oregon 97201

TriMet

1800 SW 1st Avenue, Suite 300
Portland, Oregon 97201



Budget Organization Chart
FY2022-2023
Adopted Budget



Op: Operating expenses include personnel services and materials & services
CIP: Capital Improvement Program expenses



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**TRIMET
Oregon**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

May 2022

To: TriMet Board of Directors
From: Dee Brookshire, Executive Director of Finance & Administrative Services/CFO
Budget & Grants Administration Department

Re: FY2023 Adopted Budget

Budget Overview

In FY2023 TriMet continues to provide essential transit service to the tri-county area while recovering from the pandemic. This year's budget cycle also lends itself to an intensive capital project period during which TriMet will complete renovation of the Powell Garage, complete construction on the *Division Transit Project* with revenue operations beginning in September, and continue work on the light rail expansion to the Fair Complex in Hillsboro on the *Better Red Project*. FY2023 will also have its challenges as we implement initiatives, work to restore ridership and address operator shortages in the aftermath of the pandemic.

The TriMet Adopted Budget for FY2023 outlines a resource and expenditure plan for July 1, 2022 through June 30, 2023.

The FY2023 Adopted Budget totals just over \$1.93 billion and includes:

- Resources supporting FY2023 total \$1.93 billion including \$78.8 million in operating revenue, \$470.1 million in tax revenues, and \$164.5 million in Federal funding.
- Day-to-day Operating Requirements of \$748.9 million including \$441.5 million to operate the system, \$159.8 million in general and administrative costs, \$84.5 million for other post-employment benefits (OPEB), and \$63.1 million for debt service.
- Capital Improvement Program (CIP) Requirements of \$304.1 million.
- Pass Through Requirements (under which TriMet receives funds required to be provided to other governmental agencies), Funding Exchange Payments (TriMet exchanges its general funds with another government's federal funds) and Special Payments (one time agreements to fund projects for which TriMet benefits) totaling \$22.2 million.
- Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for known risks. Contingency is intended for those activities where the amount and timing are unknown at the time of budget adoption. FY2023 contingency totals \$35.7 million.
- Ending Fund Balance totals \$820.4 million and is unappropriated and not available for spending in FY2023. Fund balance includes \$142.7 million in restricted bond proceeds and other restrictions to be spent after FY2023; \$43.9 million restricted for future debt service payments; and \$633.8 million in unrestricted fund balance, which for FY2023 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term future years.

Significant Budgetary Items

Transit Equity, Inclusion & Community Affairs: In July 2018, TriMet introduced reduced fares for riders with low-incomes. Riders with qualifying incomes can ride for as little as \$28 per month. To date, we have saved riders more than \$11.0 million since the low-income fare program began. Through the span of six years, we have provided more than \$8.4 million worth of subsidized fare to 105 non-profits and community-based organizations. We have also provided more than \$1.3 million in reduced fares to 60 non-profits and government entities during the same period.

Transit Service: In September 2022, TriMet will introduce the new FX Line [Frequent Express], the agency's first high-capacity bus service offering faster and more reliable trips every 12-minutes. Service restoration will be evaluated during the next year and will be considered if both demand and the availability of operators presents itself.

Capital Investments: Completion of the Powell Garage, light rail vehicle replacements and the Better Red project continue to be the three major projects in process at TriMet. Others include regular replacements of equipment, track and signal infrastructure, and the building of two additional parking garage floors at Park Ave.

Electrification: During FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition from diesel fueled buses toward battery-electric buses. In FY2020, TriMet began testing its first five battery electric buses. Electrification infrastructure has been the focus of FY2022 and again in FY2023 to ensure Powell Garage is ready to support an expanded fleet of 24 battery electric buses, set to arrive in FY2024.

Budgetary Trends

The following are the key budgetary trends that have a significant impact on TriMet operations, local economy and the tri-county region.

Trend (in Millions)	FY2020	FY2021	FY2022 Estimated	FY2023 Adopted	Trend Analysis
Revenues					
Passenger Revenues	\$85.6	\$39.4	\$48.8	\$ 62.4	The pandemic has had a profound impact on the passenger revenues. Our trending of ridership and service expects a 28% increase over FY2022. FY2023 does not include a fare increase for the 10 th year in a row.
Payroll Taxes	\$398.4	\$415.5	\$437.5	\$470.1	Payroll taxes have performed moderately well through the pandemic. Although down from pre-pandemic forecasts, the tax revenue is expected to grow 5.3% over FY2021 and 7.5% over FY2022.
Federal Operating Grants	\$215.9	\$302.6	\$309.3	\$164.5	Federal operating grants have been influenced by federal stimulus acts and are shown as one-time resources during FY2021-23.
Expenditures					
Personnel Services	\$327.0	\$346.4	\$357.6	\$399.5	Average cost increases in personnel services [wages & benefits] are about 6%. FY2022 and FY2023 include vacancies while FY2020 and FY2021 are the actual for the year.
Materials & Services	\$171.0	\$139.8	\$154.8	\$201.7	In FY2021, materials and services for regular operations spending came in significantly less due to reduced spending. FY2022 is on track with more historic figures, but still below FY2020. FY2023 has increases in security services, diesel fuel, and contracted services for accessible transportation.
Ridership (Fixed Route)	77.8	39.7	49.2	57.8	Ridership growth is expected to be 10% or greater the next few years, with slower growth beyond FY2024.
Employment (Tri-County)	825,200	784,400	800,100	816,100	Effects of the pandemic are definitely impacting employment growth in the region, however, thanks to the transition to remote work by many employers in the region, wage growth remains strong, hence the strong payroll tax receipts.

Differences between the Proposed and Adopted Budget

Changes to the FY2023 Proposed Budget were developed in May 2022, which were mostly the result of utilizing more recent financial performance information and updated information on capital projects.

Changes in resources and requirements are summarized in the chart to the right.

Of most significant is the carryover of some projects in the Capital Program. In addition, changes in the following as a result of updated forecasting and new information include:

- Revenue projections
- Non-operating resources/expenses
- Operating expenses
- Other Post-Employment Benefits
- Contingency

The net cumulative effect of all FY2023 budget changes between the Proposed and Adopted Budget result in an increase in Resources and Requirements totaling just over \$109.7 million. The changes are within the limit allowed by Local Budget Law (ORS 294.456).

Resource Budget Changes: FY2023 Proposed to Adopted Budget	
Description of Change	Amount
Increased the beginning fund balance restricted bond proceeds & restricted debt service due to the final reconciliation of capital projects.	\$ 84,630,944
Increased the unrestricted beginning fund balance as a result of updated projections for FY2023 (capital and operating projects carryover).	\$ 20,625,358
Increased passenger revenue and transit advertising to reflect most recent projection.	\$ 1,697,010
Increased other federal/state/local operating grants mainly due to rounding.	\$ 27
Decreased CIP resources as a result of updated cash flows and adjustments to carryover projects.	\$ (389,288)
Decreased Light Rail Program Resources to reflect most recent cash flow.	\$ (2,400,000)
Increased other non-operating resources due to addition of one STIF-Discretionary project and delay in signature of intergovernmental agreements.	\$ 5,569,960
	Total \$ 109,734,011
Requirement Budget Changes: FY2023 Proposed to Adopted Budget	
Description of Change	Amount
Increased funds mainly due to final adjustments salary programs.	\$ 3,912,940
Increased Materials & Services for Diesel Fuel, Security Services and ATP Central contract.	\$ 8,615,800
Decreased Other Post Employment Benefits for capital grant fringe reimbursement.	\$ (333,822)
Increased CIP due to the carryover of some projects from FY2022 into FY2023.	\$ 57,924,508
Increased contingency primarily to reflect changes in Personnel Services, Materials & Services and Capital.	\$ 365,847
Increased other non-operating resources due to addition of one STIF-Discretionary project and delay in signature of intergovernmental agreements.	\$ 5,569,987
Increased Restricted Bond Proceeds & Other Restricted primarily for Capital Program projects being pushed beyond FY2023.	\$ 39,318,023
Decreased unrestricted ending fund balance due to increased expenses on Personnel Services, Materials & Services and Capital.	\$ (5,639,272)
	Total \$ 109,734,011

Strategic Goals & Strategies

TriMet's Business Plan is a five-year strategic plan, which is updated each year to account for changing circumstances and progress. The Plan presents our vision, mission, values, and primary roles in the region that set the strategic framework for our actions.

TriMet has made progress on and substantially completed many of the FY2022 Business Plan Key Strategic Actions. Major accomplishments include:

- ✓ Training on de-escalation techniques included in bus and rail operator recertification training and will be complete for all operators by the end of FY2022.
- ✓ Marketing continues to encourage ridership according to market conditions and community sentiment around COVID and their desire to be more active outside their home.
- ✓ Bus interior detail cleaning frequency improved to every 30 days, while continuing standard daily cleaning.
- ✓ Multi-modal trip planner enhancements completed and integrated into trimet.org with ongoing refinements to meet customer needs.
- ✓ Hollywood HUB transit-oriented development and adjacent TriMet light rail electrical infrastructure project have advanced, including identifying all funding for affordable housing building at the site; this included \$28.4M grant for Bridge to develop the affordable housing with about 200 affordable units.
- ✓ All certified LIFT riders have been issued Hop Fastpass® cards and tens of thousands of LIFT trips are paid for with Hop Fastpass® each month.
- ✓ Implemented program changes to comply with pay equity law and provide competitive pay practices.
- ✓ Implemented peer-to-peer recognition software program and planning additional capabilities and training for its use.
- ✓ On track to meet all six Strategic Financial Plan guidelines for FY2022.

The Plan is broken into four Goal Categories including Customers, Internal Business Practices, People & Innovation, and Financial that frame twelve fundamental Goals, which provide the structure for the Plan. Each Goal has one or more Objectives that help provide more definition and clarity. For FY2023, the goals will be achieved through 35 measurable objectives, which in turn have one or more strategic actions.

Process for Creating Strategic Goals: Each year, we re-examine our strengths, weaknesses, opportunities, and challenges and identify strategic priorities and points of emphasis for the year. These are developed and refined with TriMet staff, executive leadership, and with public strategy sessions with the TriMet Board who represent seven different districts within the overall service area. Public, stakeholder, and employee feedback is incorporated into each year's Business Plan.

Outreach and engagement with communities is fully integrated with our other activities related to Service Plans and Budget decisions. A Draft Business Plan is released early in the year, with a public comment period following, before a Final Business Plan is produced for the upcoming fiscal year.

For a full review of the current status, results, targets and key strategic actions, see the [TriMet Business Plan](#) on trimet.org. The graphic above illustrates the twelve Goals within each Goal Category. The following two pages provide an excerpt of the key strategic actions, by category, over the next five years, showing how the goals will be accomplished.



Excerpted Objectives	Excerpted Key Strategic Actions	FY23	FY24	FY25	FY26	FY27
Customers						
Satisfied Riders Goal 1						
1A. Provide safe service	Clean all vehicles daily with monthly detail cleanings	◆	◆	◆	◆	◆
1B. Increase ridership	Conduct and implement comprehensive service analysis (Forward Together):	◆	◆	◆		
1C. Improve customer experience, information, and services	Deliver enhanced customer experience training to all TriMet employees	◆	◆			
1D. Ensure equitable distribution of services and resources	Implement accessibility improvements with help from grants and partner jurisdictions		◆	◆	◆	
Satisfied community stakeholders and employees Goal 2						
2A. Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint	Complete analysis and develop plans for prioritizing deployment of zero- emission buses informed by air quality and equity index measures	◆	◆			
2B. Advance mobility for those with limited options	Engage riders, stakeholders, and community for Budget, Business Plan, comprehensive service analysis (Forward Together), Equity & Title VI Update, fare policy, and others.	◆	◆	◆	◆	◆
2C. Support economic opportunity						
2D. Help shape the future of cities and our region in line with Metro 2040 Growth Concept	Complete transit-oriented development assessment of development opportunity and prioritize sites	◆				
2E. Ease congestion by providing attractive travel options during peak periods						
Supportive broader community Goal 3						
3A. Ensure strong support for transit and TriMet	Plan for and create more opportunities and venues for GM and public affairs staff to build relationships and collaborate with local, regional, and state jurisdictions and agencies	◆				
3B. Increase funding for regional mobility expansion						
Internal Business Practices						
Deliver safe, efficient and equitable service Goal 4						
4A. Increase personal safety	Train for and use crime prevention and security through environmental design enhancements	◆	◆	◆	◆	◆
4B. Provide reliable performance	Implement major elements of IT Strategic Plan	◆	◆	◆	◆	◆
4C. Improve service delivery	Implement rail operation optimization technology (ROOT)	◆	◆			
4D. Increase resiliency	Develop and implement cybersecurity roadmap	◆				
Design and deliver successful projects Goal 5						
5A. Develop higher capacity bus services	Implement transit signal priority (TSP) on Division St as part of Division Transit Project	◆				
5B. Develop partnerships to support faster and more reliable bus service	Develop and deliver enhanced transit bus priority projects with regional and local partners	◆	◆	◆	◆	◆
5C. Improve existing MAX infrastructure for ongoing reliability and capacity	Deliver budget-approved state of good repair projects on-time and on budget	◆	◆	◆	◆	◆
Business practices that create value and spur innovation and continuous improvement Goal 6						
6A. Grow business inclusion and diversity efforts	Use equity lens framework in support of TriMet projects and programs	◆	◆	◆	◆	◆
6B. Increase financial resources	Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan	◆	◆	◆	◆	◆

<u>Excerpted Objectives</u>	<u>Excerpted Key Strategic Actions</u>	FY22	FY23	FY24	FY25	FY26
People and Innovation						
Ensure a culture of safety Goal 7						
7A. Successfully implement the Safety Management System (SMS) across the organization	Procure and implement safety management system (SMS) tracking software	◆	◆			
TriMet is where diverse and talented people want to come, stay, and thrive Goal 8						
8A. Invest wisely in people	Conduct strategic review of compensation approach and policy and develop implementation plan for compensation and retention of employees	◆				
8B. Ensure open and honest communication between management and direct-customer-serving employees	Implement improvements in process and tracking to make employee leave opportunities clearer and easier to use as well as reducing absenteeism	◆	◆			
8C. Foster sense of community and cross-functional camaraderie	Implement and encourage use of enhanced employee recognition program	◆				
8D. Achieve agency Affirmative Action goals	Determine necessary improvements and staffing approach for diversity, equity, and inclusion and begin implementation of those improvements	◆	◆			
8E. Recruit a talented workforce	Implement improvements to new employee onboarding in response to identified needs, especially during the first week	◆				
8F. Pursue professional growth for employees	Develop and implement strategies to enhance employee retention and engagement	◆	◆			
Foster service excellence and innovation Goal 9						
9A. Foster employee innovation, including process improvements and partnerships	Deliver proof of concept technology that demonstrates the use of machine learning to improve transit vehicle arrival predictions for use in enhanced customer information	◆				
Financial						
Fiscally sound and compliant Goal 10						
10A. Manage financial performance within Strategic Financial Plan guidelines	Manage and align financial performance and decision-making with the Strategic Financial Plan	◆	◆	◆	◆	◆
Manage assets to ensure safety and optimize value, performance, and resiliency Goal 11						
11A. Meet or exceed state of good repair targets for all identified asset classes	Commission and begin service with Type 6 light rail vehicles as they are delivered by the manufacturer and replace and retire Type 1 light rail vehicles	◆	◆			
Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan Goal 12						
12A. Manage financial capacity to deliver regional expectations for service growth	Further develop a fiscally sustainable 5-year Capital Improvement Plan approved by internal management by June 30, 2023	◆				
12B. Maintain acceptable fare recovery to optimize the balance of service demands, revenue, and cost						

Priorities & Issues: The following table identifies the key principal issues and actions in developing the FY2023 budget.

Priorities & Issues	Actions	Business Plan Goal & Objective
Internal Policy		
Meet or exceed strategic financial goals	The FY2023 budget has been developed to meet or exceed all strategic financial guidelines including the following: fiscal policies, unrestricted fund balance and contingency policy, debt management policy, fare policy, capital improvement plan and pension funding plans [now fully funded].	Category: Financial ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> • Objective #10A: Manage financial performance within Strategic Financial Plan guidelines; ➤ Goal #12: Financial capacity of advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> • Objective #12A: Manage financial capacity to deliver regional expectations for service growth
Economic		
Recover lost ridership and passenger revenues	Due to COVID-19 and extended stay-at-home orders, TriMet ridership and therefore passenger revenues are down over 60%. The FY2023 budget includes funding to recover ridership through marketing efforts, continued cleanliness of vehicles and introduction of the new FX Line.	Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1B: Increase ridership; • Objective #1D: Ensure equitable distribution of services and resources;
Regulatory		
Reduce Carbon Emissions	In adherence with the Clean Air Act and Oregon’s Climate Smart Strategies, in FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition away from diesel fuel for buses and a move toward battery-electric buses. In FY2022, TriMet authorized the purchase of 24 battery electric buses which are expected to arrive in FY2024. In FY2023 TriMet will dedicate funding to complete purchase and implementation of charging infrastructure and order additional battery electric buses.	Category: Customers ➤ Goal #2: Satisfied community stakeholders and employees <ul style="list-style-type: none"> • Objective#2A: Improve environmental sustainability and stewardship and reduce TriMet’s carbon footprint • Objective #2E: Ease congestion by providing attractive travel options
Meet Transit Asset Management (TAM) requirements	The FTA requires the development and implementation of a TAM plan to ensure assets are maintained in a State-of-Good-Repair. The FY2023 budget includes continued replacement of Type I light rail vehicles and other capital improvement projects to maintain existing assets in a state of good repair.	Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> • Objective #11A: Meet or exceed state of good repair targets for all identified asset classes
Legislative		
Meet HB2017 – Statewide Transportation Improvement Fund requirements	HB2017 moneys are to finance public transportation services including creation and continuation of new systems and services, planning and development. In FY2023, TriMet has dedicated funding to preserving existing service, the low-income fare program, and capital improvements such as bus stop amenities, ADA improvements, layover transit center expansion, security, and lighting.	Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #1A: Provide safe service • Objective #1D: Ensure Equitable distribution of services and resources

Differences from Prior Year

While still working through a pandemic influenced budget much of the Adopted FY2023 Budget is similar in comparison to the FY2022 Adopted Budget. There have been small improvements in ridership; however, the agency has a long way to go before it can report a “fully recovered” status. A few of the major differences in comparison to FY2022 include:

Stabilization/Recovery: The pandemic put a strain on various areas of TriMet’s budget, however, one-time stimulus packages help mend the short-term disruptions. The FY2023 operating requirements are below that of FY2022, allowing the agency to pause and stabilize its inflows/outflows while providing a continued level of commitment to the community. The agency is beginning to utilize its fund balance to in FY2023 and further draw upon on the federal stimulus funds received. Passenger revenues are still well below pre-pandemic levels given the lower ridership, but are beginning to recover. It is expected the fund balances of today will sustain the agency in the future until pre-COVID continuing revenues return.

Operator Shortages: The agency has been challenged, similar to many other agencies and industries, with a labor shortage amongst its operators. TriMet has taken measures such as increasing the starting wage, initiating hiring and referral bonuses to hire more operators. This will remain a major focus area in FY2023, as the effect of not having operators has affected service delivery.

Capital Improvement Projects: FY2023 will see extensive work completed on the *Better Red Project* [Red Line Extension]; Light Rail Vehicle Replacements; Powell Maintenance Facility; and Portland to Milwaukie Light Rail [PMLR] that is adding parking capacity to the Park Avenue parking facility.

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

TriMet has not experienced any major changes to tax revenue receipts. However, the passenger fares are down significantly compared to pre-COVID levels by nearly 60%, which is a direct reflection of current ridership. TriMet cut service starting in March 2020 due to COVID and the various stay-at-home and social distancing requirements. Service was partially restored on Bus in September 2021, however was reduced again in January 2022 due to operator shortages.

The current status of service compared to pre-pandemic:

- Bus, MAX, and WES service combined currently running 9,256 or 18% weekly vehicle hours below pre-pandemic levels
 - Bus service down 19%.
 - MAX service down 8%.
- WES service down 34%.
- LIFT continues as a demand service, however, current fiscal year has operated at 48% below the pre-pandemic level (February 2020).

Service hours in FY2023 are at a level not to exceed 46,378 weekly vehicle hours and will be restored to that level as ridership/capacity thresholds and limits are met. However, as stated above, operator shortages will put extensive pressure on the ability to add back any service.

TriMet has received federal funding from the FTA from recent relief packages including: \$184.9 million from the Coronavirus Aid, Relief and Economic Security (CARES) Act in FY2020; \$195.4 million from Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA); and, \$289.1 million from American Rescue Plan (ARP) Act Section 5307 program funds in FY2021. Funding has and will continue to be used for operating and preventive maintenance activities and for TriMet to prevent, prepare for and respond to the pandemic COVID 19. CARES Act funds were completely drawn down in FY2021 with CARES Act funds following in FY2022. ARP funds are expected to be used through FY2024. The inflow of funding has allowed TriMet to forestall larger service cuts, maintain existing operating staff and not institute layoffs due to loss of ridership.

FINANCIAL STRUCTURE, POLICY, and PROCESS

Fund Description/Structure & Basis of Budgeting

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statutes (ORS) 267 to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately owned bus and light rail system. As such, TriMet is authorized to levy taxes and charge fares to pay for its operations. TriMet is also authorized to issue general obligation and revenue bonds.

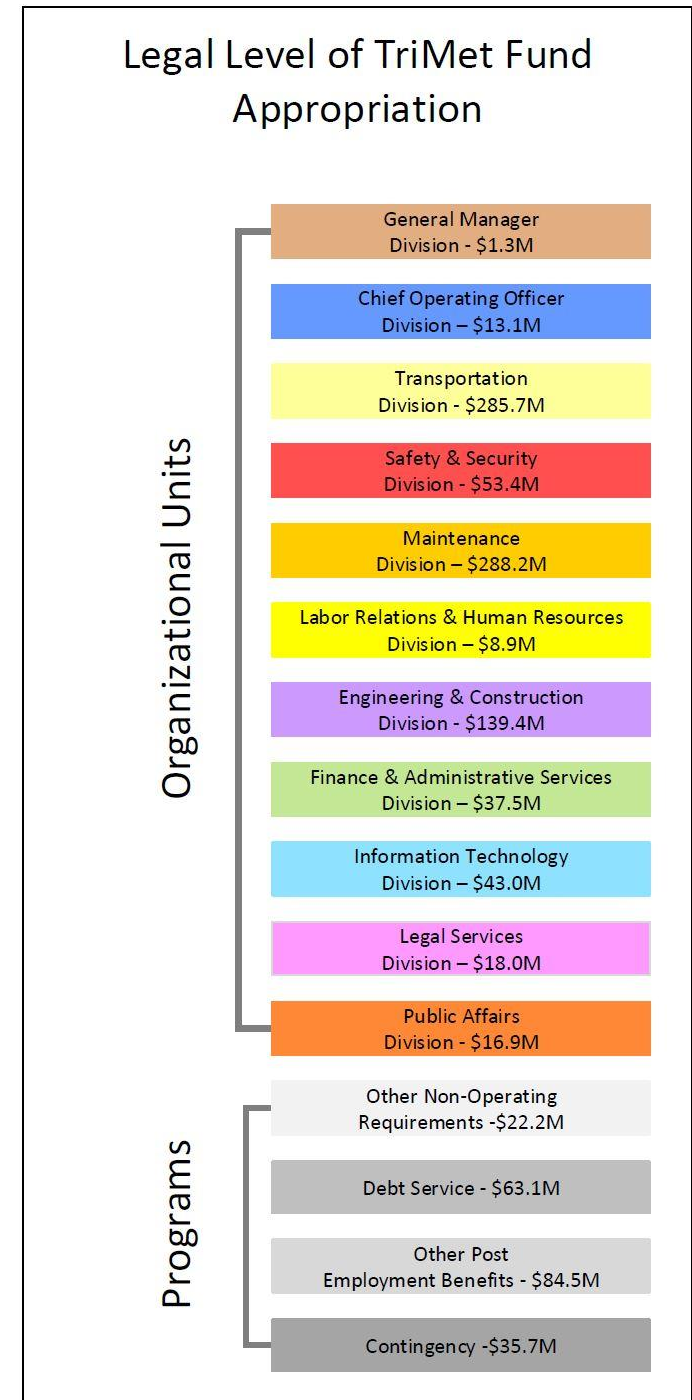
Legal Level of Budget Control: TriMet uses **one major budgetary fund** to account for all its activities. As required by ORS 294.456, TriMet appropriates funds at the organizational unit (Divisions) and program (OPEB, Other non-Operating Requirements, Debt Service and Contingency) level. The chart to the right demonstrates the legal level of budgetary control and funding appropriation by organizational units and programs.

Basis of Budgeting: TriMet budgets on the cash basis whereas TriMet's financials are issued on the full accrual basis of accounting or Generally Accepted Accounting Principles (GAAP). Differences in revenues and expenses from budgetary basis to full accrual (GAAP) include:

- Additions due to budget activity not qualifying as revenues/expenses under GAAP such as principal payments on long-term debt and capital asset addition.
- Additions due to adjustments required by GAAP such as unfunded pension costs, depreciation, leveraged lease revenue, claims liability changes, unfunded OPEB costs.
- Subtractions due to resources not qualifying as revenues under GAAP such as net book value of assets retired and prior period adjustments and leases.

Differences in fund balance from budgetary basis to full accrual (GAAP) include:







- Additions due to capital assets
- Lease adjustments
- Bond payables and related amounts
- Other postemployment benefits and deferred amounts
- Net pension liability and deferred amounts
- Claims liability
- Lease leaseback and deferred amounts



Financial Policies

TriMet faces financial challenges that could impede its ability to meet present and future expectations for transit service. TriMet’s Strategic Financial Plan, last amended and restated in December 2019, outlines the financial and operational policies that guide TriMet forward in navigating near-term challenges and achieving a sustainable future.

The FY2023 budget document complies with the following strategic financial policies to help guide financial decision making.

Strategic Financial Policies	Met	Performance
Fiscal Policies <ul style="list-style-type: none"> Limit one-time revenues to support one-time expenditures. Continuing revenues support continuing expenditures and one-time expenditures. When continuing revenues fall short of continuing expenditures, continuing expenditures must be reduced or continuing revenues raised. 		As payroll tax revenues grow and passenger begin to recovery the following will occur: <ul style="list-style-type: none"> Retaining workforce and fulfilling current vacancies Closely monitor utility costs (including diesel and electricity) and ensure adequate funding Fund State of Good Repair CIP projects at a level that best utilizes assets in a safe manner.
Unrestricted Fund Balance & Contingency <ul style="list-style-type: none"> Begin each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. If in a given year this range cannot be achieved, the agency should institute a place to restore the unrestricted fund balance to a level within the range within the following 1-3 years. Contingency is an appropriated amount of a minimum of 3% of operating requirements. 		In the midst of decline in passenger revenues and stunted growth of payroll taxes, TriMet had reduced continuing expenditures with the intent of significantly increasing the FY2023 beginning fund balance to exceed 2.5 times average monthly operating expenditures in order to address forecasted shortfalls in near-term future years. Depending on the pace in which continuing revenues are restored, TriMet intends to reduce the unrestricted fund balance to the target of no less than 2 – 2.5 months times average monthly operating expenses. Contingency is budgeted at a minimum of 3%.
Debt Management Policy <ul style="list-style-type: none"> Debt Service on senior lien payroll tax revenue bonds must be less than 7.5% of continuing revenues. Financial managers should seek a credit rating that achieves a balance between minimizing borrowing costs and maximizing financial flexibility. 		TriMet is maintaining debt serve at less than 7.5% of continuing revenues. Finance regularly monitors continuing revenues and if warranted would seek approval from the TriMet Board to increase the debt ceiling.
Fare Policy <ul style="list-style-type: none"> Seek a financially sustainable system that encourages and supports ridership and ensures broad access to transit services. 		Efforts include considerations of financial factors, customer experience, Transit equity and public engagement. Specific actions include: managing a pricing strategy to keep pace with costs of service; leveraging electronic fare collection; designing fares to be simple and understanding, easy to use; efficient fare enforcement; mitigating fare cost for low-income, transit-dependent riders; informing and engaging communities in the decision making process.
Capital Improvement Plan <ul style="list-style-type: none"> Continuously investing in capital critical to operating a safe, reliable, efficient and financially sustainable service. Maintain assets in a state of good repair. 		Update the asset inventory and condition assessment of capital assets with repair and replacement schedules; investment priorities; and lifetime evaluation and maintenance plan for each asset class.
Pension Funding Plans <ul style="list-style-type: none"> Determine appropriate contributions to the plans on a regular basis to achieve fully funded status, defined as at least 93% within the approximate weighted average working life of the active participants in the plans. 		During FY2022, both union and non-union pensions achieved fully funded status. Per fiscal policy, FY2023 incudes budget to transfer previously held contributions to pensions from FY2022, and \$30.5 million contributions to fund OPEB liabilities for both union and non-union.

Balanced Budget

In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2023 budget:

- Maintain 2.5 months operating reserves.
- Maintain a minimum contingency of 3% adjusted upwards as needed to address significant impacts, such as negotiations on the WWA.
- Ensure one-time-only expenditures are balanced with one-time-only revenues.
- Utilize continuing revenues to fund continuing and one-time expenditures.
- Make contributions of \$30.5M to pension/OPEB.
- Materials and Services held flat in FY2023 [only allowing zero-based items to be increased].

TriMet then considers the budget balanced each year under three scenarios 1) when total revenues are equal to total expenditures, 2) total revenues exceed total expenditures resulting in increases to ending fund balance, and 3) expenditures exceed revenues and spending from previous year's excess fund balance occurs resulting in a decrease in fund balance.

Scenario		Condition		Fund Balance
1	Revenue	=	Expenditures	No change
2	Revenue	↑	Expenditures	↑
3	Revenue	↓	Expenditures	↓

For FY2023, TriMet's budget is balanced under **scenario three**; expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet's projected fund balance is declining over that of FY2022, it is well above 2.5 months of operating reserves. In the management plan to end the year with excess ending fund balance in order to address forecasted funding shortfalls in near-term future years resulting from the loss of revenues during the pandemic.

Budget Process

Local government budgeting in Oregon is governed by Local Budget Law, Chapter 294 of the Oregon Revised Statutes. The law has two major objectives:

- Provide standard procedures for preparing, presenting, and administering local budgets
- Ensure citizen input in the preparation of the budget

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, with 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 that a Budget Officer be appointed and a Budget Committee formed.

Budget Officer: TriMet's Chief Financial Officer/Executive Director of Finance & Administrative Services serves as the Budget Officer and through its Budget & Grants Administration Department prepares and publishes the Budget under direction of the General Manager.

Budget Committee: TriMet’s Board of Directors serve as the Budget Committee (Committee). The Committee will review, approve and if needed, make recommendations for revision to the Approved Budget before formally adopting the Budget. In addition, the Committee will hear and consider public testimony regarding the allocation of available funding, priorities, service enhancements, cleanliness of the system, and 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 service changes, safety and security on the system, equity, services for seniors and people on a low income, and capital projects.

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

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

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

Tax Supervising & Conservation Commission Hearing: The Tax Supervising & Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, is responsible for reviewing the budgets of all governmental jurisdictions in Multnomah County in accordance with Local Budget Law. The TSCC holds a required public hearing, 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. For FY2023, as in prior years, the TSCC has had no substantive objections or recommendations to TriMet’s budget.

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 capital carryover and are presented to the Board at adoption.

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

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



IMPLEMENTATION PHASE

JULY

- July 1 the Adopted Budget is implemented
- Budget amendment may occur anytime during the fiscal year*

ADOPTION PHASE

APRIL TO JUNE

- TSCC holds public budget hearing
- Public comment is received
- Final budget changes are implemented
- Board of Directors adopts the Budget through formal resolution

APPROVAL PHASE

MARCH

- Proposed Budget is released to the public
- General Manager and Budget Officer deliver message
- Public comment is received in open session
- Budget Committee signs resolution approving the Proposed Budget
- Approved Budget is released



PREPARATION PHASE

SEPTEMBER TO DECEMBER

- Financial analysis on Revenues & Expenditures
- Public comment is gathered
- Prior year Adopted Budget is set to baseline
- Initial operating and capital budget modification proposals are prepared

REVIEW & DECISION PHASE

JANUARY TO FEBRUARY

- Budget modification proposals are submitted
- General Manager reviews and approval, approves in part or declines proposals
- 30-day Public Notice is published
- Business Plan is released

**After the budget is adopted, events may occur during the fiscal year that cause management to determine an amendment to the budget to move appropriation is needed. In such circumstances, the Board of Directors would approve a Budget Resolution to move appropriation. Such amendments however do not appropriate fund balance, which is an unappropriated amount.*

FINANCIAL SUMMARIES

Fund Balance

Fund Equity Defined: The unappropriated fund balance reflects the difference between forecasted total resources (revenues) and requirements (expenditures).

Unappropriated fund balance includes the following three categories:

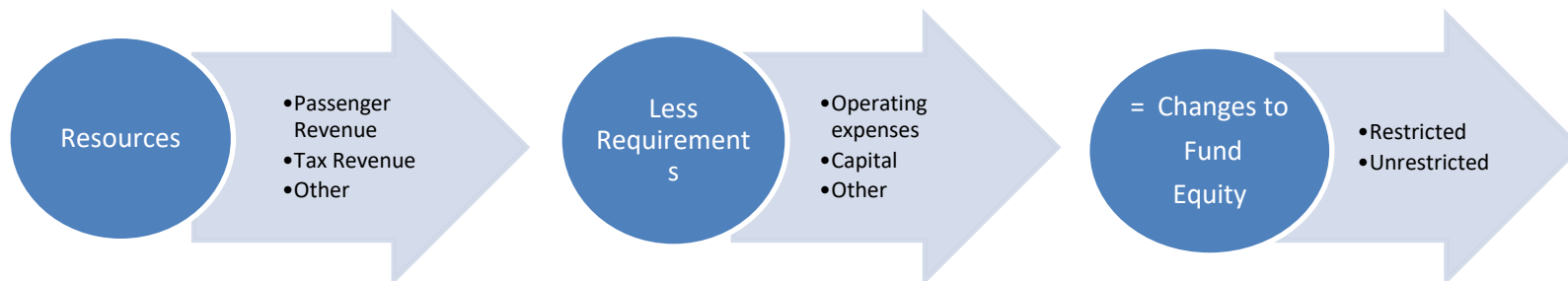
- Restricted Bond Proceeds & Other Restricted funds including funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.
- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses,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

Beginning fund balance	\$1,064.7
+ All increases (resources)	\$866.5
- All Decreases (requirements)	(\$1,110.8)
= Ending Fund Balance	\$820.4

Causes & consequences of changes in fund equity: Differences in fund equity may occur due to differences from budget to actual results in either revenues or expenditures. 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.

TriMet Strategic Fiscal Policy requires beginning each fiscal year with an unrestricted fund balance equal to a range of no less than 2 – 2.5 times average monthly operating expenses. Due to the consequences of COVID-19, TriMet planned to end FY2021 and FY2022 with a larger unappropriated fund balance to address forecasted shortfalls later years due to decreases in resources. Other factors affecting fund equity include the receipt of CARES Act, CRRSAA and ARP funds and reduced service.

Fiscal Year Ending	FY2022 Est. Actual	FY2023 Budget	\$ Change	% Change	Explanation
Restricted For Bond Proceeds	\$299.7	\$142.7	(\$157.0)	(47.6%)	TriMet is expected to spend down and utilize existing bond proceeds.
Restricted for Debt Service	\$41.6	\$43.9	\$2.3	5.5%	Future obligation for debt service.
Unrestricted Fund Balance	\$723.4	\$633.8	(89.6)	(12.4%)	Utilizing stimulus proceeds to meet service needs.
Operating Requirements	\$607.0	\$748.9	\$141.9	23.4%	High than previous years due to stimulus funding and limited spending.
Budgeted Months of Operating	14.3	10.2			The higher operating months reserve will address future deficit.



Revenues and Requirements Discussion

The TriMet Adopted Budget for FY2023 outlines a resource and expenditure plan for July 1, 2022 through June 30, 2023. Following is a discussion on short-term factors, presented by resources and requirements, which have guided the development of this annual budget.

Revenues

Approximately 92% of TriMet’s revenues come from three sources; payroll tax revenues, passenger revenues and federal funds [includes stimulus]. In addition, the budget also includes Capital Improvement Program (CIP) revenues that are dedicated for major capital projects separate from operations.

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.

TriMet’s total FY2023 resources is \$1.93 billion, a \$12.0 million increase over the FY2022 budget. Following is a discussion on each revenue source and the chart to the right provides a high-level summary of resources by source.

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 \$62.4 million in current annual operating costs, or 10.3% of our operating expenses (less Other Post-Employment Benefits and Debt Service). The FY2023 Adopted Budget assumes no base fare increase. FY2023 passenger revenues are forecasted based on ridership activity since the pandemic began and is estimated to be \$11.3 million more than budgeted in FY2022, although 41.6% lower than FY2019 [pre-pandemic level]. The continuation of the Low-Income Fare Program, Hop Fastpass® market penetration, and continued on-time performance will have positive effects on returning ridership.

Hop Fastpass® – In Fiscal Year 2018, Hop Fastpass® launched, bringing the region’s riders a state-of-the-art fare collection system, serving TriMet, C-TRAN and Portland Streetcar customers. Since then, adoption of the electronic fare system has increased dramatically. Now more than 85% of TriMet’s passenger revenues flow through the Hop system.

TriMet has continued to innovate Hop payments since its initial launch, partnering with Apple and Google to roll out the first virtual transit cards in North America for both platforms, which made it even easier for riders to pay fares while getting the benefit of fare-capping. This progressive electronic payment feature provides riders the ability to earn a day or month pass as they ride, without the upfront cost of a pass.

With fare capping, Honored Citizen fare payers, which includes (among others) those who qualify with a low income that is up to 200% of the federal poverty level, receive a 50% reduction in 2½ Hour Tickets and Day passes, as well as unlimited rides within a calendar month for \$28. Hop offers many options for those without access to bank or similar financial institution payment methods, as TriMet’s Hop retail network includes almost 500 locations where cash can be converted to Hop Fastpass® value.

Budgeted Resources (millions)				
Source	FY2022	FY2023	Increase (Decrease)	% Change
Operating	\$63.1	\$78.8	\$15.7	24.9%
P/R Taxes	\$415.0	\$470.1	\$55.1	13.3%
Federal	\$291.7	\$164.5	(\$127.2)	(43.6%)
Other	\$65.8	\$40.2	(\$25.6)	(38.9%)
CIP/Light Rail	\$119.2	\$96.5	(\$22.7)	(19.0%)
Bonds	\$200.0	\$0.0	(\$200.0)	(100%)
LOC	\$60.0	\$0.0	(\$60.0)	(100%)
Non-Operating	\$16.3	\$16.4	\$0.1	0.6%
Fund Balance	\$688.0	\$1,064.7	\$376.7	54.8%
Total Resources	\$1,919.2	\$1,931.2	\$12.0	0.6%

Note: Numbers have been rounded

Accessible Transportation Contract Revenues - State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$3.9 million for FY2022 and expected to rebound in FY2023 to \$4.4 million.

Service Contract Revenues - This category contains only Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2023, these revenues are projected to be \$8.4 million.

Advertising Revenues - This category contains transit advertising revenue from local vendors advertising on TriMet buses and light rail vehicles. In FY2023, these revenues are projected to be \$3.6 million.

Non-Operating Revenues

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

Payroll Taxes

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 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 continues to pay for the service including numerous bus frequent service upgrades, the MAX Green Line, WES, MAX Orange Line, and the associated cost of those operations.

The Board of Directors initiated the second payroll tax increase of one-tenth of one percent over ten years starting January 1, 2016 and will continue the annual increase through January 1, 2025. The revenues from this tax rate increase will help pay for additional service such as the Division Transit Project, Better Red project and other new service-related projects identified in TriMet's Service Enhancement Plans and the Capital Improvement Program (CIP).

TriMet is projecting stable payroll tax revenue growth through FY2023. In FY2021, underlying employer payroll tax revenues decreased 0.5% due to the pandemic, however, it is expected to rebound with an increase of 3.6% in FY2022. By comparison, average annual growth of underlying employer payroll tax has been 4.2% over the last five years.

Self-employment Tax Revenues – The underlying growth from self-employment tax revenues increased over prior year by 16.3%. This was primarily due to the extended tax filing deadline for calendar year 2020, revenue from which was experienced in 2021. FY2022 is expected to finish about 11.5% higher than FY2021 and FY2023 is budgeted to be approximately 10.9% higher than FY2022. Self-employment tax revenues make up 4.7% of payroll tax revenue.

Federal Resources

Federal Formula Grants - Federal formula funds constitute 14.0% of TriMet's continuing resources for operations. In addition to approximately \$54.2 million of Section 5307 Urbanized Area Formula funds, \$39.7 million Section 5337 State of Good Repair funds, and \$1.3 million Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities funds. Additionally, TriMet receives \$21.8 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional rail program debt service.

The Bipartisan Infrastructure Law that was signed by the President in November 2021 reauthorized surface transportation programs for FY2022-2026. This replaced the FAST Act that was in effect for five years (FY2016-2020) but was extended one year (FY2021), until the new law was enacted.

CARES Act, CRRSAA, and ARP Federal Funds – TriMet received \$184.9 million in CARES Act funding during FY2020 through FY2021. As a result of the CRRSAA federal award, TriMet will receive an additional \$195.4 million, which will be fully drawn down by the end of FY2022. The American Rescue Plan (ARP) will provide TriMet with an additional \$289.1 million which the agency will begin drawing in FY2022, and will last through FY2026. These Federal funds are a one-time-only resource used to prevent, prepare for and respond to COVID-19 and allows TriMet to continue providing service that would otherwise need to be cut due to overall lost revenues resulting from COVID-19 and orders to work-from-home.

State & Local Operating Grants

TriMet receives funding from state and local partners to fund various LIFT operations. In FY2022, TriMet anticipates receiving \$1.0 million and is budgeted to receive \$1.1 million in FY2023.

HB2017: The passage of House Bill 2017 Keep Oregon Moving (HB2017) by the Oregon Legislature in summer 2017 to address many different transportation issues across the state, established a statewide employee payroll tax that dedicates funds for public transportation. TriMet expects to realize about \$40-\$50 million annually. TriMet received its first allocation of grant funds in May 2019 and has since received regular quarterly allocations. TriMet is budgeted to utilize \$45.3 million in HB2017 funding in FY2023 for both operating programs and capital projects.

Other Revenues

In FY2023, other revenues are budgeted at \$6.2 million including interest revenue, revenue sale of fuel credits and other miscellaneous revenue, which is 0.8% of TriMet continuing revenues.

Capital Resources

Capital Resources total \$304.1 million, including \$27.5 million in State, Local government & Private Contributions; \$69.0 in Federal Transit Administration Grants; \$157.1 in Revenue Bond Proceeds; and \$50.5 in Operating Resources Dedicated for Capital.

Requirements

TriMet’s requirements total \$1.93 billion for FY2023. The Requirements tab details expenditures by organization unit (divisions), by Object Class and includes the personnel services schedule, materials & services schedule, summary of employees, and summary of fixed route service.

FY2023 requirements total \$1.93 billion (including fund balance), a \$12 million increase over the prior year or 0.6%.

Operating requirements include funding to continue implementing the requirements of Keep Oregon Moving (HB2017); 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 diesel fuel costs. Non-operating costs include funding for capital investments, debt service expense, pass-through and special payments, and contingency. Following is a discussion on expenditures and the table to the right provides a summary of expenditures by object.

Expenditure Baseline Budget (millions)				
Source	FY2022	FY2023	Increase (Decrease)	% Change
Personnel Services	\$446.6	\$483.7	\$37.1	8.3%
Materials & Services	\$181.4	\$202.0	\$20.6	11.4%
CIP	\$367.9	\$304.1	(\$63.8)	(17.3%)
Pass Through	\$32.5	\$22.2	(\$10.3)	(31.7%)
Debt	\$126.5	\$63.1	(\$63.4)	(50.1%)
Contingency	\$22.6	\$35.7	\$13.1	58.0%
Fund Balance	\$741.7	\$820.4	\$78.7	10.6%
Total Requirements	\$1,919.2	\$1,931.2	\$12.0	0.6%

Note: Numbers have been rounded.

Operating Requirements

HB2017 – The FY2023 budget commits HB2017 funds to pay for preserving and expanding service, operation of a Transit Assistance Program, student fare programs, the enhanced transit corridor program, senior & disabled transportation and bus stop improvements.

Service – Even in the midst of COVID-19, the demand for bus and rail service continues. Service was originally reduced in April 2020 by nearly 20% due to the pandemic, with bus service restored to 90% of pre-pandemic levels at the end of August 2020. A new issue affecting service recently is the shortage of operators to drive the buses and trains. As a result, in January 2022, service was again reduced to the original cuts made in April 2020. In September 2022, the new FX Line will begin revenue service and replace current Line 2 service. Additional service restoration will be evaluated based on need and availability of operators.

Compensation, Pension Funding & Benefit Costs – The FY2023 Adopted Budget does not directly address a non-union merit increase as the Working and Wage Agreement with the union will expire on November 30, 2022, therefore, the budget holds wages flat for FY2023.

TriMet DB pension plans for both union and non-union became fully funded during FY2022, which is defined as 93% funded or greater. The FY2023 Adopted Budget is consistent with the pension policies within the Strategic Financial Plan, approved by the Board of Directors on February 26, 2014 and amended November 23, 2019. The policy states that once the DB pension plans were fully funded, the same level of funding would annually be directed to fund the OPEB liability plan.

Union benefit costs have similarly been reformed over the last two contracts. Healthcare benefit changes have instituted premium share, co-insurance, and deductibles essentially parallel to the non-union plan. Simultaneously the DB pension plan for union employees was closed August 2012 and new hires now participate in a DC pension plan.

To further trim costs, TriMet implemented a self-insured medical plan for both union and non-union employees effective January 1, 2017.

Diesel Fuel - The cost of bus diesel fuel has decreased over the past five years. From a high in FY2015 at \$3.15 per gallon to a low in FY2020 at \$0.62 per gallon (onset of pandemic), the average in FY2021 is around \$1.95 per gallon. Year-to-date in FY2022 saw the average soar to \$2.67 per gallon with most recent costs at \$3.05/gallon. In FY2023 the budget reflects an increase to \$4.25 per gallon. On average there is a 3% to 5% premium TriMet pays for the change to renewable diesel, however, positive impact on the environment is an important step forward for the agency.

Non-Operating Requirements

Capital Maintenance and Replacement – The FY2023 budget includes just over \$304.1 million towards capital projects including, light rail maintenance of way, light rail vehicle maintenance, facilities modernization, technology changes and station upgrades. The capital investments are further described in the Capital Improvement Program (CIP) section.

Debt Service – In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2023 debt service is \$63.1 million, of which \$41.6 million is senior lien debt or 7.5% of continuing revenues, meeting the goal set by the Board.

Pass Through & Special Payments – TriMet will pass-through to sub-recipients \$16.4 million, participate in Regional funding exchanges totaling \$3.6 million with Metro, and special payments of \$2.2 million with the City of Portland.

Contingency – Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for risks and those activities unknown at the time of budget adoption. FY2023 contingency totals \$35.7 million.

Long Range Planning

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

TriMet is entering its most intensive decade yet with size, complexity of operations and overall expansion and growth. However, the agency also incorporates the recovery from the pandemic infused recession that devastated passenger fares and impacted payroll tax revenues. The illustration below depicts TriMet’s projected revenues and expenditures over the next several years, which has been balanced to 2.25 months of operating per Strategic Financial Plan Guidelines.

Financial Forecast Summary (millions)										
Fiscal Year	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Revenues	\$ 845	\$ 890	\$ 919	\$ 914	\$ 948	\$ 986	\$ 1,023	\$ 1,058	\$ 1,095	\$ 1,130
Expenditures	\$ 882	\$ 927	\$ 963	\$ 1,000	\$ 1,036	\$ 1,076	\$ 1,044	\$ 1,056	\$ 1,089	\$ 1,123
Revenues over Expenditures	\$ (38)	\$ (37)	\$ (45)	\$ (86)	\$ (88)	\$ (90)	\$ (21)	\$ 2	\$ 6	\$ 6
Beg./Unrestricted Budgetary Fund Balance	\$ 592	\$ 555	\$ 518	\$ 474	\$ 387	\$ 299	\$ 209	\$ 188	\$ 190	\$ 196
End./Unrestricted Budgetary Fund Balance	\$ 555	\$ 518	\$ 474	\$ 387	\$ 299	\$ 209	\$ 188	\$ 190	\$ 196	\$ 203
Months Unrestricted Budgetary Fund Balance	7.90	7.01	6.16	4.84	3.60	2.42	2.25	2.25	2.25	2.25

Assumptions used in the long-range financial plan and relation to strategic goals

The following assumptions used in the long-range financial plan were developed in accordance with the strategic goals as identified in the FY2022 Business Plan. The following assumptions are listed by the four strategic goal categories *Customers*, *Internal Business Practices*, *People and Innovation*, and *Financial*, which include numerous objectives and a timeframe for completion. This long range financial plan makes the assumption that all of the objectives in that plan are completed on time and any one-time or ongoing financial impact resulting from implementing the strategic plan are included in the long-range financial forecast. These long-range goals when linked with the assumptions support TriMet’s financial and operating commitment when serving our customers – our riders, our stakeholders and taxpayers, and our broader community.

Customers	Business Plan Goal & Objective
<p>Expansion Projects: The Division Transit Project (DTP) is a new type of high-capacity bus transit project that spans the length of Division Street between Downtown Portland and Gresham, is set to begin revenue service in September 2022. A Better Red [MAX Red Line Extension & Improvements] is in the early stages of development with a planned opening in December 2024 with an anticipated Federal Capital Investment Grant project cost of \$219 million.</p>	<ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> • Objective #4: Ensure equitable distribution of services and resources across the TriMet system ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> • Objective #7: Ease congestion by providing attractive travel options during peak periods.
<p>Service expansion: The DTP is expected to begin revenue service with an estimated 400 bus weekly vehicle hours. The shortage in operators has impacted the number of weekly vehicles hours.</p>	
<p>Low-Income Fare Program: Since FY2019 through February 2021, more than 33,400 Oregonians, living on a low income of up to 200% of the federal poverty level, signed up for TriMet’s Honored Citizen reduced fare. Those enrolled through the program have taken over 170,000 rides on average per month, with new enrollees every month, the average rides will continue to grow.</p>	

Internal Business Practices	Business Plan Goal & Objective
<p><u>Carbon Reduction</u>: The agency has committed to fully implementing a non-diesel bus fleet by 2040, or before, and no longer purchasing diesel buses. Additionally, the agency has transitioned our MAX light rail system and all TriMet-owned facilities to run on 100% renewable energy. TriMet also converted our fleet of nearly 700 fixed-route buses to cleaner burning R99 renewable diesel. The batter-electric fleet has also expanded from a fleet of five to twelve.</p>	<ul style="list-style-type: none"> ➤ Goal #3: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> • Objective #21: Reduce TriMet’s carbon footprint

People and Innovation	Business Plan Goal & Objective
<p><u>Pension Funding</u> - The implementation of Governmental Accounting Standards Board (GASB) No. 68 standard and industry best practices led TriMet to adopt pension funding plans that lay out how TriMet will bring its two closed DB pension plans to fully funded status over a reasonable long-term horizon. As of July 1, 2021, the non-union plan is 108.8% funded with a net pension liability surplus of \$12.8 million. The union plan is 94.6% funded, with a net pension liability of \$41.8 million as of July 1, 2021. Both non-union and union plans are considered fully funded as the anticipated normal growth in the account will continue to fund the account to meet all obligations. The FY2023 Adopted Budget is consistent with the pension policies proposed by the Board of Directors on February 26, 2014 and amended November 2019. According to the FY2020 National Association of State Retirement Administrators (NASRA), Summary of Findings, the national average pension funding level for governmental plans is 72.8%.</p>	<ul style="list-style-type: none"> ➤ Goal #2: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> • Objective #25: Invest wisely in people

Financial	Business Plan Goal & Objective
<p><u>State of Good Repair</u>: The agency continues to devote resources to an aging infrastructure, including a rebuilt maintenance facility, replacement of Type 1 light rail vehicles, other large equipment and continued state of good repair needs on facilities and customer amenities.</p>	<ul style="list-style-type: none"> ➤ Goal #1: Fiscally sound and compliant <ul style="list-style-type: none"> ○ Objective #32: Manage financial performance within Strategic Financial Plan guidelines ➤ Goal #2: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> • Objective #33: Meet or exceed state of good repair targets for all identified asset classes ➤ Goal #3: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> • Objective #34: Manage financial capacity to deliver regional expectations for service growth.
<p><u>Operating</u> – The regular operations of the agency are generally grown with inflation and anticipated growth of the system (as mentioned above for service expansion). Specifically, diesel fuel and utilities are analyzed for both consumption usage and market conditions. Personnel services including position salaries and benefits are held constant throughout the long-range plan, only increasing minimally in direct correlation with service.</p>	
<p><u>Debt</u> – 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 year 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.</p>	
<p><u>Capital Investments</u> – TriMet has an intensive capital program. Capital expenditures are made for the acquisition or construction of a major capital asset that has a useful life of greater than one year. The FY2023 Capital Improvement Program (CIP) Adopted Budget totals \$304.1 million, the details of which are included in the CIP tab. In the long range financial planning with the exception of FY2023, TriMet is preserving up to \$30 million per year for general fund contributions for CIP project to address needs of the agency.</p>	

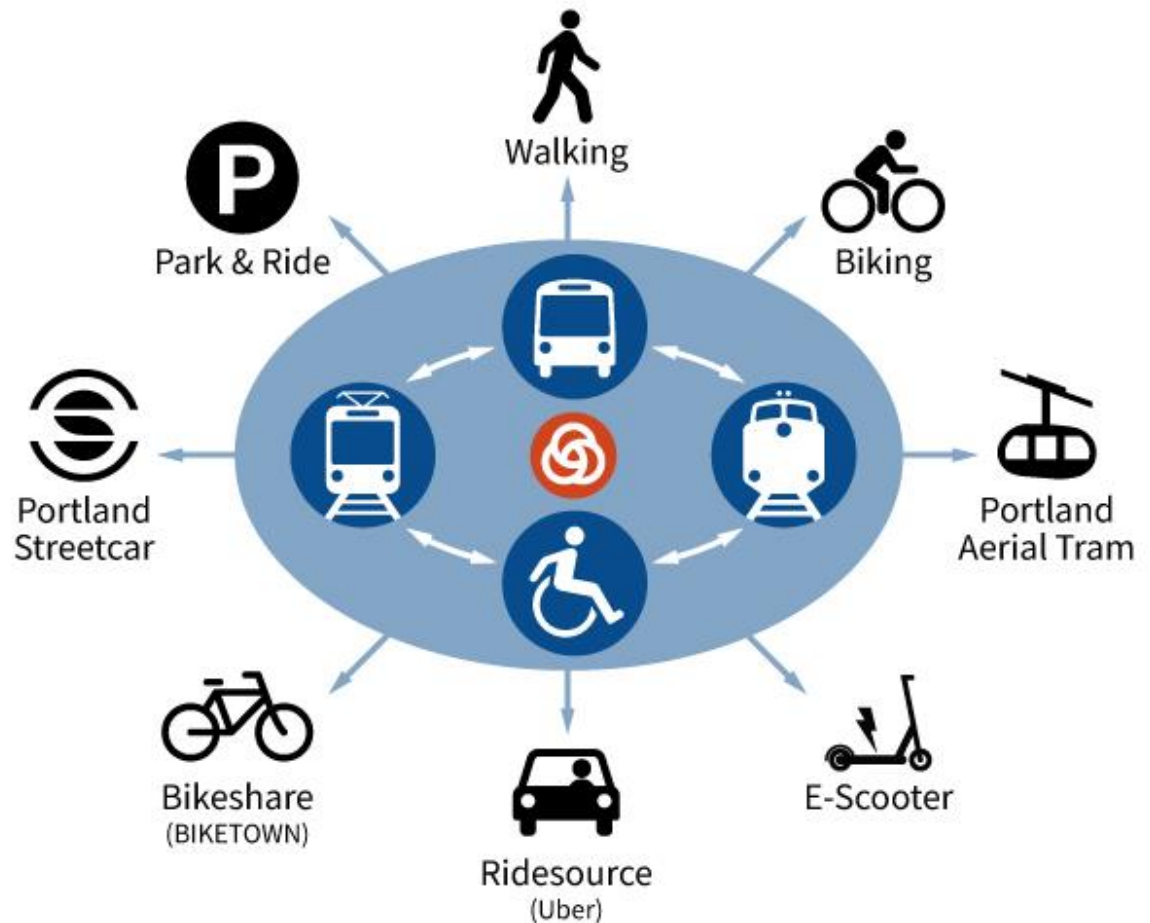
SUPPLEMENTAL INFORMATION

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 1.65 million people in a 533-square-mile area across three counties.
- By using renewable electricity for our MAX trains and electric buses, and renewable diesel to fuel or fixed-route buses, we're expecting 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
- Transportation and land use efficiency GHG savings related to MAX were 551,794 million metric tons of CO2-equivalent in 2018*
- Nearly 70% of our ridership state the primary purpose for their trip is for either recreation or work [2018 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- TriMet riders can save up to \$10,000 per year in transportation costs.
- More than 1,275 employer worksites offer transit passes as an employee benefit.
- TriMet's Disadvantaged Business Enterprise (DBE) program serves as a national model for creating opportunities for women and people of color.
- There are more than 8,000 security cameras on our transit system, on board every bus and MAX train and at many stops, stations and transit centers.

- Bus Service
 - 85 bus lines; 6,620 stops
 - 76,800 average weekday rides [193,560 rides pre-pandemic]
 - 25.0 million rides [FY2021]



- MAX Service
 - 5 MAX Lines; 97 stations
 - 43,200 average weekday rides [120,630 rides pre-pandemic]
 - 14.7 million rides [FY2021]
- WES Service
 - 1 commuter rail line; 5 stations
 - 300 average weekday rides [1,365 rides pre-pandemic]
- LIFT Service
 - Door to door demand service
 - 864 average weekday rides [3,360 riders pre-pandemic]

Community

TriMet's make up of riders across the three counties is diverse in both age and diversity. Of those riders, traffic congestion remains the top issue for most residents. With traffic signal prioritization and additional dedicated bus lanes through partnerships with the City of Portland, the agency is addressing those congestion issues, however, the pandemic has eased those concerns with less individuals on the road.

Over eight in ten riders value the benefits TriMet provides in the region while 71% of non-riders also value the benefits provided by the agency. Additionally, the vast majority of riders feel buses and MAX are safe to ride. 80% of customer who contact TriMet's customer service team state they are satisfied with the service they receive from staff.

Bus reliability ratings from individuals have steadily increased since 2015.

According to our most recent Hop Fastpass® report (January 2022), adults account for 53% the regional taps (includes C-TRAN & Streetcar), while closely followed by Honored Citizens at 38%. Youth and LIFT taps account for 8% and 2%, respectively. The Hop Fastpass® adoption rate (% of rides being tapped) is approximately 47%.

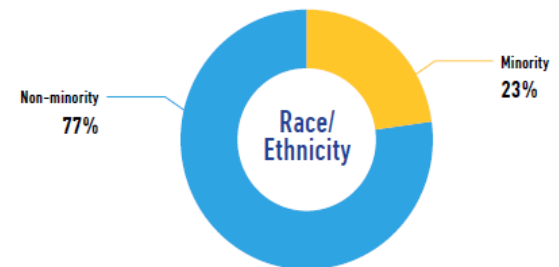
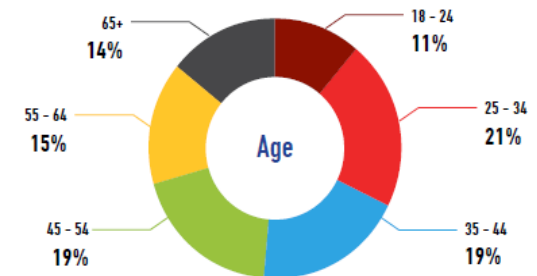
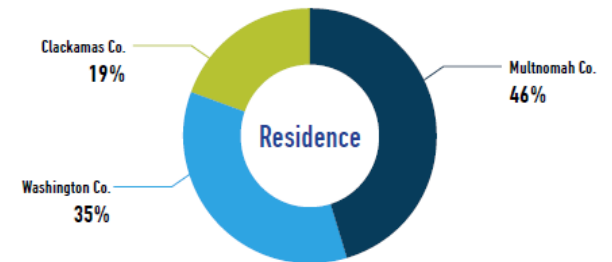
The economy was greatly impacted by COVID-19 and TriMet like many others observed significant drops in ridership. The unemployment rate in the Portland region skyrocketed to 14% in Spring 2020, but has since leveled off to 3.3%.

The top five largest employers in the TriMet District:

- Intel Corporation [20,200 employees]
- Oregon Health & Sciences University [18,000 employees]
- Providence Health & Services [17,400 employees]
- Nike, Inc. Subsidiaries [14,800]
- Kaiser Permanente [12,500 employees]

OUR RIDERS

TriMet welcomes everyone. We serve people from all walks of life, and our ridership is a reflection of the entire region.



Source: 2018 TriMet Attitude & Awareness Survey

Note: New Attitude and Awareness survey coming in 2022.

The Tri-County Property Value [Real Market Value] has continued to increase much faster than inflation, averaging 8.8% over the last five years, even with the high inflation rates the last couple of years. FY2021 was 4.7% over the previous year, with FY2022 expected to come in at 3% higher.

More statistical and supplemental information can be found in the *Statistical Tab* of the budget document.

A small piece of TriMet history...

1982

TriMet also looked to articulated buses for its line-haul routes. Two qualified European vendors responded to a solicitation. Peter Cass and Jim Cowen (who was operations director at the time) joined Board President Drummond for a tour of MAN manufacturing in Munich, Germany, and the Ikarus facility in Budapest, Hungary. They came away believing that the German MAN product was far superior to the Hungarian product. Under federal procurement rules, TriMet was obligated to accept the low bid and hoped it would come from MAN. Unfortunately, Seattle was in the market at the same time with a larger order. TriMet believed that MAN did not have the capacity to fulfill both orders. MAN low-balled the Seattle bid and high-balled the Portland bid, thus forcing TriMet to accept the Crown-Ikarus bid. These buses were manufactured in partnership with Crown Coach—a school bus and fire truck manufacturer based in California. The federal government encouraged this procurement in exchange for the sale of McDonnell Douglas aircraft to that Eastern Bloc country.

The first of 87 Crown-Ikarus articulated buses went into regular service on two lines, at the time known as Line 44-Sherwood-Gresham and Line 57-Forest Grove, in January 1982. The buses proved to be problem prone, in part resulting from the untested marriage of American-made components with the tried-and-true Hungarian chassis and body. The American content on these buses was dictated by the Buy America Act, which was a provision of the federal Surface Transportation Act of 1982. The buses were hard to handle in slippery conditions and remained parked after snow and ice storms.

TriMet was by far the largest North American buyer of these buses. The agency committed itself to making the best of a difficult situation by working with component vendors and the Hungarians to address the issues one by one. Much research and retrofit was done by TriMet's mechanical workforce. TriMet sued the manufacturer over the extensive repair and retrofit costs and hosted a small army of Hungarian workers at the Merlo bus facility to strengthen the easily fractured bus chassis, stressed by a heavier, American-made diesel engine and drive train. After many modifications and repairs involving multiple component suppliers at the expense of Crown-Ikarus, a settlement was reached in 1987. TriMet would operate these buses over their full federally mandated service life of 14 years, when other jurisdictions had already abandoned these trouble-prone buses. The buses fully removed and out of service in March 1999.



Articulated buses: high-capacity and high maintenance

In Summary

The FY2023 Adopted Budget focuses on continuing to recover from the pandemic while ensuring customers and employees are safe. Additionally, the agency will continue enhancing customer and employee safety, incorporation of STIF programs, such as the transit assistance program, implementation of key state of good repairs on critical infrastructure; development of a long term carbon reduction strategy that includes zero emissions power sources for TriMet's facilities and fleet, implementation of bus and rail fleet replacement and expansion, and increased speed and capacity in the Portland metro areas key transit corridors. Operator shortages, cleanliness of buses, trains and platforms, as well as safety will remain paramount for FY2023.

TriMet's fiscal plan continues to address essential capital maintenance and replacement in addition to the advancement of important regional expansion projects such as the *Division Transit Project* and *A Better Red Project*.

The fiscal plan also dedicates new payroll tax revenues to new service (and service restoration) and meets Board Strategic Finance Plan policies, including limiting debt service to no more than 7.5% of ongoing revenue.

TriMet is committed to staying on course to achieve long-term fiscal stability to keep its commitments to riders, employees, retirees and payroll taxpayers and to meet the transit needs of the growing region.

HELPFUL LINKS

About TriMet

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

About TriMet – To learn more about TriMet use any of the links above. 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 some key points regarding the Reimagining Public Safety initiative and Tilikum Crossing.



Financial

Budget Document – <https://trimet.org/about/accountability.htm#financial>
 TriMet Business Plan - <https://trimet.org/businessplan/index.htm>
 Payroll and Self-Employment Tax - <https://trimet.org/taxinfo/>
 Financial Statements - <https://trimet.org/about/accountability.htm#financial>
 Audit Report – <https://trimet.org/about/accountability.htm#audits>

Financial – To learn more about specifics about what is in the budget and financial structure of TriMet, agency goals and metrics, information about TriMet’s #1 revenue source – payroll taxes, financial reports and other specific audit reports please use links above.

Regional

State of Oregon Economic and Revenue Forecast – <https://www.oregon.gov/das/oea/pages/forecastecorev.aspx>
 Oregon Economic Indicators - www.qualityinfo.org/home
 TSCC - <https://www.tscmultco.com/>

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

Transportation

Regional Transportation Plan - www.oregonmetro.gov/regional-transportation-plan
 Statewide Transportation Improvement Fund - <https://www.oregon.gov/odot/RPTD/Pages/STIF.aspx>
 FTA - www.transit.dot.gov/
 TAM Plan - www.transit.dot.gov/TAM/TAMPlans

Transportation – To learn more about regional long-term planning, the mechanics of the Statewide Transportation Improvement Fund, federal requirements of public transportation and the elements of the Transit Asset Management plan.

Summary of Financial Resources & Requirements

Revenue Category	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Financial Resources							
Operating Revenue	105,183,233	48,980,250	63,064,000	64,629,739	77,112,690	77,112,690	78,809,700
Total Tax Revenue	398,353,398	415,529,147	415,000,000	437,506,000	470,087,000	470,087,000	470,087,000
Federal Operating Grants	215,945,404	302,647,316	291,711,105	309,278,228	164,527,773	164,527,773	164,527,800
State Funding	12,320,148	18,305,551	58,514,368	60,233,378	32,041,000	32,041,000	32,041,000
Local Funding	1,431,452	2,091,616	2,557,647	2,329,635	1,875,800	1,875,800	1,875,800
Interest	17,953,252	-5,582,674	650,000	-3,038,420	508,900	508,900	508,900
Miscellaneous	14,266,870	10,545,621	4,112,000	5,182,609	5,737,000	5,737,000	5,737,000
CIP Resources	25,222,507	38,339,296	115,024,867	133,869,445	91,190,984	91,190,984	90,801,696
Bond Proceeds	250,047,580		200,000,000	200,000,000			
Light Rail Program Resources	10,358,394	10,324,519	4,192,741		8,100,000	8,100,000	5,700,000
Bank Line of Credit			60,000,000				
GASB Statement No 87 Leasing Adjustment		3,567,172					
Other Non-Operating Resources	13,258,393	10,700,516	16,326,491	6,599,912	10,822,490	10,822,490	16,392,450
Total Financial Resources	\$1,064,340,631	\$855,448,330	\$1,231,153,219	\$1,216,590,526	\$862,003,637	\$862,003,637	\$866,481,346
Financial Requirements							
Personnel Services	326,976,491	346,364,224	392,756,675	357,625,042	395,578,509	395,578,509	399,491,449
Materials & Services	170,982,772	139,765,405	181,153,700	154,828,931	193,113,800	193,113,800	201,729,600
Other Post Employment Benefits	50,788,503	52,693,482	54,022,404	32,637,923	84,878,570	84,878,570	84,544,748
Capital Improvement Program (CIP)	219,229,751	190,229,526	367,904,700	245,551,196	246,134,538	246,134,538	304,059,046
Pass Through/Fund Exch/Special Payments	27,447,185	12,600,516	32,504,497	25,747,918	16,580,863	16,580,863	22,150,850
Debt Service	130,928,239	60,604,055	126,509,190	61,955,614	63,140,226	63,140,226	63,140,226
Contingency			22,633,259		35,322,062	35,322,062	35,687,909
Total Financial Requirements	\$926,352,941	\$802,257,208	\$1,177,484,425	\$878,346,624	\$1,034,748,568	\$1,034,748,568	1,110,803,828
Surplus (Deficit)	\$137,987,690	\$53,191,122	\$53,668,794	\$338,243,902	-\$172,744,931	-\$172,744,931	-244,322,482
Fund Balance							
Beginning Balance	535,318,920	673,306,610	688,036,716	726,497,732	959,485,332	959,485,332	1,064,741,634
Ending Balance	673,306,610	726,497,732	741,705,510	1,064,741,634	786,740,401	786,740,401	820,419,152
Change in Balance	137,987,690	53,191,122	53,668,794	338,243,902	-172,744,931	-172,744,931	-244,322,482
Percent Change	25.78%	7.90%	7.80%	46.56%	-18.00%	-18.00%	-22.95%
Total Resources (includes beginning fund balance)	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980
Total Requirements (includes ending fund balance)	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

Resource Summary

Revenue Category	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	166,954,268	197,802,778	215,102,773	215,102,773	299,733,717
Restricted Fund Adjustment	72,394,921						
Restricted Debt Service	45,426,652	44,022,850	38,554,000	43,685,902	41,621,174	41,621,174	41,621,174
Unrestricted Budgetary Fund Balance	205,468,279	335,403,309	482,528,448	485,009,052	702,761,385	702,761,385	723,386,743
Total Beginning Fund Balance	\$535,318,920	\$673,306,610	\$688,036,716	\$726,497,732	\$959,485,332	\$959,485,332	\$1,064,741,634
Operating Revenue							
Passenger	85,584,900	39,375,693	51,100,000	48,800,000	60,700,000	60,700,000	62,400,000
Transit Advertising	3,752,500	1,688,750	3,000,000	3,523,958	3,629,690	3,629,690	3,626,700
ATP Serv - Contract Rev	7,424,181	152,901	864,000	3,858,988	4,400,000	4,400,000	4,400,000
Service Contracts	8,421,652	7,762,906	8,100,000	8,446,793	8,383,000	8,383,000	8,383,000
Total Operating Revenue	\$105,183,233	\$48,980,250	\$63,064,000	\$64,629,739	\$77,112,690	\$77,112,690	\$78,809,700
Tax Revenue **							
Payroll Tax Rev-Employer	380,772,930	395,168,997	398,296,000	414,787,000	444,827,000	444,827,000	444,827,000
Payroll Tax Rev-Self Empl	14,863,842	17,516,786	13,903,000	19,787,000	22,218,000	22,218,000	22,218,000
Payroll Tax Rev-State In-Lieu	2,716,626	2,843,364	2,801,000	2,932,000	3,042,000	3,042,000	3,042,000
Total Tax Revenue	\$398,353,398	\$415,529,147	\$415,000,000	\$437,506,000	\$470,087,000	\$470,087,000	\$470,087,000
Other Revenue							
Federal Operating Grants	215,945,404	302,647,316	291,711,105	309,278,228	164,527,773	164,527,773	164,527,800
State STIF-Discretionary	15,840	450,329	85,000	100,000	248,000	248,000	248,000
State STIF-Formula	11,453,980	17,004,927	57,404,368	59,133,378	30,668,000	30,668,000	30,668,000
State Operating Grants	850,328	850,295	1,025,000	1,000,000	1,125,000	1,125,000	1,125,000
Local Operating Grants	112,756	481,451	464,347	473,319	379,200	379,200	379,200
Local Operating Revenue	1,318,696	1,610,165	2,093,300	1,856,316	1,496,600	1,496,600	1,496,600
Interest	17,953,252	-5,582,674	650,000	-3,038,420	508,900	508,900	508,900
Miscellaneous	14,266,870	10,545,621	4,112,000	5,182,609	5,737,000	5,737,000	5,737,000
Total Other Revenue	\$261,917,126	\$328,007,430	\$357,545,120	\$373,985,430	\$204,690,473	\$204,690,473	\$204,690,500
Total Operating Resources(Excluding Beginning Fund Balance)	\$765,453,757	\$792,516,827	\$835,609,120	\$876,121,169	\$751,890,163	\$751,890,163	\$753,587,200
CIP Resources	25,222,507	38,339,296	115,024,867	133,869,445	91,190,984	91,190,984	90,801,696
Bond Proceeds	250,047,580		200,000,000	200,000,000			
Light Rail Program Resources	10,358,394	10,324,519	4,192,741		8,100,000	8,100,000	5,700,000
Bank Line of Credit Principal			60,000,000				
GASB Statement No 87 Leasing Adjustment		3,567,172					
Other Non-Operating Resources	13,258,393	10,700,516	16,326,491	6,599,912	10,822,490	10,822,490	16,392,450
Total Resources	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

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

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	650,044	563,233	718,146	699,533	843,603	843,603	948,373
Internal Audit Department	292,188	319,933	313,230	276,432	331,179	331,179	346,764
Total Office of the General Manager Division	\$942,232	\$883,166	\$1,031,376	\$975,965	\$1,174,782	\$1,174,782	\$1,295,137
Chief Operation Officer Division							
Office of Chief Operating Officer Department	687,101	646,472	1,022,567	678,700	1,258,391	1,258,391	1,295,605
Operations Planning & Development Department	1,259,974	1,217,466	1,771,710	1,474,761	2,063,418	2,063,418	2,161,036
Business Planning & Asset Management Department	1,154,078	903,002	404,686	442,193	415,826	415,826	433,013
Operations Training & Planning Department	8,057,117	8,355,414	9,434,798	8,653,106	9,081,615	9,081,615	9,207,703
Total Chief Operation Officer Division	\$11,158,270	\$11,122,354	\$12,633,761	\$11,248,760	\$12,819,250	\$12,819,250	\$13,097,357
Transportation Division							
Transportation Administration Department	1,336,033	760,082	1,206,587	899,476	1,452,288	1,452,288	1,502,797
Bus Transportation Department	146,496,368	150,250,827	167,790,461	155,177,921	168,540,100	168,540,100	168,728,182
Service Delivery Department	2,542,253	2,307,620	2,255,807	2,130,759	2,281,590	2,281,590	2,324,926
Accessible Transportation Programs Department	33,006,006	19,209,751	38,279,260	29,925,296	39,960,816	39,960,816	40,942,606
Rail Transportation Department	35,431,370	34,867,853	36,828,998	34,912,349	36,941,740	36,941,740	37,090,826
Commuter Rail Department	6,171,244	5,977,544	7,504,812	6,841,488	7,831,892	7,831,892	7,971,771
Portland Streetcar Department	17,038,270	18,151,472	17,840,251	17,410,695	18,843,159	18,843,159	18,849,638
Total Transportation Division	\$242,021,544	\$231,525,149	\$271,706,176	\$247,297,984	\$275,851,585	\$275,851,585	\$277,410,746
Safety & Security Division							
Safety & Security Administration Department	846,747	581,051	736,510	683,912	1,097,659	1,097,659	1,132,915
Safety and Environmental Services	3,076,421	2,791,611	3,214,038	2,673,920	3,540,231	3,540,231	3,619,115
Security and Emergency Management	20,248,623	17,106,422	28,548,261	20,329,973	37,718,644	37,718,644	40,087,209
Total Safety & Security Division	\$24,171,791	\$20,479,084	\$32,498,809	\$23,687,805	\$42,356,534	\$42,356,534	\$44,839,239
Maintenance Division							
Maintenance Administration Department	873,118	1,201,056	1,874,110	1,066,702	2,263,670	2,263,670	2,468,552
Bus Maintenance Department	60,178,046	63,714,793	74,067,312	66,826,056	73,022,034	73,022,034	78,181,194
Facilities Management Bus-Rail Department	22,395,651	24,291,489	23,725,793	24,488,127	24,348,295	24,348,295	24,530,047
Rail Maintenance Of Way Department	17,666,922	17,800,543	21,344,701	18,398,613	21,135,894	21,135,894	21,381,359
Rail Equipment Maintenance Department	48,286,172	44,451,079	43,750,026	40,500,572	37,262,573	37,262,573	37,515,662
Total Maintenance Division	\$149,399,909	\$151,458,960	\$164,761,942	\$151,280,070	\$158,032,466	\$158,032,466	\$164,076,814

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	6,886,469	8,771,569	11,832,449	9,157,923	14,215,752	14,215,752	14,954,353
IT Operations & Infrastructure Department	3,529,896	3,291,849	3,438,114	3,567,362	3,603,004	3,603,004	3,764,182
Information Security Department	646,017	619,506	1,037,328	900,478	1,226,480	1,226,480	1,278,484
Enterprise Systems Department	4,546,027	4,581,707	5,375,767	5,062,570	4,456,857	4,456,857	4,673,067
Intelligent Transportation Systems Department	2,589,061	2,823,075	2,826,958	2,962,838	3,525,147	3,525,147	3,651,207
Total Information Technology Division	\$18,197,470	\$20,087,706	\$24,510,616	\$21,651,171	\$27,027,240	\$27,027,240	\$28,321,293
Public Affairs Division							
Public Affairs Administration Department	788,479	948,506	1,007,240	848,283	1,718,369	1,718,369	1,126,535
Policy & Planning Department	4,072,423	4,475,231					
Transit Equity Inclusion & Community Affairs Department	1,552,261	1,412,202	2,997,037	1,804,461	3,002,322	3,002,322	3,047,799
Government Services and Public Affairs Department	887,465	981,444	826,448	733,638	887,935	887,935	918,776
Communications & Marketing Department	4,436,626	3,601,026	5,039,027	4,610,823	5,722,532	5,722,532	5,832,740
Customer Information Services Department	3,603,571	3,560,859	3,846,611	3,414,190	4,099,494	4,099,494	4,140,032
Total Public Affairs Division	\$15,340,825	\$14,979,268	\$13,716,363	\$11,411,395	\$15,430,652	\$15,430,652	\$15,065,882
Finance & Administrative Services Division							
Finance & Administrative Services Department	788,045	799,259	1,123,161	709,449	1,539,324	1,539,324	1,575,450
Financial Services Department	2,897,009	3,209,993	3,427,199	3,546,581	3,846,340	3,846,340	3,928,997
Budget & Grants Administration Department	1,169,560	1,198,723	1,453,473	1,563,692	1,852,494	1,852,494	1,943,556
Risk Management Department	4,088,391	4,365,826	5,057,021	5,179,856	5,873,072	5,873,072	5,887,967
Procurement & Supply Chain Management Department	5,111,337	5,242,989	6,354,212	5,598,880	6,319,372	6,319,372	6,431,231
Fare Revenue & Administrative Services Department	10,749,740	7,820,052	12,763,543	9,511,996	12,709,077	12,709,077	12,858,922
Total Finance & Administrative Services Division	\$24,804,082	\$22,636,842	\$30,178,609	\$26,110,454	\$32,139,679	\$32,139,679	\$32,626,123
Labor Relations & Human Resources Division							
Human Resources Administration Department	622,721	541,976	1,204,609	669,459	1,837,698	1,837,698	1,894,574
Benefits & HRIS Department	1,385,419	1,338,008	1,688,545	1,484,256	1,789,148	1,789,148	1,842,704
Talent Management Department	1,610,963	1,845,028	2,774,150	2,377,938	3,124,312	3,124,312	3,260,784
Labor Relations Department	717,752	772,965	839,544	858,092	1,079,560	1,079,560	1,120,255
Compensation Department	475,136	521,175	608,620	602,911	715,871	715,871	732,133
Total Labor Relations & Human Resources Division	\$4,811,991	\$5,019,152	\$7,115,468	\$5,992,656	\$8,546,589	\$8,546,589	\$8,850,450
Legal Services Division							
Legal Services Administration Department	1,383,347	1,295,225	1,580,284	1,409,134	1,917,751	1,917,751	2,046,372
Litigation Department	948,196	977,103	989,648	1,001,019	1,061,298	1,061,298	1,095,070
Real Estate & Transit Oriented Development Department	2,322,713	3,115,106	3,616,967	3,389,376	3,576,322	3,576,322	3,617,363
Total Legal Services Division	\$4,654,256	\$5,387,434	\$6,186,899	\$5,799,529	\$6,555,371	\$6,555,371	\$6,758,805

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	1,127,864	1,115,361	1,865,631	1,212,111	1,448,582	1,448,582	1,518,353
Policy & Planning Department			6,648,573	4,856,373	6,129,279	6,129,279	6,202,156
Design & Construction Department	629,815	655,459	784,048	563,032	760,558	760,558	790,168
Major Projects Department	133,515	447,316	272,104	366,668	419,742	419,742	368,526
Project Development & Permitting Department	565,699	332,378					
Total Engineering & Construction Division	\$2,456,893	\$2,550,514	\$9,570,356	\$6,998,184	\$8,758,161	\$8,758,161	\$8,879,203
Other Post Employment Benefits	50,788,503	52,693,482	54,022,404	32,637,923	84,878,570	84,878,570	84,544,748
Debt Service	130,928,239	60,604,055	126,509,190	61,955,614	63,140,226	63,140,226	63,140,226
Total Operating Requirements	\$679,676,005	\$599,427,166	\$754,441,969	\$607,047,510	\$736,711,105	\$736,711,105	\$748,906,023
Capital Improvement Program (CIP)							
Chief Operating Officer Division	541,375	181,623	30,000	30,000			
Transportation Division	4,497,895	-19,353			6,444,980	6,444,980	8,279,709
Safety & Security Division	7,705,742	8,010,050	6,035,714	4,194,445	7,769,731	7,769,731	8,513,429
Maintenance Division	114,950,607	91,372,284	163,782,302	95,557,872	77,694,067	77,694,067	124,151,297
Information Technology Division	1,740,785	4,223,160	15,367,656	9,042,183	9,201,169	9,201,169	14,656,134
Public Affairs Division	1,180,617	1,140,945	1,866,666	1,161,474	1,166,666	1,166,666	1,820,003
Finance & Administrative Services Division	3,660,701	2,950,701	4,273,261	394,858	2,593,368	2,593,368	4,864,185
Legal Services Division	675,557	592,842	4,748,889	752,302	3,810,457	3,810,457	11,250,879
Engineering & Construction Division	84,276,472	81,777,274	171,800,212	134,418,062	137,454,100	137,454,100	130,523,410
Total Capital Improvement Program (CIP)	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046
Pass Through Revenues & Requirements	13,258,393	10,700,516	11,168,491	6,599,912	10,822,490	10,822,490	16,392,450
Regional Fund Exchange Payments	7,688,792		16,178,006	16,148,006	3,600,373	3,600,373	3,600,400
Special Payments	6,500,000	1,900,000	5,158,000	3,000,000	2,158,000	2,158,000	2,158,000
Total Other Non-Operating Requirements	\$27,447,185	\$12,600,516	\$32,504,497	\$25,747,918	\$16,580,863	\$16,580,863	\$22,150,850
Contingency			22,633,259		35,322,062	35,322,062	35,687,909
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	208,068,490	299,733,717	103,359,381	103,359,381	187,990,325
Restricted Debt Service	44,022,850	43,685,902	38,558,000	41,621,174	43,924,759	43,924,759	43,924,759
Unrestricted Funds	335,403,309	485,009,052	495,079,020	723,386,743	639,456,261	639,456,261	588,504,068
Total Ending Fund Balance	\$673,306,610	\$726,497,732	\$741,705,510	\$1,064,741,634	\$786,740,401	\$786,740,401	\$820,419,152
Total Requirements	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

*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

	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	9,455,654	15,144,166	46,970,721	31,216,593	26,932,790	26,932,790	27,525,302
Federal Transit Administration Grants, Programmed	26,125,247	33,519,649	72,246,887	102,652,852	72,358,194	72,358,194	68,976,394
Revenue Bond Proceeds	158,794,086	125,600,787	158,885,778	98,069,061	109,423,566	109,423,566	157,056,313
Operating Resources Dedicated for Capital*	24,854,764	15,964,924	89,801,314	13,612,690	37,419,988	37,419,988	50,501,037
Total CIP Resources	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046

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

CIP Requirements

Operating	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division	541,375	181,623	30,000	30,000			
Transportation Division	4,497,895	-19,353			6,444,980	6,444,980	8,279,709
Safety & Security Division	7,705,742	8,010,050	6,035,714	4,194,445	7,769,731	7,769,731	8,513,429
Maintenance Division	114,950,607	91,372,284	163,782,302	95,557,872	77,694,067	77,694,067	124,151,297
Information Technology Division	1,740,785	4,223,160	15,367,656	9,042,183	9,201,169	9,201,169	14,656,134
Public Affairs Division	1,180,617	1,140,945	1,866,666	1,161,474	1,166,666	1,166,666	1,820,003
Finance & Administrative Services Division	3,660,701	2,950,701	4,273,261	394,858	2,593,368	2,593,368	4,864,185
Legal Services Division	675,557	592,842	4,748,889	752,302	3,810,457	3,810,457	11,250,879
Engineering & Construction Division	84,276,472	81,777,274	171,800,212	134,418,062	137,454,100	137,454,100	130,523,410
Total CIP Requirements	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046

Summary of Fund History

FY2020 Actual	FY2021 Actual	FY2022 Budget	Fund	FY2023		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
535,318,920	673,306,610	688,036,716	Beginning Fund Balance-Restricted & Unrestricted	959,485,332	959,485,332	1,064,741,634
85,584,900	39,375,693	51,100,000	Passenger Revenue	60,700,000	60,700,000	62,400,000
19,598,333	9,604,557	11,964,000	Other Operating Revenue	16,412,690	16,412,690	16,409,700
398,353,398	415,529,147	415,000,000	Tax Revenue	470,087,000	470,087,000	470,087,000
261,917,126	328,007,430	357,545,120	Other Revenue	204,690,473	204,690,473	204,690,500
	3,567,172		GASB Statement No 87 Leasing Adjustment			
13,258,393	10,700,516	16,326,491	Other Non-Operating Resources	10,822,490	10,822,490	16,392,450
250,047,580		200,000,000	Bond Proceeds			
		60,000,000	Bank Line of Credit			
10,358,394	10,324,519	4,192,741	Light Rail Funds Restricted for Debt Service	8,100,000	8,100,000	5,700,000
\$1,574,437,044	\$1,490,415,644	\$1,804,165,068	Total Operating Program Resources	\$1,730,297,985	\$1,730,297,985	\$1,840,421,284
			B. Requirements			
377,642,609	398,831,549	446,579,079	Personnel Services	480,157,079	480,157,079	483,736,197
171,105,157	139,991,562	181,353,700	Materials & Services	193,413,800	193,413,800	202,029,600
130,928,239	60,604,055	126,509,190	Debt Service	63,140,226	63,140,226	63,140,226
27,447,185	12,600,516	32,504,497	Other Non-Operating Requirements	16,580,863	16,580,863	22,150,850
		22,633,259	Contingency	35,322,062	35,322,062	35,687,909
673,306,610	726,497,732	741,705,510	Ending Fund Balance-Restricted & Unrestricted	786,740,401	786,740,401	820,419,152
\$1,380,429,800	\$1,338,525,414	\$1,551,285,235	Total Operating Program Requirements	\$1,575,354,431	\$1,575,354,431	\$1,627,163,934
			II. CIP			
			A. Resources			
9,455,654	15,144,166	46,970,721	State, Local Government & Private Contributions	26,932,790	26,932,790	27,525,302
15,766,853	23,195,130	68,054,146	Federal Transit Administration Grants	64,258,194	64,258,194	63,276,394
\$25,222,507	\$38,339,296	\$115,024,867	Total CIP Resources	\$91,190,984	\$91,190,984	\$90,801,696
			B. Requirements			
219,229,751	190,229,526	367,904,700	Projects	246,134,538	246,134,538	304,059,046
\$219,229,751	\$190,229,526	\$367,904,700	Total CIP Requirements	\$246,134,538	\$246,134,538	\$304,059,046
\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	Total Resources	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980
\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	Total Requirements	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	4,197,436	4,129,538	3,326,698	2,429,015	3,394,596	3,394,596	4,231,850
Special Transportation Fund Discretionary	9,411						
Title XIX Match Clackamas, Multnomah & Washington Counties	85,816						
State STIF-Discretionary			500,000	500,000			350,000
State STIF-Formula Regional Coordination	108,200		4,321,001	2,160,501	3,820,999	3,820,999	4,323,300
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet	8,857,530	6,570,977	3,020,792	1,510,396	3,606,895	3,606,895	7,487,300
Total pass through revenues and requirements	\$13,258,393	\$10,700,516	\$11,168,491	\$6,599,912	\$10,822,490	\$10,822,490	\$16,392,450

REGIONAL FUND EXCHANGE PAYMENTS

	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023		
					Proposed	Approved	Adopted
Metro Program Fund Exchanges	7,688,792		16,178,006	16,148,006	3,600,373	3,600,373	3,600,400
Total regional fund exchanges	\$7,688,792		\$16,178,006	\$16,148,006	\$3,600,373	\$3,600,373	\$3,600,400

SPECIAL PAYMENTS

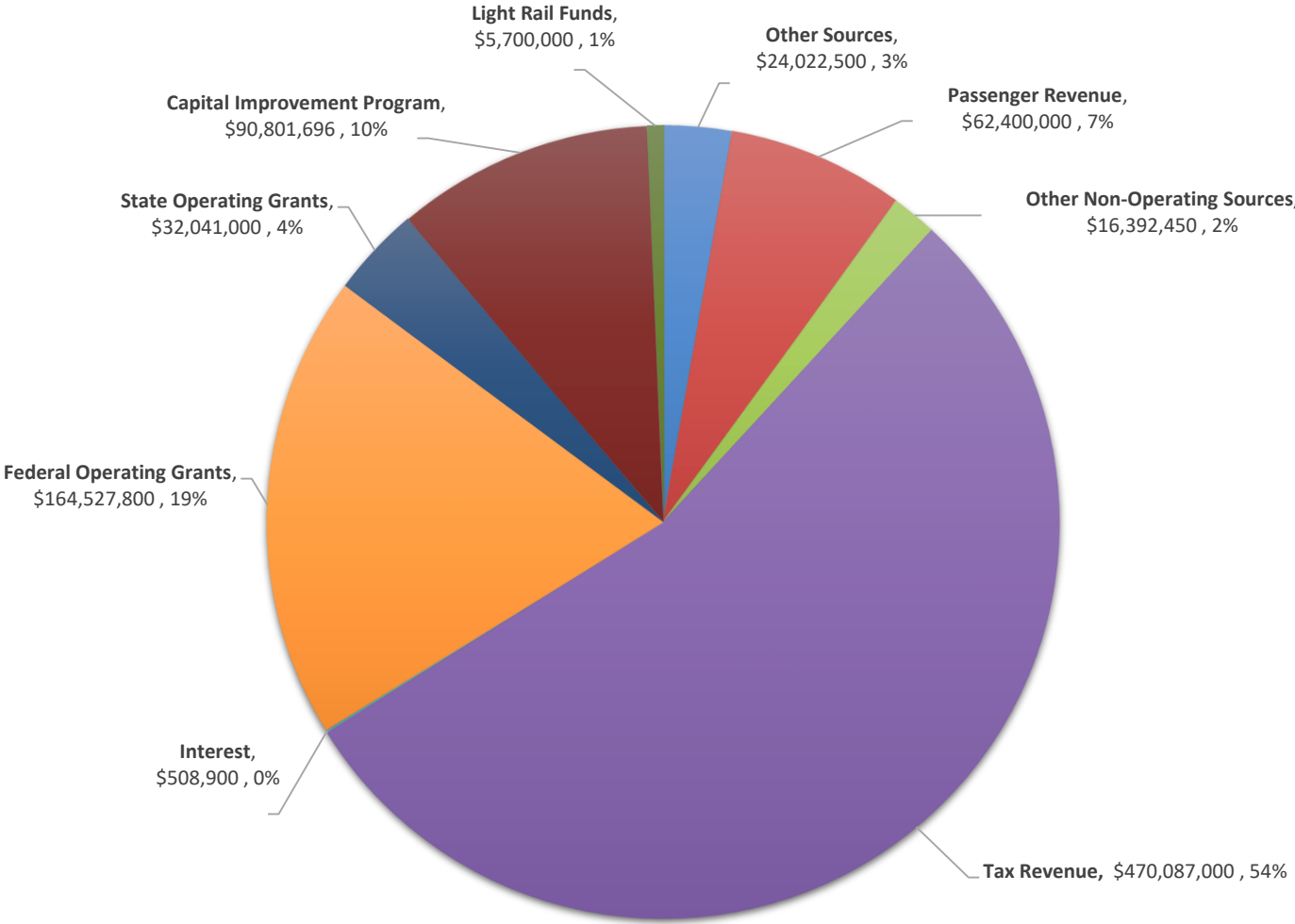
	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023		
					Proposed	Approved	Adopted
Metro Regional Funding Agreement	1,500,000						
ODOT Project Development: Highway/Arterial	5,000,000						
City of Portland/Portland Streetcar (Stimulus Credit)		1,900,000	5,158,000	3,000,000	2,158,000	2,158,000	2,158,000
Total special payments	\$6,500,000	\$1,900,000	\$5,158,000	\$3,000,000	\$2,158,000	\$2,158,000	\$2,158,000



[This Page Left Intentionally Blank]

TOTAL RESOURCES

Budget FY2023



Total Resources = \$866,481,346*

*Total Resources excludes Line of Credit & Beginning Fund Balance of \$1,064,741,634

Resource Summary

Revenue Category	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	166,954,268	197,802,778	215,102,773	215,102,773	299,733,717
Restricted Fund Adjustment	72,394,921						
Restricted Debt Service	45,426,652	44,022,850	38,554,000	43,685,902	41,621,174	41,621,174	41,621,174
Unrestricted Budgetary Fund Balance	205,468,279	335,403,309	482,528,448	485,009,052	702,761,385	702,761,385	723,386,743
Total Beginning Fund Balance	\$535,318,920	\$673,306,610	\$688,036,716	\$726,497,732	\$959,485,332	\$959,485,332	\$1,064,741,634
Operating Revenue							
Passenger	85,584,900	39,375,693	51,100,000	48,800,000	60,700,000	60,700,000	62,400,000
Transit Advertising	3,752,500	1,688,750	3,000,000	3,523,958	3,629,690	3,629,690	3,626,700
ATP Serv - Contract Rev	7,424,181	152,901	864,000	3,858,988	4,400,000	4,400,000	4,400,000
Service Contracts	8,421,652	7,762,906	8,100,000	8,446,793	8,383,000	8,383,000	8,383,000
Total Operating Revenue	\$105,183,233	\$48,980,250	\$63,064,000	\$64,629,739	\$77,112,690	\$77,112,690	\$78,809,700
Tax Revenue **							
Payroll Tax Rev-Employer	380,772,930	395,168,997	398,296,000	414,787,000	444,827,000	444,827,000	444,827,000
Payroll Tax Rev-Self Empl	14,863,842	17,516,786	13,903,000	19,787,000	22,218,000	22,218,000	22,218,000
Payroll Tax Rev-State In-Lieu	2,716,626	2,843,364	2,801,000	2,932,000	3,042,000	3,042,000	3,042,000
Total Tax Revenue	\$398,353,398	\$415,529,147	\$415,000,000	\$437,506,000	\$470,087,000	\$470,087,000	\$470,087,000
Other Revenue							
Federal Operating Grants	215,945,404	302,647,316	291,711,105	309,278,228	164,527,773	164,527,773	164,527,800
State STIF-Discretionary	15,840	450,329	85,000	100,000	248,000	248,000	248,000
State STIF-Formula	11,453,980	17,004,927	57,404,368	59,133,378	30,668,000	30,668,000	30,668,000
State Operating Grants	850,328	850,295	1,025,000	1,000,000	1,125,000	1,125,000	1,125,000
Local Operating Grants	112,756	481,451	464,347	473,319	379,200	379,200	379,200
Local Operating Revenue	1,318,696	1,610,165	2,093,300	1,856,316	1,496,600	1,496,600	1,496,600
Interest	17,953,252	-5,582,674	650,000	-3,038,420	508,900	508,900	508,900
Miscellaneous	14,266,870	10,545,621	4,112,000	5,182,609	5,737,000	5,737,000	5,737,000
Total Other Revenue	\$261,917,126	\$328,007,430	\$357,545,120	\$373,985,430	\$204,690,473	\$204,690,473	\$204,690,500
Total Operating Resources(Excluding Beginning Fund Balance)	\$765,453,757	\$792,516,827	\$835,609,120	\$876,121,169	\$751,890,163	\$751,890,163	\$753,587,200
CIP Resources	25,222,507	38,339,296	115,024,867	133,869,445	91,190,984	91,190,984	90,801,696
Bond Proceeds	250,047,580		200,000,000	200,000,000			
Light Rail Program Resources	10,358,394	10,324,519	4,192,741		8,100,000	8,100,000	5,700,000
Bank Line of Credit Principal			60,000,000				
GASB Statement No 87 Leasing Adjustment		3,567,172					
Other Non-Operating Resources	13,258,393	10,700,516	16,326,491	6,599,912	10,822,490	10,822,490	16,392,450
Total Resources	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

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

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

Resource Summary By Source

Revenue Category	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	212,029,068	293,880,451	166,954,268	197,802,778	215,102,773	215,102,773	299,733,717
Restricted Fund Adjustment	72,394,921						
Restricted Debt Service	45,426,652	44,022,850	38,554,000	43,685,902	41,621,174	41,621,174	41,621,174
Unrestricted Budgetary Fund Balance	205,468,279	335,403,309	482,528,448	485,009,052	702,761,385	702,761,385	723,386,743
Total Beginning Fund Balance	\$535,318,920	\$673,306,610	\$688,036,716	\$726,497,732	\$959,485,332	\$959,485,332	\$1,064,741,634
Operating Revenue							
Passenger	85,584,900	39,375,693	51,100,000	48,800,000	60,700,000	60,700,000	62,400,000
Transit Advertising	3,752,500	1,688,750	3,000,000	3,523,958	3,629,690	3,629,690	3,626,700
ATP Serv - Contract Rev	7,424,181	152,901	864,000	3,858,988	4,400,000	4,400,000	4,400,000
Service Contracts	8,421,652	7,762,906	8,100,000	8,446,793	8,383,000	8,383,000	8,383,000
Local Operating Revenue	1,318,696	1,610,165	2,093,300	1,856,316	1,496,600	1,496,600	1,496,600
Total Operating Revenue	\$106,501,929	\$50,590,415	\$65,157,300	\$66,486,055	\$78,609,290	\$78,609,290	\$80,306,300
Non-Operating Resources							
Interest	17,953,252	-5,582,674	650,000	-3,038,420	508,900	508,900	508,900
Miscellaneous	14,266,870	10,545,621	4,112,000	5,182,609	5,737,000	5,737,000	5,737,000
Total Non-Operating Resources	\$32,220,122	\$4,962,947	\$4,762,000	\$2,144,189	\$6,245,900	\$6,245,900	\$6,245,900
Tax Revenue **							
Payroll Tax Rev-Employer	380,772,930	395,168,997	398,296,000	414,787,000	444,827,000	444,827,000	444,827,000
Payroll Tax Rev-Self Empl	14,863,842	17,516,786	13,903,000	19,787,000	22,218,000	22,218,000	22,218,000
Payroll Tax Rev-State In-Lieu	2,716,626	2,843,364	2,801,000	2,932,000	3,042,000	3,042,000	3,042,000
Total Tax Revenue	\$398,353,398	\$415,529,147	\$415,000,000	\$437,506,000	\$470,087,000	\$470,087,000	\$470,087,000
Grants							
Federal Operating Grants	215,945,404	302,647,316	291,711,105	309,278,228	164,527,773	164,527,773	164,527,800
State STIF-Discretionary	15,840	450,329	85,000	100,000	248,000	248,000	248,000
State STIF-Formula	11,453,980	17,004,927	57,404,368	59,133,378	30,668,000	30,668,000	30,668,000
State Operating Grants	850,328	850,295	1,025,000	1,000,000	1,125,000	1,125,000	1,125,000
Local Operating Grants	112,756	481,451	464,347	473,319	379,200	379,200	379,200
Capital Grants	26,125,247	33,519,649	72,246,887	102,652,852	72,358,194	72,358,194	68,976,394
Total Grants	\$254,503,555	\$354,953,967	\$422,936,707	\$472,637,777	\$269,306,167	\$269,306,167	\$265,924,394
Other Resources							
Capital Assistance	9,455,654	15,144,166	46,970,721	31,216,593	26,932,790	26,932,790	27,525,302
Bond Proceeds	250,047,580		200,000,000	200,000,000			
Bank Line of Credit Principal			60,000,000				
GASB Statement No 87 Leasing Adjustment		3,567,172					
Other Non-Operating Resources	13,258,393	10,700,516	16,326,491	6,599,912	10,822,490	10,822,490	16,392,450
Total Other Resources	\$272,761,627	\$29,411,854	\$323,297,212	\$237,816,505	\$37,755,280	\$37,755,280	\$43,917,752
Total Resources	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

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

Restricted Fund Adjustment is due to change in basis of accounting for debt service from GAAP/full accrual to cash basis.

Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

** Budgeted payroll tax revenues are an estimate of fiscal year payroll tax cash receipts. Actuals are an estimate of payroll taxes from wages and salaries earned in the fiscal year.

FEDERAL & STATE GRANT/LOCAL CONTRIBUTION SUMMARY

Type of Funding	Purpose	FY2023		
		Proposed	Approved	Adopted
Federal Operating Grants				
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance	54,181,600	54,181,600	54,181,600
FTA Section 5307 & 5310 Urbanized Area Formula (ARP)	Preventive Maintenance & Operating Assistance	41,384,000	41,384,000	41,384,000
FTA Section 5337 State of Good Repair	Preventive Maintenance	39,725,300	39,725,300	39,725,300
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service & Preventive Maintenance	21,830,000	21,830,000	21,830,000
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	3,600,373	3,600,373	3,600,400
FTA Section 20005b Pilot Program	Transit Oriented Development	212,100	212,100	212,100
FTA Section 5312 Innovations in Transit Public Safety	Integrated Mobility Options	1,027,000	1,027,000	1,027,000
Transit Security Operating Grant Funds	Anti-Terrorism Transit Security	40,000	40,000	40,000
FTA Section 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	1,343,800	1,343,800	1,343,800
Regional STBG FHWA Flex Funds	Regional Transp Options Program	404,800	404,800	404,800
Homeland Security Funds	Safety & Security - Canine/Tactical Training	714,600	714,600	714,600
Section 5312 Public Transportation Innovation Program	Risk Ranking Tool & Data Validation for Grade Safety Crossing	64,200	64,200	64,200
Total Federal Operating Grants		\$164,527,773	\$164,527,773	\$164,527,800
Federal CIP Grants				
FEMA Transit Security Grant Program	Intrusion Detection	596,100	596,100	596,100
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	8,100,000	8,100,000	5,700,000
FTA Section 5309 CIG Small Starts	Division Transit Project	2,637,765	2,637,765	8,230,021
FTA Section 5339(c) Low or No-Emission Vehicle	Electric Buses			38,710
FTA Section 5312 Innovations in Transit Public Safety	Operator Safety & Rider Awareness	130,204	130,204	124,125
FTA Section 5307 Urbanized Area Formula	162nd Avenue Pedestrian Access Improvement			301,374
Regional STBG FHWA Flex Funds	Red Line Extension & Reliability Improvement	59,958,527	59,958,527	
FTA Section 5309 CIG Small Starts	Red Line Extension & Reliability Improvement			42,187,723
FTA Section 5309 ARP	Red Line Extension & Reliability Improvement			10,721,739
Regional STBG FHWA Flex Funds	Rail Crossing Safety Enhancements	233,818	233,818	276,246
Regional STBG FHWA Flex Funds	Powell-Division Corridor Safety & Access to Transit	701,780	701,780	800,356
Total Federal CIP Grants		\$72,358,194	\$72,358,194	\$68,976,394
Total Federal Grants		\$236,885,967	\$236,885,967	\$233,504,194
State Operating Grants				
State STIF-Discretionary	Spot Improvement Program & Market Study	248,000	248,000	248,000
State STIF-Formula	Service and Fare Programs	30,668,000	30,668,000	30,668,000
OEM Hazard Mitigation Grant Program	Hazard Mitigation Plan	75,000	75,000	75,000
State 5310 Formula	LIFT Operations	932,300	932,300	932,300
State Special Transportation	LIFT Operations	117,700	117,700	117,700
Total State Operating Grants		\$32,041,000	\$32,041,000	\$32,041,000

FEDERAL & STATE GRANT/LOCAL CONTRIBUTION SUMMARY

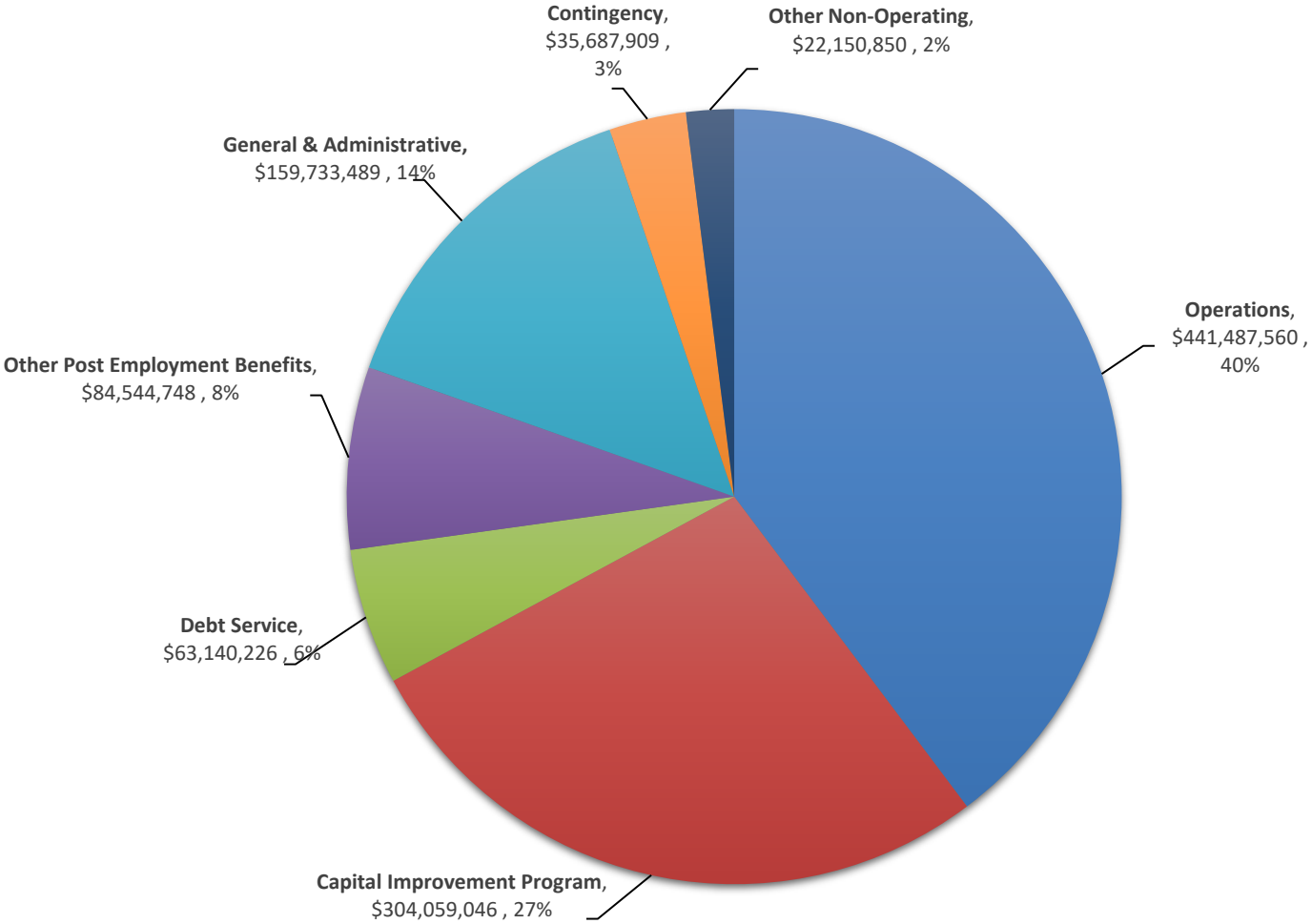
Type of Funding	Purpose	FY2023		
		Proposed	Approved	Adopted
State CIP Grants				
State STIF Formula	Security Funds for Transit Enhancement	762,000	762,000	1,038,853
State ATCMTD Grant	Next Gen Transit Signal Priority	178,340	178,340	1,759,938
State STIF Formula	Garage, Layover & TC Expansion	2,048,925	2,048,925	3,694,053
State STP/5310, 5339(a) & STF	ATP Fleet Expansion/Replacement	5,042,206	5,042,206	4,766,884
State STIF Formula	ATP Fleet Expansion/Replacement	274,835	274,835	274,835
State STIF Formula	Facilities System Master Plan	573,004	573,004	573,004
State STIF Formula	Transit Tracker Displays	666,666	666,666	666,666
State STIF Formula	Bus Stop Development	495,000	495,000	729,343
State STIF Formula	Electric Vehicle Infrastructure - Powell	3,011,654	3,011,654	3,478,661
State STIF Formula	Enhanced Transit Concepts	8,173,100	8,173,100	3,708,361
Total State CIP Grants		\$21,225,730	\$21,225,730	\$20,690,598
Total State Grants		\$53,266,730	\$53,266,730	\$52,731,598
Local Operating Grants				
Moovel, IBI, City of Portland, INIT, Uber & Ready Credit	Integrated Mobility Options	167,600	167,600	167,600
City of Portland, City of Hillsboro, City of Beaverton	Transit Oriented Development	77,500	77,500	77,500
Portland Bureau of Transportation	162nd Avenue Pedestrian Access Improvement	109,100	109,100	109,100
Portland Bureau of Transportation	Transit Priority Spot Improvements	25,000	25,000	25,000
Total Local Operating Grants		\$379,200	\$379,200	\$379,200
Local CIP Contributions				
City of Portland	162nd Avenue Pedestrian Access Improvement			75,343
Port of Portland	Red Line Extension & Reliability Improvements	1,639,395	1,639,395	2,243,000
Port of Portland	Third Party Recovery - Red Line Multi Use Path	1,025,640	1,025,640	1,025,640
City of Portland & City of Gresham	Powell-Division Corridor Safety & Access to Transit	58,796	58,796	58,796
Metro	TV Highway Improvements	343,749	343,749	483,445
Metro	Enhanced Transit Concepts - Better Bus			1,500,000
BRIDGE Housing	Hollywood Transit Center TOD & Substation Replacement	1,500,000	1,500,000	38,911
Multiple Local Agencies	Third Party Recovery	1,139,480	1,139,480	1,409,569
Total Local CIP Contributions		\$5,707,060	\$5,707,060	\$6,834,704
Total Local Contributions		\$6,086,260	\$6,086,260	\$7,213,904



[This Page Left Intentionally Blank]

TOTAL REQUIREMENTS

Budget FY2023



Total Operating & Capital Requirements = \$1,110,803,828*
*Total Requirements exclude Ending Fund Balance of \$820,419,152.

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	650,044	563,233	718,146	699,533	843,603	843,603	948,373
Internal Audit Department	292,188	319,933	313,230	276,432	331,179	331,179	346,764
Total Office of the General Manager Division	\$942,232	\$883,166	\$1,031,376	\$975,965	\$1,174,782	\$1,174,782	\$1,295,137
Chief Operation Officer Division							
Office of Chief Operating Officer Department	687,101	646,472	1,022,567	678,700	1,258,391	1,258,391	1,295,605
Operations Planning & Development Department	1,259,974	1,217,466	1,771,710	1,474,761	2,063,418	2,063,418	2,161,036
Business Planning & Asset Management Department	1,154,078	903,002	404,686	442,193	415,826	415,826	433,013
Operations Training & Planning Department	8,057,117	8,355,414	9,434,798	8,653,106	9,081,615	9,081,615	9,207,703
Total Chief Operation Officer Division	\$11,158,270	\$11,122,354	\$12,633,761	\$11,248,760	\$12,819,250	\$12,819,250	\$13,097,357
Transportation Division							
Transportation Administration Department	1,336,033	760,082	1,206,587	899,476	1,452,288	1,452,288	1,502,797
Bus Transportation Department	146,496,368	150,250,827	167,790,461	155,177,921	168,540,100	168,540,100	168,728,182
Service Delivery Department	2,542,253	2,307,620	2,255,807	2,130,759	2,281,590	2,281,590	2,324,926
Accessible Transportation Programs Department	33,006,006	19,209,751	38,279,260	29,925,296	39,960,816	39,960,816	40,942,606
Rail Transportation Department	35,431,370	34,867,853	36,828,998	34,912,349	36,941,740	36,941,740	37,090,826
Commuter Rail Department	6,171,244	5,977,544	7,504,812	6,841,488	7,831,892	7,831,892	7,971,771
Portland Streetcar Department	17,038,270	18,151,472	17,840,251	17,410,695	18,843,159	18,843,159	18,849,638
Total Transportation Division	\$242,021,544	\$231,525,149	\$271,706,176	\$247,297,984	\$275,851,585	\$275,851,585	\$277,410,746
Safety & Security Division							
Safety & Security Administration Department	846,747	581,051	736,510	683,912	1,097,659	1,097,659	1,132,915
Safety and Environmental Services	3,076,421	2,791,611	3,214,038	2,673,920	3,540,231	3,540,231	3,619,115
Security and Emergency Management	20,248,623	17,106,422	28,548,261	20,329,973	37,718,644	37,718,644	40,087,209
Total Safety & Security Division	\$24,171,791	\$20,479,084	\$32,498,809	\$23,687,805	\$42,356,534	\$42,356,534	\$44,839,239
Maintenance Division							
Maintenance Administration Department	873,118	1,201,056	1,874,110	1,066,702	2,263,670	2,263,670	2,468,552
Bus Maintenance Department	60,178,046	63,714,793	74,067,312	66,826,056	73,022,034	73,022,034	78,181,194
Facilities Management Bus-Rail Department	22,395,651	24,291,489	23,725,793	24,488,127	24,348,295	24,348,295	24,530,047
Rail Maintenance Of Way Department	17,666,922	17,800,543	21,344,701	18,398,613	21,135,894	21,135,894	21,381,359
Rail Equipment Maintenance Department	48,286,172	44,451,079	43,750,026	40,500,572	37,262,573	37,262,573	37,515,662
Total Maintenance Division	\$149,399,909	\$151,458,960	\$164,761,942	\$151,280,070	\$158,032,466	\$158,032,466	\$164,076,814

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	6,886,469	8,771,569	11,832,449	9,157,923	14,215,752	14,215,752	14,954,353
IT Operations & Infrastructure Department	3,529,896	3,291,849	3,438,114	3,567,362	3,603,004	3,603,004	3,764,182
Information Security Department	646,017	619,506	1,037,328	900,478	1,226,480	1,226,480	1,278,484
Enterprise Systems Department	4,546,027	4,581,707	5,375,767	5,062,570	4,456,857	4,456,857	4,673,067
Intelligent Transportation Systems Department	2,589,061	2,823,075	2,826,958	2,962,838	3,525,147	3,525,147	3,651,207
Total Information Technology Division	\$18,197,470	\$20,087,706	\$24,510,616	\$21,651,171	\$27,027,240	\$27,027,240	\$28,321,293
Public Affairs Division							
Public Affairs Administration Department	788,479	948,506	1,007,240	848,283	1,718,369	1,718,369	1,126,535
Policy & Planning Department	4,072,423	4,475,231					
Transit Equity Inclusion & Community Affairs Department	1,552,261	1,412,202	2,997,037	1,804,461	3,002,322	3,002,322	3,047,799
Government Services and Public Affairs Department	887,465	981,444	826,448	733,638	887,935	887,935	918,776
Communications & Marketing Department	4,436,626	3,601,026	5,039,027	4,610,823	5,722,532	5,722,532	5,832,740
Customer Information Services Department	3,603,571	3,560,859	3,846,611	3,414,190	4,099,494	4,099,494	4,140,032
Total Public Affairs Division	\$15,340,825	\$14,979,268	\$13,716,363	\$11,411,395	\$15,430,652	\$15,430,652	\$15,065,882
Finance & Administrative Services Division							
Finance & Administrative Services Department	788,045	799,259	1,123,161	709,449	1,539,324	1,539,324	1,575,450
Financial Services Department	2,897,009	3,209,993	3,427,199	3,546,581	3,846,340	3,846,340	3,928,997
Budget & Grants Administration Department	1,169,560	1,198,723	1,453,473	1,563,692	1,852,494	1,852,494	1,943,556
Risk Management Department	4,088,391	4,365,826	5,057,021	5,179,856	5,873,072	5,873,072	5,887,967
Procurement & Supply Chain Management Department	5,111,337	5,242,989	6,354,212	5,598,880	6,319,372	6,319,372	6,431,231
Fare Revenue & Administrative Services Department	10,749,740	7,820,052	12,763,543	9,511,996	12,709,077	12,709,077	12,858,922
Total Finance & Administrative Services Division	\$24,804,082	\$22,636,842	\$30,178,609	\$26,110,454	\$32,139,679	\$32,139,679	\$32,626,123
Labor Relations & Human Resources Division							
Human Resources Administration Department	622,721	541,976	1,204,609	669,459	1,837,698	1,837,698	1,894,574
Benefits & HRIS Department	1,385,419	1,338,008	1,688,545	1,484,256	1,789,148	1,789,148	1,842,704
Talent Management Department	1,610,963	1,845,028	2,774,150	2,377,938	3,124,312	3,124,312	3,260,784
Labor Relations Department	717,752	772,965	839,544	858,092	1,079,560	1,079,560	1,120,255
Compensation Department	475,136	521,175	608,620	602,911	715,871	715,871	732,133
Total Labor Relations & Human Resources Division	\$4,811,991	\$5,019,152	\$7,115,468	\$5,992,656	\$8,546,589	\$8,546,589	\$8,850,450
Legal Services Division							
Legal Services Administration Department	1,383,347	1,295,225	1,580,284	1,409,134	1,917,751	1,917,751	2,046,372
Litigation Department	948,196	977,103	989,648	1,001,019	1,061,298	1,061,298	1,095,070
Real Estate & Transit Oriented Development Department	2,322,713	3,115,106	3,616,967	3,389,376	3,576,322	3,576,322	3,617,363
Total Legal Services Division	\$4,654,256	\$5,387,434	\$6,186,899	\$5,799,529	\$6,555,371	\$6,555,371	\$6,758,805

Requirement Summary

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	1,127,864	1,115,361	1,865,631	1,212,111	1,448,582	1,448,582	1,518,353
Policy & Planning Department			6,648,573	4,856,373	6,129,279	6,129,279	6,202,156
Design & Construction Department	629,815	655,459	784,048	563,032	760,558	760,558	790,168
Major Projects Department	133,515	447,316	272,104	366,668	419,742	419,742	368,526
Project Development & Permitting Department	565,699	332,378					
Total Engineering & Construction Division	\$2,456,893	\$2,550,514	\$9,570,356	\$6,998,184	\$8,758,161	\$8,758,161	\$8,879,203
Other Post Employment Benefits	50,788,503	52,693,482	54,022,404	32,637,923	84,878,570	84,878,570	84,544,748
Debt Service	130,928,239	60,604,055	126,509,190	61,955,614	63,140,226	63,140,226	63,140,226
Total Operating Requirements	\$679,676,005	\$599,427,166	\$754,441,969	\$607,047,510	\$736,711,105	\$736,711,105	\$748,906,023
Capital Improvement Program (CIP)							
Chief Operating Officer Division	541,375	181,623	30,000	30,000			
Transportation Division	4,497,895	-19,353			6,444,980	6,444,980	8,279,709
Safety & Security Division	7,705,742	8,010,050	6,035,714	4,194,445	7,769,731	7,769,731	8,513,429
Maintenance Division	114,950,607	91,372,284	163,782,302	95,557,872	77,694,067	77,694,067	124,151,297
Information Technology Division	1,740,785	4,223,160	15,367,656	9,042,183	9,201,169	9,201,169	14,656,134
Public Affairs Division	1,180,617	1,140,945	1,866,666	1,161,474	1,166,666	1,166,666	1,820,003
Finance & Administrative Services Division	3,660,701	2,950,701	4,273,261	394,858	2,593,368	2,593,368	4,864,185
Legal Services Division	675,557	592,842	4,748,889	752,302	3,810,457	3,810,457	11,250,879
Engineering & Construction Division	84,276,472	81,777,274	171,800,212	134,418,062	137,454,100	137,454,100	130,523,410
Total Capital Improvement Program (CIP)	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046
Pass Through Revenues & Requirements	13,258,393	10,700,516	11,168,491	6,599,912	10,822,490	10,822,490	16,392,450
Regional Fund Exchange Payments	7,688,792		16,178,006	16,148,006	3,600,373	3,600,373	3,600,400
Special Payments	6,500,000	1,900,000	5,158,000	3,000,000	2,158,000	2,158,000	2,158,000
Total Other Non-Operating Requirements	\$27,447,185	\$12,600,516	\$32,504,497	\$25,747,918	\$16,580,863	\$16,580,863	\$22,150,850
Contingency			22,633,259		35,322,062	35,322,062	35,687,909
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	208,068,490	299,733,717	103,359,381	103,359,381	142,677,404
Restricted Debt Service	44,022,850	43,685,902	38,558,000	41,621,174	43,924,759	43,924,759	43,924,759
Unrestricted Funds	335,403,309	485,009,052	495,079,020	723,386,743	639,456,261	639,456,261	633,816,989
Total Ending Fund Balance	\$673,306,610	\$726,497,732	\$741,705,510	\$1,064,741,634	\$786,740,401	\$786,740,401	\$820,419,152
Total Requirements	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

*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 (Summary of Detail Estimate Sheets)

Division/Department	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	813,902	826,068	881,476	814,181	1,074,882	1,074,882	1,195,237
Chief Operating Officer	10,105,814	10,029,978	11,810,861	10,511,802	12,037,350	12,037,350	12,315,457
Transportation	188,897,200	195,856,167	216,129,976	200,924,963	217,130,085	217,130,085	217,652,946
Safety & Security	3,875,186	5,178,621	6,201,609	5,554,997	7,575,934	7,575,934	7,758,639
Maintenance	79,715,983	88,693,061	105,362,342	91,529,756	100,514,666	100,514,666	101,577,314
Information Technology	10,505,307	11,826,102	14,049,116	13,067,163	15,391,840	15,391,840	16,391,593
Public Affairs	9,490,225	9,312,772	8,712,063	8,168,128	10,027,352	10,027,352	9,682,582
Finance & Administrative Services	15,520,167	15,864,825	18,375,809	16,758,713	19,477,879	19,477,879	19,964,323
Labor Relations & Human Resources	3,608,669	3,749,913	4,730,268	4,349,650	5,579,989	5,579,989	5,860,350
Legal Services	2,612,521	2,937,167	2,891,599	2,967,973	3,446,171	3,446,171	3,649,605
Engineering & Construction	1,831,517	2,089,550	3,611,556	2,977,716	3,322,361	3,322,361	3,443,403
Other Post Employment Benefits	50,666,118	52,467,325	53,822,404	32,524,589	84,578,570	84,578,570	84,244,748
Total Personnel Services	\$377,642,609	\$398,831,549	\$446,579,079	\$390,149,631	\$480,157,079	\$480,157,079	\$483,736,197
Materials & Services							
Office of the General Manager	128,330	57,098	149,900	161,784	99,900	99,900	99,900
Chief Operating Officer	1,052,456	1,092,376	822,900	736,958	781,900	781,900	781,900
Transportation	53,124,344	35,668,982	55,576,200	46,373,021	58,721,500	58,721,500	59,757,800
Safety & Security	20,296,605	15,300,463	26,297,200	18,132,808	34,780,600	34,780,600	37,080,600
Maintenance	69,683,926	62,765,899	59,399,600	59,750,314	57,517,800	57,517,800	62,499,500
Information Technology	7,692,163	8,261,604	10,461,500	8,584,008	11,635,400	11,635,400	11,929,700
Public Affairs	5,850,600	5,666,496	5,004,300	3,243,267	5,403,300	5,403,300	5,383,300
Finance & Administrative Services	9,283,915	6,772,017	11,802,800	9,351,741	12,661,800	12,661,800	12,661,800
Labor Relations & Human Resources	1,203,322	1,269,239	2,385,200	1,643,006	2,966,600	2,966,600	2,990,100
Legal Services	2,041,735	2,450,267	3,295,300	2,831,556	3,109,200	3,109,200	3,109,200
Engineering & Construction	625,376	460,964	5,958,800	4,020,468	5,435,800	5,435,800	5,435,800
Other Post Employment Benefits	122,385	226,157	200,000	113,334	300,000	300,000	300,000
Total Materials & Services	\$171,105,157	\$139,991,562	\$181,353,700	\$154,942,265	\$193,413,800	\$193,413,800	\$202,029,600
Other Requirements							
Capital Improvement Program (CIP)	219,229,751	190,229,526	367,904,700	245,551,196	246,134,538	246,134,538	304,059,046
Pass Through/Fund Exchanges/Special Payments	27,447,185	12,600,516	32,504,497	25,747,918	16,580,863	16,580,863	22,150,850
Debt Service	130,928,239	60,604,055	126,509,190	61,955,614	63,140,226	63,140,226	63,140,226
Contingency			22,633,259		35,322,062	35,322,062	35,687,909
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	293,880,451	197,802,778	208,068,490	299,733,717	103,359,381	103,359,381	142,677,404
Restricted Debt Service	44,022,850	43,685,902	38,558,000	41,621,174	43,924,759	43,924,759	43,924,759
Unrestricted Funds	335,403,309	485,009,052	495,079,020	723,386,743	639,456,261	639,456,261	633,816,989
Total Ending Fund Balance	\$673,306,610	\$726,497,732	\$741,705,510	\$1,064,741,634	\$786,740,401	\$786,740,401	\$820,419,152
Total Requirements	\$1,599,659,551	\$1,528,754,940	\$1,919,189,935	\$1,943,088,258	\$1,821,488,969	\$1,821,488,969	\$1,931,222,980

*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 FY2022	Budget FY2023
Earnings			
Salaries and Wages	Base compensation for all non-temporary positions including student training pay and union employee wage premiums based on years of service. \$194,866,925 for union and \$70,674,424 for non-union	249,700,485	265,541,349
Sick and Vac Payout	\$452,423 for union sick and vacation payout; \$1,025,080 for non-union vacation payout.	834,788	1,477,503
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	4,428,773	4,449,867
Scheduled Overtime	Overtime that has been built into union operator shifts.	11,495,442	11,495,442
Unscheduled Overtime	All other overtime except scheduled overtime.	11,786,704	11,683,680
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. \$3,684,426 for non-union.	9,292,852	3,684,426
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$233,175 for union and \$110,211 for non-union.	340,176	343,386
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,318,274	-3,318,274
Fringe Benefits			
Medical and Dental	\$57,951,336 for union medical and dental; \$10,893,072 for non-union medical and dental.	67,323,909	68,844,408
Disability and Life Insurance	\$822,317 for union Life/STD premiums; \$388,334 for non-union Life/LTD premiums.	1,171,068	1,210,651
Social Security FICA	7.65% of first \$147,000 of salaries and wages; 1.45% thereafter.	21,670,875	22,458,089
TriMet Payroll Tax-PRT	Average of 0.7987% of gross income. 0.7937% of 2022 gross income; 0.8037% of 2023 gross income.	2,241,547	2,356,280
Pension Expense-Normal Cost (cost of benefits earned this year)	\$13,115,632 for union Defined Contribution pension; \$6,361,231 for non-union Defined Contribution pension.	22,474,678	19,476,863
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-10,813,348	-15,012,221
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 \$1,658.68 per week.	4,127,000	4,800,000
Total Personnel Services*		\$392,756,675	\$399,491,449

* Total does not include Other Post Employment Benefit costs of \$53,822,404 in FY2022 and \$84,244,748 in FY2023. See Other Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2022	Budget FY2023	Percent Change	Explanation
Adverstising/Promotion Media Fees	379,800	379,800	0.00%	
Audits	315,000	315,000	0.00%	
Banking Charges	2,647,000	2,657,000	0.38%	
Bridge, Tunnel & Highway Expenses	394,100	406,200	3.07%	
Casualty and Liability Costs	7,568,800	7,458,600	-1.46%	
Contract Maintenance	16,579,800	13,794,000	-16.80%	One-time-only expenditures removed.
Contracted Dispatch	2,558,300	3,769,300	47.34%	Increase in service demand due to COVID-19
Contracted Eligibility Assessment	397,500	1,000,000	151.57%	Increase in service demand due to COVID-19
Custodial Service	1,481,400	1,480,700	-0.05%	
Dues & Subscriptions	456,400	481,600	5.52%	
Education & Training	963,500	1,304,900	35.43%	Increase in agency education & development program
Employee Relations & Union Contractual Services	458,500	484,100	5.58%	
Health Benefit Consultant	253,100	253,100	0.00%	
Lease Expenses	2,491,900	2,789,400	11.94%	
Legal	402,200	617,000	53.41%	Budget increased for forthcoming WWA negotiations
Light Rail Propulsion Power	5,568,900	5,537,900	-0.56%	
Maintenance Materials-Revenue Equipments	16,886,100	14,230,600	-15.73%	One-time-only expenditures removed.
Miscellaneous Expenses	368,600	652,400	76.99%	Employee Recognition and Special Events (One-Time-Only)
Other Materials & Services	8,451,900	8,128,700	-3.82%	
Other Services	8,741,500	8,858,600	1.34%	
Portland Streetcar	8,874,000	10,232,900	15.31%	
Professional & Technical Services	5,480,200	5,242,200	-4.34%	
Purchased Transportation Service	31,782,100	32,677,900	2.82%	
Revenue Vehicles - Diesel Fuel	14,190,500	23,293,800	64.15%	\$4.25/gallon for bus, \$4.50/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	1,035,300	1,010,300	-2.41%	
Revenue Vehicles - Tires	1,493,800	1,893,200	26.74%	Increase in purchase of tire inventory
Sercurity Services	24,389,700	35,093,800	43.89%	Increased presence on system
Software License Fees	8,098,200	9,295,800	14.79%	
Temporary Help	319,700	347,200	8.60%	
Telephone Expense	838,500	687,800	-17.97%	Budget decreased to reflect actual expense.
Tickets, Passes & Fare Media Cards	2,030,200	2,030,000	-0.01%	
Uniforms	748,600	710,700	-5.06%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,508,600	4,615,100	2.36%	
Total Materials & Services*	\$181,153,700	\$201,729,600	11.36%	

*Total does not include Other Post Employment Benefit costs of \$200,000 in FY2022 and \$300,000 in FY2023. See Other Post Employment Benefits department for service contracts for retirement plans.

Summary of Employees

	FY2020	FY2021	FY2022	FY2023			Change
	Actual	Actual	Budget	Proposed	Approved	Adopted	FY2022-FY2023
Office of the General Manager Division							
Non-Union Employees							
Full-Time Employees	4.00	3.00	4.00	5.00	5.00	5.00	1.00
Total Office of the General Manager Division	4.00	3.00	4.00	5.00	5.00	5.00	1.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees	36.00	32.00	36.00	37.00	37.00	37.00	1.00
Limited Term Full-Time Employees			1.00	1.00	1.00	1.00	0.00
Union Employees							
Full-Time Employees	48.00	46.00	51.00	51.00	51.00	51.00	0.00
Total Chief Operating Officer Division	84.00	78.00	88.00	89.00	89.00	89.00	1.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	61.00	77.00	59.00	68.00	68.00	68.00	9.00
Limited Term Full-Time Employees	1.00	3.00	3.00	0.00	0.00	0.00	-3.00
Union Employees							
Full-Time Employees	1,504.00	1,526.00	1,560.00	1,562.00	1,562.00	1,562.00	2.00
Part-Time Employees	221.25	190.50	238.50	238.50	238.50	238.50	0.00
Total Transportation Division	1,787.25	1,796.50	1,860.50	1,868.50	1,868.50	1,868.50	8.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	21.00	22.00	24.00	29.00	29.00	29.00	5.00
Limited Term Full-Time Employees	1.00	2.00	6.00	4.00	4.00	4.00	-2.00
Union Employees							
Full-Time Employees	13.00	21.00	21.00	25.00	25.00	25.00	4.00
Total Safety & Security Division	35.00	45.00	51.00	58.00	58.00	58.00	7.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	83.00	91.00	100.00	109.00	109.00	109.00	9.00
Limited Term Full-Time Employees	1.00	5.00	7.00	0.00	0.00	3.00	-4.00
Union Employees							
Full-Time Employees	738.00	606.00	770.00	797.00	797.00	798.00	28.00
Limited Term Full-Time Employees		139.00	124.00	0.00	0.00	0.00	-124.00
Total Maintenance Division	822.00	841.00	1,001.00	906.00	906.00	910.00	-91.00

Summary of Employees

	FY2020	FY2021	FY2022	FY2023			Change
	Actual	Actual	Budget	Proposed	Approved	Adopted	FY2022-FY2023
Information Technology Division							
Non-Union Employees							
Full-Time Employees	71.00	78.00	90.00	90.00	90.00	93.00	3.00
Limited Term Full-Time Employees		2.00	2.00	0.00	0.00	0.00	-2.00
Total Information Technology Division	71.00	80.00	92.00	90.00	90.00	93.00	1.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	61.00	55.00	54.00	52.00	52.00	52.00	-2.00
Limited Term Full-Time Employees	13.00	6.00	9.00	5.00	5.00	5.00	-4.00
Limited Term Part-Time Employees	0.75	0.75	0.50	0.00	0.00	0.00	-0.50
Union Employees							
Full-Time Employees	20.00	21.00	22.00	24.00	24.00	24.00	2.00
Part-Time Employees	4.50	4.50	5.25	5.25	5.25	5.25	0.00
Total Public Affairs Division	99.25	87.25	90.75	86.25	86.25	86.25	-4.50
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	59.00	55.00	63.00	69.00	69.00	69.00	6.00
Limited Term Full-Time Employees		2.00	1.00	0.00	0.00	0.00	-1.00
Union Employees							
Full-Time Employees	78.00	76.00	87.00	86.00	86.00	86.00	-1.00
Part-Time Employees			1.50	1.50	1.50	1.50	0.00
Total Finance & Administrative Services Division	137.00	133.00	152.50	156.50	156.50	156.50	4.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	24.00	30.00	37.00	39.00	39.00	39.00	2.00
Limited Term Full-Time Employees			0.00	1.00	1.00	1.00	1.00
Part-Time Employees	0.80	0.80	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	24.80	30.80	37.80	40.80	40.80	40.80	3.00
Legal Services Division							
Non-Union Employees							
Full-Time Employees	20.00	21.00	22.00	23.00	23.00	24.00	2.00
Limited Term Full-Time Employees	1.00	3.00	3.00	4.00	4.00	4.00	1.00
Total Legal Services Division	21.00	24.00	25.00	27.00	27.00	28.00	3.00

Summary of Employees

	FY2020	FY2021	FY2022	FY2023			Change FY2022-FY2023
	Actual	Actual	Budget	Proposed	Approved	Adopted	
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	57.00	49.00	69.00	75.00	75.00	76.00	7.00
Limited Term Full-Time Employees	22.00	20.00	13.00	18.00	18.00	17.00	4.00
Part-Time Employees			0.80	0.00	0.00	0.00	-0.80
Limited Term Part-Time Employees			0.75	0.00	0.00	0.00	-0.75
Total Engineering & Construction Division	79.00	69.00	83.55	93.00	93.00	93.00	9.45
Operating Program							
Non-Union Employees							
Full-Time Employees	497.00	513.00	558.00	596.00	596.00	601.00	43.00
Limited Term Full-Time Employees	39.00	43.00	45.00	33.00	33.00	35.00	-10.00
Part-Time Employees	1.55	0.80	1.60	0.80	0.80	0.80	-0.80
Limited Term Part-Time Employees	0.75	0.75	1.25	0.00	0.00	0.00	-1.25
Total Non Union Employees	538.30	557.55	605.85	629.80	629.80	636.80	30.95
Union Employees							
Full-Time Employees	2,401.00	2,296.00	2,511.00	2,545.00	2,545.00	2,546.00	35.00
Limited Term Full-Time Employees		139.00	124.00	0.00	0.00	0.00	-124.00
Part-Time Employees	225.75	195.00	245.25	245.25	245.25	245.25	0.00
Total Union Employees	2,626.75	2,630.00	2,880.25	2,790.25	2,790.25	2,791.25	-89.00
Total Operating Program Employees (1)	3,165.05	3,187.55	3,486.10	3,420.05	3,420.05	3,428.05	-58.05

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

Changes in Staffing Levels Explained

Non-Union Employees

- 1.00 FTE was eliminated as a reduction in force
- 12.50 FTE were eliminated as they were limited term in nature
- 7.00 FTE were converted from limited term to full time
- 1.00 FTE was converted from full time to limited term
- +51.00 FTE were added due to new work process requirements
- +1.00 FTE was added as a result of work transferring from a union position
- +0.45 FTE was added as a result of converting positions from part-time to full-time
- 30.95** Total Non-Union Employees

Union Employees

- 2.00 FTE were eliminated as a reduction in force
- 124.00 FTE were eliminated as they were limited term in nature
- +38.00 FTE were added due to new work process requirements
- 1.00 FTE was eliminated as a result of work transferring to a non-union position
- 89.00** Total Union Employees

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2022 Estimate	FY2023 Adopted	% Change Budget**	% Change Estimate***	% of Total
Weekly Vehicle Hours								
Fixed Route								
Bus Service	36,743	39,687	46,378	36,336	46,378	0.00%	27.64%	85.85%
Light Rail (Train Hours)	5,808	5,818	6,093	5,828	6,093	0.00%	4.55%	11.28%
Commuter Rail (Train Hours)	81	81	122	81	122	0.00%	50.62%	0.23%
Portland Streetcar (Train Hours)*	1,123	1,265	1,336	1,265	1,431	7.11%	13.12%	2.65%
Fixed Route Total	43,755	46,851	53,929	43,510	54,024	0.18%	24.16%	100.00%

	FY2020 Actual	FY2021 Actual	FY2022 Adopted	FY2022 Estimate	FY2023 Adopted	% Change Budget	% Change Estimate	% of Total
Weekly Vehicle Miles								
Fixed Route								
Bus Service	433,822	468,737	528,696	432,781	528,696	0.00%	22.16%	72.89%
Light Rail (Car Miles)	174,077	81,717	175,420	81,863	175,420	0.00%	114.28%	24.20%
Commuter Rail (Train Miles)	1,478	1,478	2,307	1,478	2,307	0.00%	56.09%	0.32%
Portland Streetcar (Car Miles)*	6,943	7,549	17,585	7,549	18,890	7.42%	150.23%	2.58%
Fixed Route Total	616,320	559,481	724,008	523,671	725,313	0.18%	38.51%	100.00%

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

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

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

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

	FY2020 Actual	FY2021 Actual	FY2021 Adopted	FY2022 Estimate	FY2023 Adopted	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	448	492	616	436	616	0.00%	41.28%
Total Vehicles	713	695	695	695	691	-0.58%	-0.58%
Light Rail							
Peak Vehicles	94	94	116	94	116	0.00%	23.40%
Total Vehicles	145	144	145	144	144	-0.69%	0.00%
Commuter Rail							
Peak Vehicles	2	2	2	2	2	0.00%	0.00%
Total Vehicles	6	6	6	6	6	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	10	12	12	12	12	0.00%	0.00%
Total Vehicles	17	17	17	17	20	17.65%	17.65%
Accessible Transportation							
Peak Vehicles	49	100	225	125	175	-22.22%	40.00%
Total Vehicles	278	278	278	278	278	0.00%	0.00%

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

Debt

Debt Limits & Coverage Requirements: In October 2019, the Board of Directors approved an increase from 6.0% to no more than 7.5% of continuing revenues for debt service on senior lien payroll tax revenue bonds. Total FY2023 debt service is \$63.1 million, of which \$41.6 million is senior lien debt or 6.2% of continuing revenues, meeting the goal set by the Board.

Bond Rating: TriMet continues to set the pace with the highest bond rating in the country for any similar-sized transit agency. TriMet is the only tax-backed transit agency to earn a triple-A rating from three top rating agencies including Moody's and Standard & Poor's.

Effects of existing debt levels on current operations: Debt financing allows TriMet to expand its capital improvement program and allocate the costs over the period of benefit. However, such financing incurs interest that must be paid and bond covenant requirements that must be met. Increases in continuing revenues may be needed to maintain the debt ceiling of 7.5% in economic down times or to expand the capital program.

Debt Instruments: TriMet participates in two forms of bonds, payroll tax bonds and capital grant receipt bonds.

Payroll Tax Bonds: TriMet issues payroll tax bonds for the acquisition or construction of a major capital asset with a useful life greater than one year. Payroll tax bonds are backed by continuing resources, which includes passenger revenues, tax revenues, Federal and State operating grants, and other revenue.

Capital Grant Receipt Bonds: Capital grant receipt bonds are payable from and secured solely by a pledge of Section 5307, Surface Transportation Block Grant Program (STBG), and Congestion Mitigation & Air Quality (CMAQ) federal grants, or replacement grant programs and amounts credited to a debt service account.

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

Short-Term Debt: In May 2019, TriMet entered into a \$60 million revolving credit agreement (RCA). The RCA is a three year facility that allows TriMet to draw for working capital and/or advances in capital projects, which expires May 2022 and will not be renewed.

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.

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, balance at June 30, 2021 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 and Bond Ratings

<i>\$ in thousands</i>									
Series	Purpose	Issued	Term (Years)	Par Amount	Projected Balance at June 30, 2022	Moody's	Bond Ratings Standard & Poor's	Kroll	
Payroll Tax Bonds									
2009 A/B	Interim financing Capital Projects	12/27/2009	20	\$ 49,550	\$ 12,530	Aaa	AAA	AAA	
2012 A	Portland Milwaukie Light Rail Project	8/30/2012	25	93,290	3,000	Aaa	AAA	AAA	
2015 A/B	Capital projects and refinance bonds currently outstanding	9/9/2015	25	134,590	34,020	Aaa	AAA	AAA	
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	58,040	Aaa	AAA	AAA	
2017 A	Fund capital projects	2/22/2017	25	97,430	37,535	Aaa	AAA	AAA	
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	42,835	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	236,380	Aaa	AAA	AAA	
2021A/B	Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance capital projects currently outstanding.	10/27/2021	30	409,640	409,640	Aaa	AAA	AAA	
Projected Balance at June 30, 2022 for all Payroll Tax Bonds					\$ 833,980				
Capital Grant Receipt Bonds									
2011	Capital projects including new buses, construction on Portland to Milwaukie Light Rail Project, and other regional projects.	6/20/2013	16	142,380	-	A3	A	Not Rated	
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	76,015	A3	A	Not Rated	
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	113,095	A3	A	Not Rated	
Projected Balance at June 30, 2022 for all capital Grant Receipt Bonds					\$ 189,110				
Projected Balance at June 30, 2022 all Bonds					\$ 1,023,090				

Principal and Interest payments presented through maturity for each fund

Fiscal year ending June 30:	Payroll Tax Bonds (\$ in thousands)			Capital Grant Receipt Bonds (\$ in thousands)			Total Bonds (\$ in thousands)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 14,225	\$ 27,396	\$ 41,621	\$ 12,835	\$ 8,684	\$ 21,519	\$ 27,060	\$ 36,080	\$ 63,140
2024	\$ 18,080	\$ 25,845	\$ 43,925	\$ 13,465	\$ 8,027	\$ 21,492	\$ 31,545	\$ 33,870	\$ 65,415
2025	\$ 18,920	\$ 24,884	\$ 43,804	\$ 14,105	\$ 7,337	\$ 21,442	\$ 33,025	\$ 32,221	\$ 65,246
2026	\$ 23,370	\$ 24,043	\$ 47,413	\$ 14,795	\$ 6,615	\$ 21,410	\$ 38,165	\$ 30,657	\$ 68,822
2027	\$ 24,210	\$ 23,276	\$ 47,486	\$ 15,515	\$ 5,857	\$ 21,372	\$ 39,725	\$ 29,133	\$ 68,858
FY2028-FY2032	\$ 133,640	\$ 102,085	\$ 235,725	\$ 70,550	\$ 18,418	\$ 88,968	\$ 204,190	\$ 120,503	\$ 324,693
FY2033-FY2037	\$ 156,715	\$ 76,089	\$ 232,804	\$ 47,845	\$ 2,690	\$ 50,535	\$ 204,560	\$ 78,779	\$ 283,339
FY2038-FY2042	\$ 174,475	\$ 47,372	\$ 221,847				\$ 174,475	\$ 47,372	\$ 221,847
FY2043-FY2047	\$ 157,250	\$ 23,428	\$ 180,678				\$ 157,250	\$ 23,428	\$ 180,678
FY2048-FY2053	\$ 78,760	\$ 1,273	\$ 80,033				\$ 78,760	\$ 1,273	\$ 80,033
Total	\$ 799,645	\$ 375,688	\$ 1,175,333	\$ 189,110	\$ 57,626	\$ 246,736	\$ 988,755	\$ 433,315	\$ 1,422,070



Summary of Debt Service

Operating	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Payroll Tax Bonds							
2009 Senior Lien Revenue Bonds Series A and B	2,463,769	717,969	717,970	717,969	717,969	717,969	717,969
2012 Senior Lien Revenue Bonds	3,071,625	3,072,000	3,071,250	3,071,250	3,075,000	3,075,000	3,075,000
2013 Interim Bonds 1)	25,302,083						
2015 Revenue Bonds	7,557,825	8,125,700	8,133,850	7,747,306	6,995,125	6,995,125	6,995,125
2016 Revenue Bonds	3,099,925	3,104,775	3,109,000	3,208,944	3,108,113	3,108,113	3,108,113
2017 Revenue Bonds	6,731,063	6,731,588	6,728,588	5,863,774	4,221,463	4,221,463	4,221,463
2018 Payroll Bonds -Sr Lien	8,493,950	8,630,150	8,622,275	6,888,342	3,601,025	3,601,025	3,601,025
2019 Revenue Bonds Principal			1,435,000				
2019 Senior Lien Payroll Tax Rev Bonds Series A	2,456,975	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950	6,228,950
2019 Payroll Tax Rev Bonds - Sr Lien Series B	487,775	1,939,999	1,216,632	1,941,632	1,942,893	1,942,893	1,942,893
2021 Revenue Bonds - Sr Lien Interest			3,500,000				
2021 Payroll Bonds - Sr Lien Series A				2,151,779	6,247,100	6,247,100	6,247,100
2021 Payroll Bonds - Sr Lien Series B				1,888,774	5,483,538	5,483,538	5,483,538
Capital Grant Receipt Bonds							
2011 Capital Grant Receipt Bonds 2)	11,714,700	11,680,000	11,670,500	11,670,500			
2017 Capital Grant Bonds	3,800,750	3,800,750	3,800,750	3,800,750	14,696,375	14,696,375	14,696,375
2018 Capital Grant Bonds 2)	5,244,425	5,629,550	5,624,425	5,624,425	6,822,675	6,822,675	6,822,675
Others							
2005 Lease Leaseback	159,134	865,175					
Bank Line of Credit	84,167	76,042	62,000,000	85,000			
Bond Issuance Costs and Misc	779,156	1,407	650,000	1,066,219			
Total Debt Service	\$81,447,322	\$60,604,055	\$126,509,190	\$61,955,614	\$63,140,226	\$63,140,226	\$63,140,226

Refunding	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2015 Revenue Bonds Refunding Escrow Deposit 3)	49,480,917			\$229,840,592			

1) 2013 Portland-Milwaukie Light Rail Project interim financing issuance costs.

2) Includes capitalized interest payment. Bond proceeds to pay capitalized interest are in Beginning Fund Balance.

3) Outstanding revenue bonds were refunded through funding issuances in FY2020 and FY2022; the escrow deposit is not subject to budget limitations.

Summary of Debt Service Principal and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2012 Senior Lien Revenue Bonds	3,000,000	75,000	3,075,000
2015 Revenue Bonds	5,600,000	1,395,125	6,995,125
2016 Revenue Bonds	395,000	2,713,113	3,108,113
2017 Revenue Bonds	2,695,000	1,526,463	4,221,463
2017 Capital Grant Bonds	11,175,000	3,521,375	14,696,375
2018 Capital Grant Bonds	1,660,000	5,162,675	6,822,675
2018 Payroll Bonds -Sr Lien	1,795,000	1,806,025	3,601,025
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	740,000	1,202,893	1,942,893
2021 Payroll Bonds - Sr Lien Series A		6,247,100	6,247,100
2021 Payroll Bonds - Sr Lien Series B		5,483,538	5,483,538
FY2023 Total Debt Service	\$27,060,000	\$36,080,226	\$63,140,226

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	85,584,900	39,375,693	51,100,000	48,800,000	60,700,000	60,700,000	62,400,000
Transit Advertising	3,752,500	1,688,750	3,000,000	3,523,958	3,629,690	3,629,690	3,626,700
Accessible Transportation Contract (see Note 1)	7,424,181	152,901	864,000	3,858,988	4,400,000	4,400,000	4,400,000
Service Contracts (see Note 2)	8,414,224	7,762,906	8,100,000	8,446,793	8,383,000	8,383,000	8,383,000
Total Operating Revenue	\$105,175,805	\$48,980,250	\$63,064,000	\$64,629,739	\$77,112,690	\$77,112,690	\$78,809,700
Tax Revenue							
Payroll Tax Rev-Employer	380,772,930	395,168,997	398,296,000	414,787,000	444,827,000	444,827,000	444,827,000
Payroll Tax Rev-Self Empl	14,863,842	17,516,786	13,903,000	19,787,000	22,218,000	22,218,000	22,218,000
Payroll Tax Rev-State In-Lieu	2,716,626	2,843,364	2,801,000	2,932,000	3,042,000	3,042,000	3,042,000
Total Tax Revenue	\$398,353,398	\$415,529,147	\$415,000,000	\$437,506,000	\$470,087,000	\$470,087,000	\$470,087,000
Other Revenue							
Federal Operating Grants (see Note 3)	195,629,907	65,817,230	67,000,000	91,171,738	93,906,900	93,906,900	93,906,900
State STIF-Formula		15,798,092	21,957,764	16,107,900	21,880,100	21,880,100	21,880,100
State Operating Grants (see Note 4)	850,328	850,295	1,025,000	1,000,000	1,125,000	1,125,000	1,125,000
Interest (See Note 5)	17,953,252	-5,582,674	650,000	-3,038,420	508,900	508,900	508,900
Miscellaneous	14,266,870	10,545,621	4,112,000	5,182,609	5,737,000	5,737,000	5,737,000
Total Other Revenue	\$228,700,357	\$87,428,564	\$94,744,764	\$110,423,827	\$123,157,900	\$123,157,900	\$123,157,900
Net Continuing Resources*	\$732,229,560	\$551,937,961	\$572,808,764	\$612,559,566	\$670,357,590	\$670,357,590	\$672,054,600
Debt Service on Senior Lien Bonds	\$34,362,907	\$38,551,131	\$42,763,515	\$39,708,719	\$41,621,176	\$41,621,176	\$41,621,176
Senior Lien Debt Service as a Percent of Net Continuing Revenues	4.7%	7.0%	7.5%	6.5%	6.2%	6.2%	6.2%

* 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.
- 5) Negative interest income in FY2021 due to volatile market conditions over the past twelve months and includes interest income/loss for both restricted and unrestricted investments.

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. While Tri Met has placed \$431,000 in a trust for the purpose of funding OPEB payments, such assets are considered de-minimus and are, therefore, not considered a trust that meets the criteria in paragraph 4 of GASB Statement 75.

Eligibility: 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. Below is a brief summary of employee eligibility and the benefits provided:

Eligibility for OPEB		
Union	Employee must be at least 55 and have 10 years of continuous service.	
Non- Union	Hired prior to April 27, 2003	Must be at least 55 and have 5 years of credited service
Non- Union	Hired on or after April 27, 2003 and before May 1, 2009	Must be at least 55 and have 10 years of credited service.
Non- Union	Hired after May 1, 2009	Must be at least 62 and have 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, 2021, the following employees (union and non-union) were covered by the benefit terms: 1,945 inactive employees or beneficiaries currently receiving benefit payments and 3,197 active employees for a total of 5,142.

Net OPEB Liability: TriMet’s net OPEB liability of \$944.3 million was measured as of January 1, 2021, and was determined by an actuarial valuation as of that date.

Actuarial assumptions and other inputs: The total OPEB liability in the January 1, 2021 actuarial valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

Inflation:	2.25%
Salary Increases:	2.75%
Discount Rate:	2.12% (2.74% at January 1, 2020)*

*The discount rate was based on Bond Buyer 20-BondGO Index, December 26, 2020. Healthcare cost trend rates:

Union Plans			Non Union Plans	
Pre-Medicare	Medicare	Medicare Part B	Pre-Medicare	Medicare
8.25% in 2021, trending down to 3.78% in 2040 thereafter	6.4% in 2021 trending down to 3.78% in 2040 and thereafter	4.82% in 2020 increasing to 6.28% in 2030, then trending down to 3.78% in 2040 and thereafter	6.4% in 2021 trending down to 3.78% in 2040 and thereafter.	6.4% in 2021 trending down to 3.78% in 2040 and thereafter

Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2020 Actual	FY2021 Actual	FY2022		FY2023		
				Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	28,820,236	24,977,547	25,000,000	9,250,687			
OPEB Contributions (note 3)	Current year portion of funding OPEB liabilities					54,000,000	54,000,000	54,000,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	459,500	477,550	505,500	495,751	521,700	521,700	521,700
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	16,018,149	16,753,050	17,620,000	17,109,699	18,236,700	18,236,700	18,236,700
Medicare Part B	Post Employment Medicare Part B Benefit (note 4)	2,928,901	3,186,543	3,338,900	3,410,759	3,489,200	3,489,200	3,489,200
Total Union		\$48,226,786	\$45,394,690	\$46,464,400	\$30,266,896	\$76,247,600	\$76,247,600	\$76,247,600
Non-Union								
Pension UAAL Expense (note 2)	Current year portion of 10 years funding of UAAL	1,658,607	5,503,153	5,500,000	877,387			
OPEB Contributions (note 3)	Current year portion of funding OPEB liabilities					7,000,000	7,000,000	7,000,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	66,691	69,077	76,000	73,156	79,600	79,600	79,600
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	2,094,929	2,119,582	2,388,200	2,246,501	2,495,700	2,495,700	2,495,700
Total Non-Union		\$3,820,227	\$7,691,812	\$7,964,200	\$3,197,044	\$9,575,300	\$9,575,300	\$9,575,300
Professional & Technical	Service contracts for retirement plans	122,385	226,157	200,000	113,334	300,000	300,000	300,000
Capitalized Fringe	Capital grant fringe reimbursement	-1,380,895	-619,177	-606,196	-939,351	-1,244,330	-1,244,330	-1,578,152
Total Other Post Employment Benefits		\$50,788,503	\$52,693,482	\$54,022,404	\$32,637,923	\$84,878,570	\$84,878,570	\$84,544,748

Pension Expense-Normal Cost (cost of benefits earned this year) is incorporated in departmental costs.

Notes:

1. Union retiree/disabled medical assumes current Working & Wage Agreement costs through November 30, 2022.
2. Pension assumptions: union and non-union defined benefit pension plans are funded 93% or greater in FY2022.
3. FY2023 contributions Other Post Employment Benefits (OPEB) trust.
4. 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.

Office of the General Manager Division

DEPARTMENTS

PAGE

- Office of General Manager (OGM) 73
- Internal Audit (IA) 75

MAJOR PRIORITIES OF THE DIVISION

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



DIVISIONAL FUN FACTS...

- » Led the agency through strategic response to the COVID-19 pandemic and subsequent budgetary impacts, while laying the foundation for recovery and growth as the pandemic passes.
- » Led regional partner discussions on transportation funding to support major efforts, plans and partnerships including multiple bus lane improvements. Continued construction on the Division Transit Project, and advanced the Better Red MAX Line Project to successfully secure federal funding.
- » The current Internal Audit staff have completed or assisted in the completion of over 80 Buy America Audits that have facilitated the purchase (with federal grants) of hundreds of new buses, light rails, and LIFT vehicles with TriMet's fleet.
- » Internal Audit works collaboratively with departments on a diversity of subjects including MOW Track, Road Calls, TriMet's Drug and Alcohol Program, Capital Projects, Purchasing-Cards, Hours of Service, Employee Charitable Contributions, and Ride Connection.

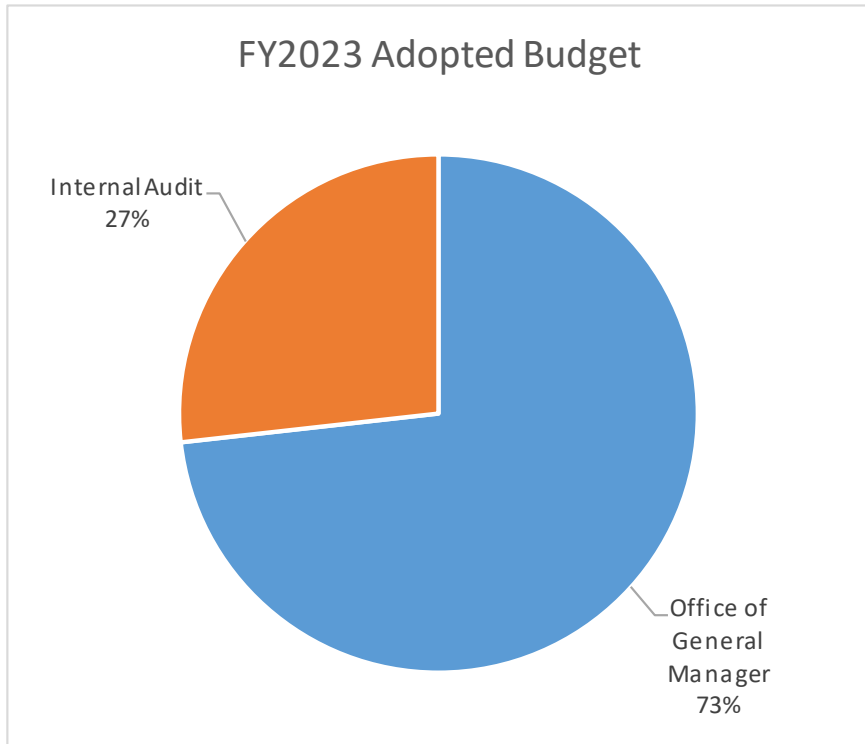
Performance Metrics General Manager Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Annually set and lead strategic direction as evidences in the Business Plan, Financial Forecast, Budget, Capital Improvement Program, Service Plan, Fleet Plat and Financial Statement reporting	X			Office of the General Manager	100%	100%	100%
Deliver Board materials seven days prior to keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.		X		Office of the General Manager	100%	95%	100%
Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery			X	Internal Audit	50%	50%	100%
Complete 3 high risk audits/audit follow-up reviews related to reliability & performance		X		Internal Audit	3 ea.	3 ea.	3 ea.
Conduct one audit/audit follow-up review focusing on improving customer service.		X		Internal Audit	100%	100%	100%



Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	813,902	826,068	881,476	814,181	1,074,882	1,074,882	1,195,237
Materials & Services	128,330	57,098	149,900	161,784	99,900	99,900	99,900
Total	\$942,232	\$883,166	\$1,031,376	\$975,965	\$1,174,782	\$1,174,782	1,295,137

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of General Manager	650,044	563,233	718,146	699,533	843,603	843,603	948,373
Internal Audit	292,188	319,933	313,230	276,432	331,179	331,179	346,764
Total	\$942,232	\$883,166	\$1,031,376	\$975,965	\$1,174,782	\$1,174,782	1,295,137

Total Division FTE	4.00	3.00	4.00	4.00	5.00	5.00	5.00
--------------------	------	------	------	------	------	------	------



OFFICE OF GENERAL MANAGER DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	522,892	507,578	569,746	539,771	745,203	745,203	849,973
Materials & Services	127,152	55,655	148,400	159,762	98,400	98,400	98,400
Total	\$650,044	\$563,233	\$718,146	\$699,533	\$843,603	\$843,603	\$948,373

Department Description & Responsibilities

Major Functions: The Office of the General Manager 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.

Link to Business Plan	Goals & Objectives	Timeline
The OGM ensures agency goals are on track and in line with <u>all</u> goals and objectives of the Business Plan.	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.	June 30, 2023
	Increase external and internal partnerships to further TriMet's mission.	June 30, 2023
	Deliver Board materials seven days prior to keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.	June 30, 2023
	Publish Board meeting materials on TriMet.org five days before the meeting to ensure transparency with the public.	



Office of General Manager Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	404,540	358,870	457,840	444,688	672,299
Fringe	118,352	148,708	111,906	95,083	177,674
Total	\$522,892	\$507,578	\$569,746	\$539,771	\$849,973

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	39,375			6,000	
Professional & Technical-Gen & Adm	2,563	30,225	53,000	78,651	3,000
Other Services- Gen & Adm	32		4,000	1,335	4,000
Office Supplies	866	461	3,100	8,638	3,100
Other Materials- Gen & Adm	1,186		9,100	4,240	9,100
Unreconciled Mastercard Expense	17,074			2,031	
Telephone	442	1,031	1,000	933	1,000
NU-Dues & Subscriptions	6,411	160	1,000	375	1,000
NU-Local Travel & Meetings	4,326	374	9,100	9,013	9,100
NU-Education & Training - Gen & Adm	13,045		9,100	3,275	9,100
NU-Out-Of-Town Travel	7,472		3,600	5,980	3,600
Official Meeting Expense	29,491	20,437	40,400	29,164	40,400
Board Recognition	2,867	2,317	6,600	3,366	6,600
Employee Development	1,788	500	3,800	4,765	3,800
Employee Recognition	214	150	4,600	1,996	4,600
Total	\$127,152	\$55,655	\$148,400	\$159,762	\$98,400

INTERNAL AUDIT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	291,010	318,490	311,730	274,410	329,679	329,679	345,264
Materials & Services	1,178	1,443	1,500	2,022	1,500	1,500	1,500
Total	\$292,188	\$319,933	\$313,230	\$276,432	\$331,179	\$331,179	\$346,764

Department Description & Responsibilities		
<u>Major Functions:</u> The Internal Audit Department performs audits and provides advisory services to give the District reasonable assurance that its control objectives are met.		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4A: Increase personal safety	Conduct two audits/audit follow-up reviews focusing on safety.	June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Complete Buy America Post-Delivery Audit - Type 6 MAX vehicles (expected delivery between May-August 2022)	June 30, 2023
	Complete 3 audits/audit follow-up reviews related to safety, security, reliability and/or performance	June 30, 2023
	Publish Semi-Annual Audit Follow-Up Review Reports	June 30, 2023
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay and thrive ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees	Investigate all EthicsPoint reports of potential fraud, waste, and abuse.	June 30, 2023

Internal Audit Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	202,141	230,937	232,959	202,107	259,333
Fringe	88,869	87,553	78,771	72,303	85,931
Total	\$291,010	\$318,490	\$311,730	\$274,410	\$345,264

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Services- Gen & Adm	94	114	1,500	551	1,500
Other Materials- Gen & Adm	72				
Telephone	117	114		72	
NU-Dues & Subscriptions	640				
NU-Education & Training - Gen & Adm	255	1,215		1,399	
Total	\$1,178	\$1,443	\$1,500	\$2,022	\$1,500

Office of General Manager Personnel Profile

Office of General Manager Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
General Manager	1.00	NU	FT		354,320	30	280,240	420,362
Executive Assistant, Senior (GM & Board)	1.00	NU	FT		99,264	13	69,520	104,280
Executive Administrative Assistant	1.00	NU	FT		72,984	11	58,387	87,582
Total	3.00				526,568			

Internal Audit Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Internal Audit	1.00	NU	FT		153,933	18	106,102	159,154
Internal Auditor, Senior	1.00	NU	FT		105,400	15	82,536	123,804
Total	2.00				259,333			

Chief Operating Officer Division

DEPARTMENTS

PAGE

- Office of Chief Operating Officer (OCOO)78
- Operations Planning & Development (OPD)80
- Business Planning & Asset Management (BPAM)82
- Operations Training & Planning (OTP).....84

MAJOR PRIORITIES OF THE DIVISION

- ▽ (OCOO) Developing and guiding overall goals, objectives, strategies and management for Transportation, Maintenance, and Safety & Security.
- ▽ (OPD) Responsible for budgeting, long-term developing, planning, and analysis and providing support services to the Chief Operating Officer, Transportation and Maintenance Divisions.
- ▽ (BPAM) Responsible for updating and managing TriMet’s Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions.
- ▽ (OTP) Managing all aspects of the District’s Transportation and Maintenance training for union and non-union staff.



DIVISIONAL FUN FACTS...

- » In 1980, the first Metropolitan Area Express (or MAX) line, located on the eastside running parallel to I-84 (the Banfield Light Rail Project), received federal approval to use freeway funds to build the rail line.
- » In 1986 the Banfield Light Rail — or MAX — opened on a 15 mile alignment between the suburb of Gresham and downtown Portland, renewing rail passenger service in Portland.

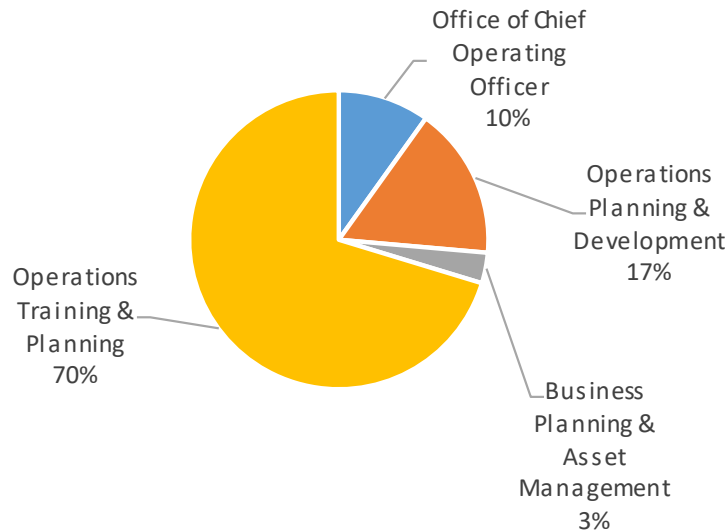
Performance Metrics Chief Operating Officer Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Agency Procedures: Evaluate system of agency procedures, hierarchy, document control, consistency and ownership to lower cost and improve efficiencies for the agency. Create a draft plan and strategy.		X		Office of Chief Operating Officer	N/A	N/A	100%
(Safety & Security) Refine the security program to address gaps and create plans, procedure and processes to mitigate safety and security matters to protect our employees, contractors, riders, customers, and communities.	X	X	X	Safety & Security	30%	30%	70%
Maintenance: Refine and align the maintenance plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliably, and resiliency.	X	X	X	Maintenance	30%	30%	70%
Transportation: Refine and align the transportation plans to reflect improvements in the key performance indicators defined under the department. Focus on customer service, reliability and resiliency.	X	X	X	Transportation	30%	30%	70%
(OPD) Ensure readiness for service for the Division Transit Project to start-up and commissioning January 2023. 100% complete on-time.		X		Operations Training & Planning	60%	60%	100%
(OPD) Develop readiness for service plans for Red Line Extension start-up 2024. Utilize the Bus & Rail Replacement Service Team to complete the scheduled outages on-time. Complete nine outages FY22-2, FY23-5, FY24-2		X		Operations Training & Planning	2	2	5
(BPAM) Develop and publish annual Business Plan update on schedule for each fiscal year.		X		Business Planning & Asset Management	100%	100%	100%
(BPAM) Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements. Plans are updated and submitted in November 2022, complete by January 2023.		X		Business Planning & Asset Management	100%	100%	100%
(OTP) Build training elements and modules that support the new Bus Rapid Transit line (Division Transit Project), establishing unique bus operator training and associated maintenance training, including the introduction of 60' articulated buses and specialized passenger stations. 100% of the employees are trained and documented.		X		Operations Training & Planning	25%	25%	100%
(OTP) Support and leverage technology and/or tools to improve our Transportation Maintenance Departments' safety and efficiency by finalizing implementation of Leaning Management System (LMS) computerized program. Leaning Management System (LMS) curriculums are defined and complete.		X		Operations Training & Planning	25%	40%	75%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,105,814	10,029,978	11,810,861	10,511,802	12,037,350	12,037,350	12,315,457
Materials & Services	1,052,456	1,092,376	822,900	736,958	781,900	781,900	781,900
Total	\$11,158,270	\$11,122,354	\$12,633,761	\$11,248,760	\$12,819,250	\$12,819,250	\$13,097,357

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of Chief Operating Officer	687,101	646,472	1,022,567	678,700	1,258,391	1,258,391	1,295,605
Operations Planning & Development	1,259,974	1,217,466	1,771,710	1,474,761	2,063,418	2,063,418	2,161,036
Business Planning & Asset Management	1,154,078	903,002	404,686	442,193	415,826	415,826	433,013
Operations Training & Planning	8,057,117	8,355,414	9,434,798	8,653,106	9,081,615	9,081,615	9,207,703
Total	\$11,158,270	\$11,122,354	\$12,633,761	\$11,248,760	\$12,819,250	\$12,819,250	\$13,097,357

Total Division FTE	84.00	78.00	88.00	88.00	89.00	89.00	89.00
--------------------	-------	-------	-------	-------	-------	-------	-------

FY2023 Adopted Budget



OFFICE OF CHIEF OPERATING OFFICER DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	383,819	356,269	590,367	292,356	847,191	847,191	884,405
Materials & Services	303,282	290,203	432,200	386,344	411,200	411,200	411,200
Total	\$687,101	\$646,472	\$1,022,567	\$678,700	\$1,258,391	\$1,258,391	\$1,295,605

Department Description & Responsibilities

Major Functions: The Chief Operating Officer Division is responsible for directing the overall strategy and management of the Transportation, Maintenance, Safety & Security and Information Technology Divisions as well as Operations Planning & Development, Business Planning & Asset Management and Operations Training & Planning.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1A: Provide safe service	Increase personal safety for riders and employees by maintaining rail rule violations at 90 per 1,000,000 miles.	June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver Safe, Efficient, and Equitable service ▪ Objective #4B: Provide reliable performance	Enhance asset management practices for safety and reliability by maintaining bus lost-service MDBF at or above 12,000 miles; maintaining rail lost-service MDBF at or above 10,000 miles; and maintaining preventative maintenance at or above 80%.	June 30, 2023
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8E: Recruit a talented workforce	Identify succession needs for key positions.	June 30, 2023

Office of Chief Operating Officer Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	284,529	265,807	485,964	196,679	739,727
Fringe	99,290	90,462	104,403	95,677	144,678
Total	\$383,819	\$356,269	\$590,367	\$292,356	\$884,405

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	37,795		11,100	3,700	11,100
Professional & Technical-Gen & Adm	27,875	63,440	114,100	126,102	93,100
Temporary Help-Gen & Adm			6,000	2,000	6,000
Other Services- Gen & Adm	54,286	2,548	14,000	65,986	14,000
Office Supplies	1,764	1,611	14,200	4,978	14,200
Other Materials- Gen & Adm	1,068	497	9,000	8,158	9,000
Unreconciled Mastercard Expense				350	
Telephone	19,213	14,409	34,500	23,932	34,500
NU-Dues & Subscriptions	443	134,850	74,100	34,800	74,100
NU-APTA & OTA Dues	130,516	30,791	92,500	92,502	92,500
NU-Local Travel & Meetings	3,768		26,700	8,900	26,700
NU-Education & Training - Gen & Adm	10,885	39,617	25,000	10,530	25,000
NU-Out-Of-Town Travel	15,018	983	4,000	1,995	4,000
Employee Recognition	651	1,457	7,000	2,411	7,000
Total	\$303,282	\$290,203	\$432,200	\$386,344	\$411,200

OPERATIONS PLANNING & DEVELOPMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,217,130	1,183,032	1,733,710	1,422,320	2,025,418	2,025,418	2,123,036
Materials & Services	42,844	34,434	38,000	52,441	38,000	38,000	38,000
Total	\$1,259,974	\$1,217,466	\$1,771,710	\$1,474,761	\$2,063,418	\$2,063,418	\$2,161,036

Department Description & Responsibilities

Major Functions: The Operations Planning & Development Department is responsible for budgeting, planning for future services, and analysis and reporting for operations including the Chief Operating Officer, Transportation, and Maintenance Divisions.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices Category ➤ Goal #1: Deliver safe, efficient, and equitable service ▪ Objective #14: Provide reliable performance	Complete five reliable methods for key performance indicators for Transportation and Maintenance	June 30, 2023
	Ensure readiness for service for the Division Transit Project to start-up and commissioning September 2022. 100% complete on-time. Develop readiness for service plans for Red Line Extension start-up 2024. Use the Bus & Rail Replacement Service Team. 100% complete five outages on-time.	June 30, 2023
Category: Financial ➤ Goal #1: Fiscally sound and compliant ▪ Objective #32: Manage financial performance within Strategic Financial Plan guidelines	Complete National Transit Data reporting and submit by November 2022 and complete by January 2023.	November 2023



Operations Planning & Development Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	941,837	881,984	1,280,285	1,109,351	1,561,684
Fringe	348,294	357,464	453,425	384,171	561,352
Capitalized Labor-Fringe	-73,001	-56,416		-71,202	
Total	\$1,217,130	\$1,183,032	\$1,733,710	\$1,422,320	\$2,123,036

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	30,930		18,200	6,065	18,200
Professional & Technical-Gen & Adm	349		10,100	28,565	10,100
Other Services- Gen & Adm	635		5,600	4,424	5,600
Equip/Furn < \$5,000-Gen & Adm	1,976	28,319		162	
Other Materials- Gen & Adm	8,900	1,819	4,100	6,102	4,100
Unreconciled Mastercard Expense				810	
Computer Equip under \$5,000	54			4,735	
NU-Education & Training - Gen & Adm		4,296		1,578	
Total	\$42,844	\$34,434	\$38,000	\$52,441	\$38,000

BUSINESS PLANNING & ASSET MANAGEMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	949,612	561,004	348,986	371,082	360,126	360,126	377,313
Materials & Services	204,466	341,998	55,700	71,111	55,700	55,700	55,700
Total	\$1,154,078	\$903,002	\$404,686	\$442,193	\$415,826	\$415,826	\$433,013

Department Description & Responsibilities

Major Functions: The Business Planning & Asset Management Department is responsible for (1) updating, and managing Tri Met's Business Plan, including Goals, Objectives, Measures, Targets, and Key Strategic Actions; and (2) collaborating across divisions and departments to meet internal, federal, state and other requirements for asset management data collection, analysis, and reporting; continuously improve asset management planning; and advance asset management maturity, capabilities, practices, and systems at Tri Met.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and service ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and Tri Met 	Develop and publish an annual Business Plan update on schedule for each fiscal year.	March 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	Deliver to the Budget team FTA-compliant agency-wide inventory and condition assessment in time for annual budget cycle. Develop timely and fully-compliant Transit Asset Management Plan and NTD reporting requirements.	August 2022 October 2022 (TAM Plan; FTANTD Report; Metro update)



Business Planning & Asset Management Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	693,614	494,033	255,106	269,717	288,128
Fringe	256,160	66,971	93,880	101,365	89,185
Capitalized Labor-Fringe	-162				
Total	\$949,612	\$561,004	\$348,986	\$371,082	\$377,313

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	68,812	322,931	50,000	67,748	53,000
Other Services- Gen & Adm	134,720	18,882	4,700	3,028	1,700
Other Materials- Gen & Adm	429	185	1,000	335	1,000
NU-Out-Of-Town Travel	505				
Total	\$204,466	\$341,998	\$55,700	\$71,111	\$55,700

OPERATIONS TRAINING & PLANNING DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,555,253	7,929,673	9,137,798	8,426,044	8,804,615	8,804,615	8,930,703
Materials & Services	501,864	425,741	297,000	227,062	277,000	277,000	277,000
Total	\$8,057,117	\$8,355,414	\$9,434,798	\$8,653,106	\$9,081,615	\$9,081,615	\$9,207,703

Department Description & Responsibilities		
Link to Business Plan	Goals & Objectives	Timeline
<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service 	Support and leverage technology and/or tools to improve our Transportation Maintenance Departments' safety and efficiency by finalizing implementation of LMS program. Learning Management System (LMS) curriculums are defined and complete.	June 30, 2023
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	Build and implement new maintenance training programs that are consistent with expectations outlined in the recently negotiated Working and Wage Agreement.	June 30, 2023
	Build training elements that support the new Bus Rapid Transit line (Division Transit Project), establishing unique bus operator training and associated maintenance training, including the introduction of 60' articulated buses and specialized passenger stations. 100% of the employees are trained and documented.	June 30, 2023
<p>Category: People & Innovation</p> <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8E: Recruit a talented workforce 	Provide refresher and/or recertification training to all operating employees that reinforces the District's values of diversity, equity and inclusion.	June 30, 2023
	Collaborate with operating departments to review and validate/update training objectives required to support each active position.	June 30, 2023

Operations Training & Planning Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	5,466,311	5,670,848	6,494,570	6,184,651	6,675,230
Fringe	2,097,532	2,267,442	2,643,228	2,256,541	2,255,473
Capitalized Labor-Fringe	-8,590	-8,617		-15,148	
Total	\$7,555,253	\$7,929,673	\$9,137,798	\$8,426,044	\$8,930,703

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm				22,189	
Professional & Technical-Trans Adm			100,000	52,248	140,000
Accident Investigations	750				
Temporary Help-Trans Adm	138,731	30,521	5,100	1,700	5,100
Other Services- Gen & Adm	889	132,369	142,500	31,335	82,500
Other Services-Transp Adm	36,558	101,533	4,500	50,369	4,500
Uniforms- Rev Veh Op	14,535	8,614	25,800	10,793	25,800
Office Supplies	5,290	3,860		3,141	
Other Materials- Gen & Adm	8,119	4,098	4,500	3,375	4,500
Other Materials- Transp Adm	13,571	8,769	4,500	7,418	4,500
Unreconciled Mastercard Expense	3,405			964	
Computer Equip under \$5,000	23,286	10,929	10,100	8,149	10,100
Safety Supplies- Gen & Adm		70		426	
UN-Oper Training Materials	58,444	1,025		509	
Telephone	41,172	40,389		25,138	
NU-Dues & Subscriptions				125	
NU-Local Travel & Meetings		340		294	
UN-Local Travel & Meetings		2,103			
NU-Education & Training - Gen & Adm	143,105	69,561		5,800	
NU-Out-Of-Town Travel	2,566	180		3,089	
UN-Education & Training - Gen & Adm	11,287	11,380			
Operator Rodeo	156				
Total	\$501,864	\$425,741	\$297,000	\$227,062	\$277,000

Office of Chief Operating Officer Personnel Profile

Office of Chief Operating Officer Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Operating Officer	1.00	NU	FT		295,400	26	200,361	300,542
Executive Assistant, Senior (COO)	1.00	NU	FT		79,671	12	63,738	95,605
Total	2.00				375,071			

Operations Planning & Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operations Planning & Development	1.00	NU	FT		176,331	20	124,972	187,457
Manager, Service Performance & Analysis	1.00	NU	FT		111,389	17	97,654	146,480
Program Manager, Business Process & Proj. Ops Mgmt	2.00	NU	FT		282,313	17	97,654	146,480
Program Manager, Rail Operations Planning	2.00	NU	FT		250,411	16	89,803	134,705
Analyst, Sr., Operations & Finance Planning	1.00	NU	FT		103,170	15	82,536	123,804
Analyst, Operations	7.00	NU	FT		576,958	13	69,520	104,280
Assistant, Senior Administrative	1.00	NU	FT		61,113	9	48,891	73,335
Total	15.00				1,561,685			

Business Planning & Asset Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Business Planning & Asset Management	1.00	NU	FT		187,133	21	135,483	203,226
Analyst, Senior, Business Planning & Asset Mgmt	1.00	NU	FT		100,995	14	75,773	113,660
Total	2.00				288,128			

Office of Chief Operating Officer Personnel Profile

Operations Training & Planning Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Operational Training & Development	1.00	NU	FT		151,664	20	124,972	187,457
Senior Manager, Training	1.00	NU	FT		131,381	18	106,102	159,154
Manager, Rail Operations Training	1.00	NU	FT		94,009	16	89,803	134,705
Manager, Maintenance Training	1.00	NU	FT		119,067	16	89,803	134,705
Manager, Bus Operating Training	1.00	NU	FT		102,149	15	82,536	123,804
Assistant Manager, Maintenance Training	2.00	NU	FT		213,831	15	82,536	123,804
Program Manager, Training & Development	1.00	NU	FT		98,288	15	82,536	123,804
Program Manager, Training & Development	1.00	NU	FT	✓	103,170	15	82,536	123,804
Assistant Manager, Transportation Training	1.00	NU	FT		89,102	14	75,773	113,660
Trainer, Senior, Rail Engineering	4.00	NU	FT		382,368	14	75,773	113,660
Specialist, Senior, Training & Development	1.00	NU	FT		64,384	9	48,891	73,335
Assistant, Senior Administrative	4.00	NU	FT		277,438	9	48,891	73,335
Maintenance Trainer	6.00	U	FT		512,324	918	84,261	84,261
Facilities Maintenance Trainer	2.00	U	FT		170,775	915	84,261	84,261
Supervisor, Training Field Operations	3.00	U	FT		275,585	840	67,995	90,667
Training Supervisor	40.00	U	FT		3,500,038	832	64,771	86,362
Total	70.00				6,285,573			



[This Page Left Intentionally Blank]

Transportation Division

DEPARTMENTS

PAGE

- Transportation Administration (TA)95
- Bus Transportation (BT)97
- Service Delivery (SD)100
- Accessible Transportation Programs (ATP)102
- Rail Transportation (RT)105
- Commuter Rail (CR)107
- Portland Streetcar (PS)110

MAJOR PRIORITIES OF THE DIVISION

- ▽ (TA) Responsible for Bus Operations, Accessible Transportation Program (LIFT), Commuter Rail, Operations Command Center, Rail, Service Delivery and Portland Streetcar Operations
- ▽ (BT) Control center and fixed-route bus operations, bus re-route planning, special events and unified service communications.
- ▽ (SD) Workforce planning, utilization and communication, schedule making, systems and production, planning and projects, operating practices, and the Service Improvement Process.
- ▽ (ATP) American with Disabilities Act coordination, LIFT application and eligibility process, paratransit operations and maintenance.
- ▽ (RT) Control center and light rail operations, rail access and special event planning, and unified service communication.
- ▽ (CR) Commuter Rail operations and maintenance.
- ▽ (PS) Partnership with City of Portland. Responsible for operations and maintenance personnel of the Portland Streetcar.



DIVISIONAL FUN FACTS...

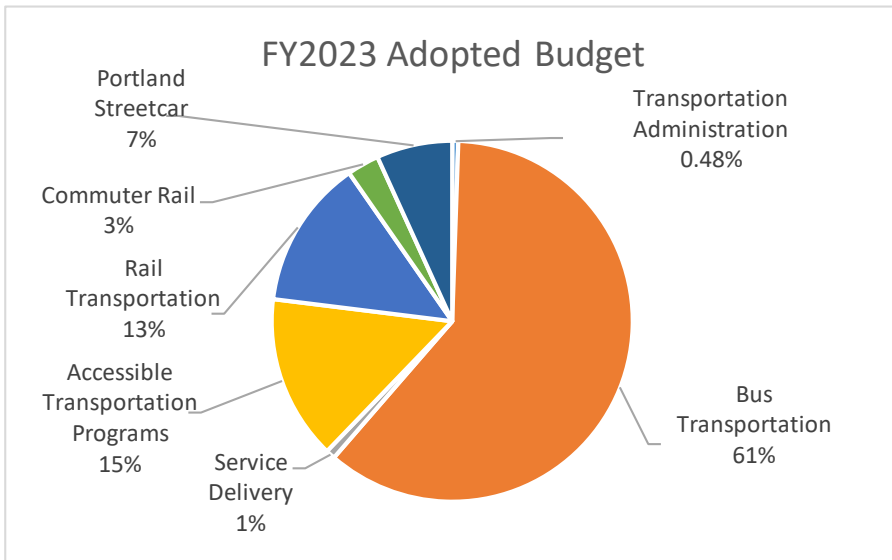
- » For MAX, there are currently 60 route miles of track, 94 stations and 145 vehicles.
- » WES consists of 14.7 miles of track along five stops operated by five vehicles.
- » WES is the smallest “commuter rail” system in the United States by annual ridership, system infrastructure, schedule and passenger vehicle fleet.

Performance Metrics Transportation Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Bus On-Time Performance	X	X		Bus Transportation	85%	89.70%	85%
Bus Fixed Route Collisions/100,000 Miles	X	X		Bus Transportation	<=2.75	1.74	<=2.75
MAX Rail Boarding Rides Per Revenue Hour (March 2020 Target 98.36, pre-pandemic)	X	X		Service Delivery	98.36	91.8	98.36
Bus Fixed Route Boarding Rides Per Revenue Hour Monthly, (March 2020 Target 32.79, pre-pandemic)	X	X		Service Delivery	32.79	31.82	32.79
MAX Light Rail Complaints Per 100,000 Boarding Rides	X	X		Service Delivery	<=5.0	12.0	<=5.0
LIFT On-Time Performance	X	X		Accessible Transportation Programs	93.5%	90.10%	94.5%
LIFT Collisions Per 100,000 Miles	X	X		Accessible Transportation Programs	<= 1.30	0.8	<= 1.30
MAX Train On-Time Performance	X	X		Rail Transportation	88%	88.20%	88%
MAX Train Collisions/100,000 Miles	X	X		Rail Transportation	<= 1.5	0.83	<= 1.5
WES On-Time Performance	X	X		Commuter Rail	95%	98.90%	95%
WES Boarding Rides Per Revenue Hour, Monthly (March 2020 Target 57.0, pre-pandemic)	X	X		Commuter Rail	57.0	49.0	57.0
Streetcar Operations Attendance	X	X		Rail Transportation	95%	86.71	95%
Streetcar System Boardings Per Revenue Hour Monthly (March 2020 Target 44.6, pre-pandemic)	X	X		Rail Transportation	44.6	32.2	44.6

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	188,897,200	195,856,167	216,129,976	200,924,963	217,130,085	217,130,085	217,652,946
Materials & Services	53,124,344	35,668,982	55,576,200	46,373,021	58,721,500	58,721,500	59,757,800
Total	\$242,021,544	\$231,525,149	\$271,706,176	\$247,297,984	\$275,851,585	\$275,851,585	\$277,410,746

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Administration	1,336,033	760,082	1,206,587	899,476	1,452,288	1,452,288	1,502,797
Bus Transportation	146,496,368	150,250,827	167,790,461	155,177,921	168,540,100	168,540,100	168,728,182
Service Delivery	2,542,253	2,307,620	2,255,807	2,130,759	2,281,590	2,281,590	2,324,926
Accessible Transportation Programs	33,006,006	19,209,751	38,279,260	29,925,296	39,960,816	39,960,816	40,942,606
Rail Transportation	35,431,370	34,867,853	36,828,998	34,912,349	36,941,740	36,941,740	37,090,826
Commuter Rail	6,171,244	5,977,544	7,504,812	6,841,488	7,831,892	7,831,892	7,971,771
Portland Streetcar	17,038,270	18,151,472	17,840,251	17,410,695	18,843,159	18,843,159	18,849,638
Total	\$242,021,544	\$231,525,149	\$271,706,176	\$247,297,984	\$275,851,585	\$275,851,585	\$277,410,746

Total Division FTE	1787.25	1796.50	1860.50	1860.50	1868.50	1868.50	1868.50
--------------------	---------	---------	---------	---------	---------	---------	---------



TRANSPORTATION ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	438,125	222,879	877,187	506,315	1,143,888	1,143,888	1,194,397
Materials & Services	897,908	537,203	329,400	393,161	308,400	308,400	308,400
Total	\$1,336,033	\$760,082	\$1,206,587	\$899,476	\$1,452,288	\$1,452,288	\$1,502,797

Department Description & Responsibilities

Major Functions: The Transportation Administration Division is responsible for the following functions: Bus Operations, Accessible Transportation Programs – LIFT, Commuter Rail Operations, Operations Command Center, Rail Operations, Service Delivery, and Portland Streetcar Operations.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Oversee actions to reduce employee injuries in bus, rail, LIFT and commuter rail.	June 30, 2023
Category: Customer <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2B: Advance mobility for those with limited options 	Oversee actions to improve on-time performance bus, rail, LIFT and commuter rail.	June 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Oversee actions to increase customer satisfaction in bus, rail, LIFT and commuter rail.	June 30, 2023

Transportation Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	201,465	74,215	577,342	220,706	908,433
Fringe	236,660	148,664	299,845	285,609	285,964
Total	\$438,125	\$222,879	\$877,187	\$506,315	\$1,194,397

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	30,470	3,481		-3,800	
Professional & Technical-Gen & Adm	5,218	154,959	96,100	51,567	75,100
DOTS Renewal Medical Svcs	106,975	164,243	72,900	85,926	72,900
Temporary Help-Trans Adm			18,100	6,035	18,100
Other Services- Gen & Adm	21,036	18,029	20,700	57,525	20,700
Uniforms - Veh Ops				190	
Office Supplies	62,672	14,639	13,500	11,676	13,500
Winter Supplies-Snow & Ice Impl		2,583	15,200	5,115	15,200
Equip/Furn < \$5,000-Fac/Eq Maint		16,387		8,986	
Other Materials- Gen & Adm	419,286	10,825	6,100	37,932	6,100
Unreconciled Mastercard Expense	779	873		923	
Safety Supplies - Transportation		908		13,229	
Telephone	130,908	133,960	61,600	88,076	61,600
NU-Dues & Subscriptions	80	265		1,100	
NU-APTA & OTA Dues	25,772				
NU-Local Travel & Meetings	1,954	151	900	808	900
NU-Education & Training - Gen & Adm	13,901	5,623	5,000	17,218	5,000
NU-Out-Of-Town Travel	38,279	3,880	3,100	4,365	3,100
Employee Recognition	25,562	6,397	16,200	6,290	16,200
Awards & Banquets	15,016				
Total	\$897,908	\$537,203	\$329,400	\$393,161	\$308,400

BUS TRANSPORTATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	141,987,341	147,795,989	164,526,061	151,920,517	165,417,600	165,417,600	165,605,682
Materials & Services	4,509,027	2,454,838	3,264,400	3,257,404	3,122,500	3,122,500	3,122,500
Total	\$146,496,368	\$150,250,827	\$167,790,461	\$155,177,921	\$168,540,100	\$168,540,100	\$168,728,182

Department Description & Responsibilities		
<p>Major Functions: The Bus Transportation Department is responsible for the following major functions: control center operations, fixed-route bus operations, bus re-route planning, special event planning, and unified service communications</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Implement Core Rules for bus operations.	June 30, 2023
	Reduce bus collisions <= 2.6 /100,000 miles.	June 30, 2023
	Reduce employee injuries < 12 per month.	June 30, 2023
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	Reduce customer complaints < 22 per 100,000 boardings.	June 30, 2023
	Increase on-time performance > 87%.	June 30, 2023

Bus Transportation Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	98,271,522	100,707,751	114,002,595	105,471,906	114,546,554
Fringe	43,715,819	47,088,238	50,523,466	46,449,260	51,059,128
Capitalized Labor-Fringe				-649	
Total	\$141,987,341	\$147,795,989	\$164,526,061	\$151,920,517	\$165,605,682

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Recruitment Expense				3,599	
Quality Assurance / ADA			2,000	665	2,000
Temporary Help-Transp Adm	41,539				
Vehicle Control Sys Maint	515,831	545,321	491,900	500,794	550,000
Laundry	1,625	2,544	4,000	2,387	4,000
Backup Cab Service	2,869	1,069	3,500	1,165	3,500
Other Services-Transp Adm	131,001	252,856	43,200	170,243	43,200
Uniforms - Veh Ops		146			
Uniforms- Rev Veh Op	521,236	256,063	617,300	253,084	607,300
Office Supplies	28,431	23,721		14,656	
Winter Supplies-Snow & Ice Impl	1,310	2,074	1,000	666	1,000
Other Materials- Gen & Adm	8				
Other Materials- Transp Adm	207,158	119,219	85,500	84,956	82,500
Unreconciled Mastercard Expense	359	54		210	
Postage - Gen & Admin	1,175	16			
Computer Equip under \$5,000	4,168			46	
Safety Supplies - Transportation		75,195		71,454	
Telephone	21,592	30,040		12,103	
Data Communication Services	356,285	307,936	199,000	206,437	199,000
PI/PD Expense	2,460,076	689,575	1,800,000	1,850,463	1,600,000
NU-Dues & Subscriptions	220				
NU-Local Travel & Meetings	4	74			
NU-Education & Training - Gen & Adm	95				

Bus Transportation Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
NU-Out-Of-Town Travel	7,690			1,402	
Driver Accommodations	107,701	89,376		38,824	
CDL Renewals	2,908	10,579	14,000	10,000	14,000
Employee Recognition	732	747		283	3,000
Employee Awards			3,000	1,044	3,000
Operator Recognition	91,699	48,198		32,740	10,000
Special Events Serv	3,315	35		183	
Total	\$4,509,027	\$2,454,838	\$3,264,400	\$3,257,404	\$3,122,500

SERVICE DELIVERY DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,131,939	2,183,295	2,160,507	2,089,772	2,186,290	2,186,290	2,229,626
Materials & Services	410,314	124,325	95,300	40,987	95,300	95,300	95,300
Total	\$2,542,253	\$2,307,620	\$2,255,807	\$2,130,759	\$2,281,590	\$2,281,590	\$2,324,926

Department Description & Responsibilities		
<p>Major Functions: The Service Delivery Department is responsible for the following major functions: workforce planning, utilization, and communication, schedule making, systems and production, planning and projects, operating practices, and the Service Improvement Process.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver Safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Increase ratio of revenue hours to vehicle hours by 5% or more.	June 30, 2023
	Increase ratio of paid hours to platform hours by 5% or more.	June 30, 2023
	SIPS not closed within 30 days at 3% or less.	June 30, 2023
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1A: Increase personal safety ▪ Objective #1D: Increase resiliency	Develop and implement Operator Hiring Plan.	June 30, 2023
	Reduce average run length for assignments to 8.75 hours or less.	June 30, 2023



Service Delivery Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,544,866	1,588,069	1,589,574	1,535,561	1,652,609
Fringe	587,073	595,226	570,933	554,211	577,017
Total	\$2,131,939	\$2,183,295	\$2,160,507	\$2,089,772	\$2,229,626

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	393,027	111,646	64,100	21,365	64,100
Other Services-Transp Adm	5,075	2,203	6,200	4,099	6,200
Office Supplies	4,981	4,366		398	
Other Materials- Transp Adm	4,679	3,355	2,500	5,576	2,500
Microcomputer Mtc Mat'l	625		2,500	835	2,500
Telephone	2,611	2,755		2,044	
NU-Out-Of-Town Travel	-684				
Operator Recognition			10,000	3,335	10,000
Special Events Serv			10,000	3,335	10,000
Total	\$410,314	\$124,325	\$95,300	\$40,987	\$95,300

ACCESSIBLE TRANSPORTATION PROGRAMS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,345,885	1,186,078	1,347,260	1,287,095	1,465,816	1,465,816	1,529,006
Materials & Services	31,660,121	18,023,673	36,932,000	28,638,201	38,495,000	38,495,000	39,413,600
Total	\$33,006,006	\$19,209,751	\$38,279,260	\$29,925,296	\$39,960,816	\$39,960,816	\$40,942,606

Department Description & Responsibilities

Major Functions: The Accessible Transportation Program - LIFT Department is responsible for the following major functions: Americans with Disabilities Act (ADA) coordination, Committee on Accessible Transportation (CAT) business meetings, LIFT application and eligibility process, paratransit operations and maintenance. The in-person assessment part of the eligibility process is operated under contract with Medical Transportation Management, Inc. The paratransit service is performed under operations and maintenance contracts with First Transit and Penske, respectively. First Transit is responsible for LIFT Command Center operations (e.g., reservations, scheduling, dispatch, and customer service). LIFT also has a contract in place with Broadway Cab to provide overflow service when capacity is met with TriMet vehicles.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customer <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2B: Advance mobility for those with limited options 	Maintain increased on-time performance at 93.5% or better.	June 30, 2023
	Reduce customer complaints ≤ 1.25 per 1,000 boardings.	June 30, 2023
	Increase LIFT Outreach to underserved populations (non-English speakers, communities of color, etc.): <ul style="list-style-type: none"> • Create resource materials (LIFT application, Rider's Guide, HOP Information, IVR and web booking) in Spanish, large print and Braille. • Hire a bi-lingual staff in LIFT Call Center. 	August 31, 2022
Category: Internal Business Practice <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Reduce major collisions ≤ 1.0 per 100,000 miles.	June 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Purchase 42 replacement vehicles.	June 30, 2023
	Decrease deadhead miles 3%.	June 30, 2023
	Increase scheduling efficiencies as seen in Passengers Per Service Hour by 10%.	June 30, 2023

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	963,278	844,038	995,445	940,888	1,079,495
Fringe	382,607	342,040	351,815	346,207	449,511
Total	\$1,345,885	\$1,186,078	\$1,347,260	\$1,287,095	\$1,529,006

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Contracted Dispatch 1	2,181,967	1,900,920	2,558,300	2,248,412	3,769,300
Contracted Eligibility Assessment	313,408		397,500	132,500	1,000,000
Professional & Technical-Gen & Adm	29,862	13,281	30,000	10,000	15,000
Temporary Help-Trans Adm		2,903	10,000	9,300	2,500
Equipment Repair & Mtc - Gen & Adm	860	538	3,000	1,380	1,500
ATP Central Maintenance	2,180,589	1,250,945	2,109,200	1,816,470	2,620,700
Background Check Services	14,655	753	40,000	19,919	30,000
Printing/Bindery Services	10,904	12,783	10,000	9,566	10,000
Other Services- Gen & Adm	11,947	6,943	35,000	16,901	10,000
Other Services- Revenue Veh.Maint	1,750	20,216	44,900	20,081	230,000
Diesel Fuel- Rev Vehicle Oper	1,166,655	536,036	1,594,000	982,871	1,825,400
Oil & Lubricants	50,935	10,961	50,000	29,795	25,000
Gasoline - Rev Veh Operations	386	101			
Tires - Rev Vehicle Oper	75,718	29,282	100,500	92,348	110,800
Office Supplies	28,292	10,562	30,000	16,332	20,000
Equip/Furn < \$5,000-Gen & Adm	4,308	20,294	25,000	15,567	15,000
Cleaning Suppl- Fac/Eq Maint	550				
Other Materials- Gen & Adm	12,844	37,907	15,000	10,133	15,000
Other Materials- Transp Adm	3,248				
Unreconciled Mastercard Expense				154	
Postage - Gen & Admin	67,910	28,002	50,000	36,086	30,000
Safety Supplies - Transportation		6,753		7,694	
ATP Maintenance Materials	6,268	9,792	13,000	10,098	5,000
Telephone	76,248	60,015	75,000	56,772	35,000

Accessible Transportation Programs Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Data Communication Services	114,125	11,283	46,600	15,535	48,900
Physical Damage Ins-Region 1	853,922	825,582	878,800	506,415	
ATP Direct Srvc Provider - Mult.	21,236,156	12,110,820	24,679,600	20,063,835	26,915,800
ATP Backup Cabs	2,935,908	944,426	3,944,800	2,330,249	2,500,000
Eligibility Transportation	124,547		178,700	59,565	178,700
NU-Local Travel & Meetings	68				
NU-Education & Training - Gen & Adm		131			
NU-Out-Of-Town Travel	253				
Employee Recognition	731			93	
Cat Committee	8,866	1,223	13,100	4,834	
Office Leases	146,241	171,221		115,296	
Total	\$31,660,121	\$18,023,673	\$36,932,000	\$28,638,201	\$39,413,600

RAIL TRANSPORTATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	32,844,835	33,896,225	36,048,798	34,353,335	35,961,540	35,961,540	36,110,626
Materials & Services	2,586,535	971,628	780,200	559,014	980,200	980,200	980,200
Total	\$35,431,370	\$34,867,853	\$36,828,998	\$34,912,349	\$36,941,740	\$36,941,740	\$37,090,826

Department Description & Responsibilities

Major Functions: The Rail Transportation Department is responsible for the following major functions: control center operations, light rail operations, rail access planning, special event planning, unified service communications, along with the operations and maintenance of Portland Streetcar.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Max Train Collisions/100,000 Miles <=1.5	June 30, 2023
	Rail Rule Violations per Million Miles <=50	June 30, 2023
	Max Light Rail Complaints per 100,000 Boarding Rides <=5.0	June 30, 2023
	Max On Time Performance 88%	June 30, 2023



Rail Transportation Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	23,813,621	24,062,258	25,614,679	24,616,971	26,142,731
Fringe	9,031,214	9,833,967	10,434,119	9,736,364	9,967,895
Total	\$32,844,835	\$33,896,225	\$36,048,798	\$34,353,335	\$36,110,626

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Services- Gen & Adm	14,805	75,278		9,514	15,000
Other Services-Transp Adm	478	675		734	
Uniforms- Rev Veh Op	97,506	50,792	89,900	38,771	62,000
Office Supplies	19,587	9,083		5,740	10,000
Computer Supplies - Trans Admin	2,081				
Equip/Furn < \$5,000-Gen & Adm		15,824			
Cleaning Suppl- Rev Equip Maint	580	2,500		732	
OCC Equip & Supplies	43,231	123,362	24,000	62,784	15,000
Other Materials- Gen & Adm	36,270	19,691	49,200	35,374	40,200
Other Materials- Transp Adm	1,656	34,021		18,348	
Unreconciled Mastercard Expense	6,881			6,828	
Safety Supplies - Transportation		15,322		2,545	8,000
Telephone	2,049	56,915		32,150	11,000
Data Communication Services	31,556	37,439	13,600	20,232	15,500
PI/PD Expense	2,325,473	528,447	600,000	321,875	800,000
NU-Out-Of-Town Travel	2,450				
CDL Renewals	834	2,279	3,500	3,010	3,500
Employee Recognition	1,098			377	
Total	\$2,586,535	\$971,628	\$780,200	\$559,014	\$980,200

COMMUTER RAIL DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,113,550	2,388,873	2,203,912	2,231,577	2,344,692	2,344,692	2,366,871
Materials & Services	4,057,694	3,588,671	5,300,900	4,609,911	5,487,200	5,487,200	5,604,900
Total	\$6,171,244	\$5,977,544	\$7,504,812	\$6,841,488	\$7,831,892	\$7,831,892	\$7,971,771

Department Description & Responsibilities		
Link to Business Plan	Goals & Objectives	Timeline
<p>Major Functions: Commuter Rail Department is responsible for operations and maintenance of the WES Commuter Rail system as regulated by the Federal Railroad Administration. The Commuter Rail service is operated and maintained under a shared-use agreement (SUA) with Host Railroad Portland and Western Railroad (PNWR). PNWR is the owner/operator of common carrier freight railroad rights along the WES corridor. PNWR is responsible for the workforce and training for the following groups: operating crews, train dispatchers and maintenance of way (track, signals, and highway-rail grade crossing) employees. TriMet is the Tenant Railroad and owns the revenue vehicles and the Operations and Maintenance Facility (OMF). TriMet is responsible for the workforce and training of the following groups: revenue vehicle mechanics and service workers who clean the OMF, passenger trains and stations. TriMet is responsible for management and oversight of the SUA.</p>		
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Implement System Safety Program Plan per 49CFR270 to include CY2021 Audits.	March 21, 2023
	Implement Training, Qualification and Oversight Program per 49CFR243.	December 31, 2022
	Conduct full-scale exercise for passenger train emergency preparedness per 49CFR238.	September 30, 2022
	Maintain WES Corridor ROW to the Class III FRA Standard, including: <ul style="list-style-type: none"> • Fouled Ballast Mitigation; • Surface, Line, Dress; • Ultrasound and Track Geometry Inspections. 	June 30, 2023
Category: Customer <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	Maintain customer complaints ≤ 5 per 100,000 boarding's.	June 30, 2023
	Maintain ≥ 97% or better on-time performance.	
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety 	Maintain employee injury ratio ≤ 1 per annual reporting period.	June 30, 2023

Commuter Rail Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,514,472	1,613,740	1,504,225	1,592,369	1,641,937
Fringe	606,378	775,133	699,687	639,208	724,934
Capitalized Labor-Fringe	-7,300				
Total	\$2,113,550	\$2,388,873	\$2,203,912	\$2,231,577	\$2,366,871

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Trans Adm	5,461	170			
Landscape Maint Services	35,912	36,757	7,100	13,767	7,100
Contracted Fac Mtc	23,831	10,781	10,000	21,423	10,000
Facilities Maint. Agreements - WES	35,755	26,244	45,300	25,110	45,300
Calibration & Tool Repair	249	9,070	4,900	6,327	4,900
Contr Maint - Type I LRV-Rev Eq Maint	86,687	201,077	63,100	159,573	63,100
Maintenance of Way - Commuter Rail	820,331	678,378	1,309,800	1,072,197	1,354,100
Laundry	4,928	7,684	6,600	5,905	6,600
Other Services- Revenue Veh.Maint	5,841	688	4,800	3,153	4,800
Other Services-Facility/Eq Maint	620	478			
Uniforms- Rev Veh Op	1,444	633	1,700	565	1,700
Diesel Fuel- Rev Vehicle Oper	207,091	163,444	262,100	236,515	423,700
Office Supplies	3,322	2,027		1,895	
Maint Mat'l - Snow & Ice		346		698	
Maint Mat'l - Rev Eq	340,695	224,293	259,600	274,915	259,600
Freight	21,555	3,658	30,300	13,544	30,300
Maint Material - Other	17,183	9,237	14,000	15,061	14,000
Mtc Material Shop				89	
Shop Equip < \$5000 - Fac Eq Maint	17,831	9,304	12,600	10,554	12,600
Cleaning Suppl- Rev Equip Maint	6,915	14,979	11,600	14,494	11,600
Small Hand Tools-Fac/Eq Maint	3,101	2,870	5,100	1,910	5,100
Other Materials- Rev Eq Maint	4,612	2,142	13,100	36,135	13,100
Unreconciled Mastercard Expense	-305			1,532	

Commuter Rail Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Landscape Maint Material	2,140	1,140	2,000	1,661	2,000
Maint Matl Landscape	243	100			
Safety Supplies- Gen & Adm	4,336	6,338	7,100	7,289	7,100
Obsolete Inventory				12,172	
Invoice Price Variance	-392	-1,083			
Average Cost Variance	-158				
Utilities - Electricity	35,792	38,982	39,300	37,240	40,000
Utilities - Gas	8,055	9,021	10,400	9,261	9,300
Utilities - Water	18,598	13,034	18,400	16,467	13,400
Telephone	70,820	95,408	64,600	79,800	64,600
Data Communication Services	60,150	91,669	78,800	87,116	78,800
Utilities - Other	4,455	3,774	4,800	4,305	3,900
Network Access Services	8,786		33,800	11,265	33,800
Train Operations	1,886,262	1,619,435	2,649,400	2,095,790	2,743,900
On-Time Performance Incentive - Commuter Rail	314,755	306,232	329,600	331,816	339,500
NU-Local Travel & Meetings	487				
NU-Education & Training - Gen & Adm		300			
CDL Renewals		61	1,000	335	1,000
Employee Recognition	306			32	
Total	\$4,057,694	\$3,588,671	\$5,300,900	\$4,609,911	\$5,604,900

PORTLAND STREETCAR DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,035,525	8,182,828	8,966,251	8,536,352	8,610,259	8,610,259	8,616,738
Materials & Services	9,002,745	9,968,644	8,874,000	8,874,343	10,232,900	10,232,900	10,232,900
Total	\$17,038,270	\$18,151,472	\$17,840,251	\$17,410,695	\$18,843,159	\$18,843,159	\$18,849,638

Department Description & Responsibilities

Major Functions: The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under an Intergovernmental Agreement (Streetcar Operating Agreement) with the City. TriMet is responsible for 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 Manager, Rail Operations (Streetcar). These personnel remain TriMet employees, are paid and receive benefits from TriMet in the same manner as if their work was regular TriMet operations. The Manager, Rail Operations (Streetcar) is the primary liaison with City management and supervision who oversee the Intergovernmental Agreement.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1A: Provide safe service ▪ Objective #1C: Improve experience, information, and services	Maintain fiscal year vehicle collision rate below 0.65. 100% operator participation in customer experience training.	June 30, 2023 June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance	Reduce absenteeism due to industrial injury ≤ 3% (12 month avg.). Increase monthly operator attendance to 89%.	June 30, 2023 June 30, 2023
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay and thrive ▪ Objective #8A: Invest wisely in people	Implement the Streetcar Controller position and satisfy Memorandum of Agreement #35.	January 31, 2023
Category: Financial ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines	Align timekeeping practices with agency standards.	June 30, 2023

Portland Streetcar Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	5,549,365	5,557,932	6,074,962	5,938,149	6,043,247
Fringe	2,486,160	2,624,896	2,891,289	2,598,203	2,573,491
Total	\$8,035,525	\$8,182,828	\$8,966,251	\$8,536,352	\$8,616,738

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	28,525				
Portland Streetcar	8,974,020	9,968,476	8,874,000	8,874,343	10,232,900
Safety Supplies - Fac/Eq Maint	200				
Safety Supplies - Transportation		168			
Total	\$9,002,745	\$9,968,644	\$8,874,000	\$8,874,343	\$10,232,900

Transportation Personnel Profile

Transportation Admin Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Transportation	1.00	NU	FT		198,165	23	158,834	238,253
Assistant, Executive Administrative	1.00	NU	FT		81,676	11	58,387	87,582
Total	2.00				279,840			

Bus Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus Operations	1.00	NU	FT		144,001	19	115,201	172,803
Manager, Bus Operations	3.00	NU	FT		363,198	17	97,654	146,480
Manager, Field Operations (Bus)	1.00	NU	FT		118,552	16	89,803	134,705
Assistant Manager, Bus Operations	11.00	NU	FT		1,168,643	15	82,536	123,804
Assistant Manager, Bus & Rail Field Operations	4.00	NU	FT		425,562	15	82,536	123,804
Assistant, Senior Administrative	3.00	NU	FT		182,464	9	48,891	73,335
Mini Run Operator	238.50	U	PT		14,243,391	881	35,360	68,453
Operator	1104.00	U	FT		72,987,819	880	37,669	68,453
Dispatcher	23.00	U	FT		2,012,522	836	64,771	86,362
Station Agent	26.00	U	FT		2,275,025	835	64,771	86,362
Road Supervisor	35.00	U	FT		3,062,533	834	64,771	86,362
Chief Station Agent	4.00	U	FT		367,446	830	67,995	90,667
Coordinator, Field Operations	2.00	U	FT		183,723	819	67,995	90,667
Lead Supervisor	6.00	U	FT		551,169	489	67,995	90,667
Total	1461.50				98,086,048			

Transportation Personnel Profile

Service Delivery Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus & Rail Service Delivery	1.00	NU	FT		141,515	18	106,102	159,154
Manager, Scheduling, Systems & Production	1.00	NU	FT		110,096	16	89,803	134,705
Manager, Bus & Rail Ops (Ops Plan and Projects)	1.00	NU	FT		109,589	16	89,803	134,705
Prog Mgr, Ops Rules, Procedures & Instructions	1.00	NU	FT		108,811	16	89,803	134,705
Manager, Bus/Rail Workforce Utilization	1.00	NU	FT		92,335	15	82,536	123,804
Manager, Service Improvement Program	1.00	NU	FT		104,721	15	82,536	123,804
Planner, Senior, Scheduling	1.00	NU	FT		101,530	14	75,773	113,660
Coordinator, Operations	2.00	U	FT		149,760	876	57,574	76,752
Schedule Writer II	5.00	U	FT		437,505	874	64,771	86,362
Schedule Data Technician	3.00	U	FT		262,503	867	64,771	86,362
Total	17.00				1,618,365			

Accessible Transportation Programs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Accessible Transportation Programs	1.00	NU	FT		139,114	18	106,102	159,154
Manager, Lift Service Delivery	1.00	NU	FT		117,733	16	89,803	134,705
Manager, Lift Eligibility & Community Relations	1.00	NU	FT		91,884	15	82,536	123,804
Analyst, Senior, Lift Service Delivery	1.00	NU	FT		74,223	13	69,520	104,280
Analyst, Operations	1.00	NU	FT		86,900	13	69,520	104,280
Administrator, Lift Service Quality	1.00	NU	FT		81,998	11	58,387	87,582
Analyst, Business (Lift)	1.00	NU	FT		79,758	11	58,387	87,582
Coordinator, Lift Eligibility	4.00	NU	FT		306,718	11	58,387	87,582
Assistant, Administrative	2.00	NU	FT		101,167	7	40,810	61,215
Total	13.00				1,079,495			

Transportation Personnel Profile

Rail Transportation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Operations	1.00	NU	FT		134,603	20	124,972	187,457
Manager, Rail Operations	2.00	NU	FT		245,085	17	97,654	146,480
Manager, Operations Command Center	1.00	NU	FT		122,336	17	97,654	146,480
Manager, Field Operations (Rail)	1.00	NU	FT		116,000	16	89,803	134,705
Assistant Manager, Rail Operations	2.00	NU	FT		216,125	15	82,536	123,804
Assistant Manager, Operations Command Center	8.00	NU	FT		815,265	15	82,536	123,804
Assistant Manager, OCC (Service Quality)	1.00	NU	FT		110,890	15	82,536	123,804
Assistant, Senior Administrative	3.00	NU	FT		212,967	9	48,891	73,335
Coordinator, Field Operations	2.00	U	FT		183,723	819	67,995	90,667
Rail Operator	196.00	U	FT		14,073,268	580	53,102	70,886
Rail Controller	28.00	U	FT		2,450,026	538	86,362	86,362
Supervisor, Rail	37.00	U	FT		3,237,535	536	86,362	86,362
Total	282.00				21,917,824			

Commuter Rail Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT		150,890	18	106,102	159,154
Manager, Commuter Rail Operations	1.00	NU	FT		121,763	16	89,803	134,705
Assistant Manager, Tech Support & Training (WES)	1.00	NU	FT		103,170	15	82,536	123,804
Service Worker	2.00	U	FT		116,089	945	39,562	57,283
Commuter Rail Maint Technician	8.00	U	FT		602,250	888	73,278	73,278
Commuter Rail Maint Assistant Supervisor	3.00	U	FT		256,162	872	84,261	84,261
Helper	2.00	U	FT		138,693	533	68,453	68,453
Total	18.00				1,489,017			

Transportation Personnel Profile

Portland Streetcar Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Manager, Streetcar Operations	1.00	NU	FT		104,924	16	89,803	134,705
Streetcar Signals Maintainer	1.00	U	FT		77,734	541	76,731	76,731
Streetcar Track Maintainer	1.00	U	FT		77,734	540	76,731	76,731
Streetcar Controller	4.00	U	FT		350,004	539	88,296	88,296
Streetcar Operator	56.00	U	FT		4,021,706	488	53,102	70,886
Streetcar Journeyworker Mechanic	11.00	U	FT		828,093	451	73,278	73,278
Superintendent, Streetcar	1.00	U	FT		104,387	146	103,043	103,043
Total	75.00				5,564,582			

Safety & Security Division

DEPARTMENTS	PAGE
• Safety & Security Administration (SSA)	119
• Safety & Environmental Services (SES)	121
• Security & Emergency Management (SEM)	123

- MAJOR 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) Provides high visibilities patrol and security measures, CCTV systems, and facility access control.
 - ▽ (SEM) Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors.



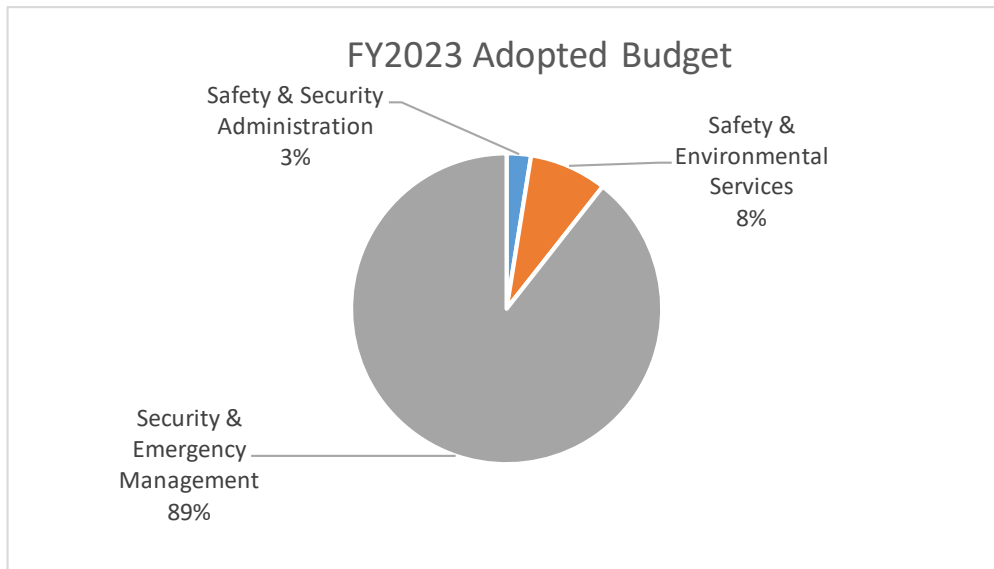
- DIVISIONAL FUN FACTS...**
- » TriMet owns a lot of property – in fact we are responsible for over 250 acres of pavement. With that much impervious surface, 1 inch of rain generates 7 million gallons of stormwater that we have to treat and manage. If you assume 40 inches of rain a year, that’s 275 million gallons of stormwater each year.
 - » In the 1980s we generated as much as 400,000 pounds of hazardous waste per year. By implementing numerous process and chemical changes over the years we have been able to drastically reduce the amount of Haz waste. Today we only generate around 2,000 pounds of hazardous waste per year!
 - » With employee and environmental health and safety in mind, the Safety & Environmental Services works with the Safety Department reviews and approves all chemicals that are used and stored on TriMet property. There are currently over 2,000 chemicals approved for use at TriMet.

Performance Metrics Safety & Security Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Complete all fiscal year budget tasks, beginning in October and on time to meet internal deadlines.		X		Safety & Security Administration	100%	100%	100%
Participate in monthly meetings on division contracts and intergovernmental agreements.	X	X		Safety & Security Administration	100%	100%	100%
Submit monthly, quarterly and annual grant reports timely.	X	X		Safety & Security Administration	100%	100%	100%
Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	X	X		Safety & Environmental Services	100%	100%	100%
Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	X	X		Safety & Environmental Services	95%	89%	95%
Implement a Safety Management System (SMS) leadership team in FY22 who will collaborate in the development of the agencies Safety Management System rollout plan by		X		Safety & Environmental Services	75%	65%	100%
Conduct 5 annual internal safety reviews (audits) by December 30th of each calendar year as described in Audit SOP.	X	X	X	Safety & Environmental Services	5 ea.	3	5 ea.
Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.		X	X	Security & Emergency Management	50%	100%	50%
Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.		X	X	Security & Emergency Management	50%	75%	50%
Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.		X	X	Security & Emergency Management	50%	75%	50%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,875,186	5,178,621	6,201,609	5,554,997	7,575,934	7,575,934	7,758,639
Materials & Services	20,296,605	15,300,463	26,297,200	18,132,808	34,780,600	34,780,600	37,080,600
Total	\$24,171,791	\$20,479,084	\$32,498,809	\$23,687,805	\$42,356,534	\$42,356,534	\$44,839,239

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Safety & Security Administration	846,747	581,051	736,510	683,912	1,097,659	1,097,659	1,132,915
Safety & Environmental Services	3,076,421	2,791,611	3,214,038	2,673,920	3,540,231	3,540,231	3,619,115
Security & Emergency Management	20,248,623	17,106,422	28,548,261	20,329,973	37,718,644	37,718,644	40,087,209
Total	\$24,171,791	\$20,479,084	\$32,498,809	\$23,687,805	\$42,356,534	\$42,356,534	\$44,839,239

Total Division FTE	35.00	45.00	51.00	51.00	58.00	58.00	58.00
--------------------	-------	-------	-------	-------	-------	-------	-------



SAFETY & SECURITY ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	543,053	558,362	724,410	665,980	959,859	959,859	995,115
Materials & Services	303,694	22,689	12,100	17,932	137,800	137,800	137,800
Total	\$846,747	\$581,051	\$736,510	\$683,912	\$1,097,659	\$1,097,659	\$1,132,915

Department Description & Responsibilities

Major Functions: The Safety & Security Administration Department is responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration; and financial projection and reconciliation for the division, including Department of Homeland Security grant application & reporting

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan Guidelines	Complete all fiscal year budget tasks, beginning in October and on time to meet internal deadlines.	June 30, 2023
	Participate in monthly meetings on division contracts and intergovernmental agreements.	June 30, 2023
	Submit monthly, quarterly and annual grant reports timely.	June 30, 2023



Safety & Security Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	373,220	379,383	524,351	406,030	748,828
Fringe	169,833	178,979	200,059	259,950	246,287
Total	\$543,053	\$558,362	\$724,410	\$665,980	\$995,115

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Services- Gen & Adm		104			
Office Supplies	280,688	8,433		639	12,000
Other Materials- Gen & Adm	7,570	3,724	2,000	1,626	2,000
Computer Equip under \$5,000	5,729	225	1,000	3,123	1,000
Safety Supplies- Gen & Adm		4,797			
Telephone	4,085	3,369	2,000	3,917	37,000
NU-Dues & Subscriptions		47			6,000
NU-Local Travel & Meetings	750	591	1,000	441	6,500
NU-Education & Training - Gen & Adm	1,704	701	1,000	1,759	41,200
NU-Out-Of-Town Travel	2,900	688	5,100	6,427	32,100
Employee Recognition	268	10			
Total	\$303,694	\$22,689	\$12,100	\$17,932	\$137,800

SAFETY & ENVIRONMENTAL SERVICES DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,292,833	1,193,378	1,456,538	1,230,469	1,835,731	1,835,731	1,914,615
Materials & Services	1,783,588	1,598,233	1,757,500	1,443,451	1,704,500	1,704,500	1,704,500
Total	\$3,076,421	\$2,791,611	\$3,214,038	\$2,673,920	\$3,540,231	\$3,540,231	\$3,619,115

Department Description & Responsibilities

Major Functions: The Safety & Environmental Services Department is responsible for providing a safe and secure system for our riders and employees. In addition, the department leads the organization in creating a culture of safety and service excellence, in which safety is the fundamental value, which guides all agency decisions.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied Riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service 	Maintain 95% compliance with regulatory mandates by submitting reports to State Safety Oversight Agency (SSOA) within required timeframes.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4D: Increase resiliency 	Conduct hazard identification evaluation and analysis within 30 days of request, with full analysis complete by end of year.	June 30, 2023
	Conduct 5 annual internal safety reviews (audits) by December 30th of each calendar year as described in Audit SOP.	December 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #7: Ensure a culture of safety <ul style="list-style-type: none"> ▪ Objective #7A: Successfully implement the Safety Management System (SMS) across the organization 	Implement a Safety Management System (SMS) leadership team in FY22 who will collaborate in the development of the agencies Safety Management System rollout plan by June 30th 2023.	June 30, 2023



Safety & Environmental Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,007,506	973,037	1,219,395	1,088,041	1,468,223
Fringe	399,727	403,125	428,746	385,149	558,007
Capitalized Labor-Fringe	-114,400	-182,784	-191,603	-242,721	-111,615
Total	\$1,292,833	\$1,193,378	\$1,456,538	\$1,230,469	\$1,914,615

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	604,219	330,888	504,600	304,259	466,500
Drug & Alcohol Testing	179,743	146,364	200,000	173,536	225,000
Safety Occupational Serv	-2,432				
Environmental Consulting	108,309	124,885	178,000	163,984	140,000
Temporary Help-Trans Adm		23,128		1,360	
Contracted Maint - Environmental	658,440	799,827	670,000	628,030	753,000
Other Services- Gen & Adm	9,887	7,117	10,000	19,806	5,000
Waste Disposal Services	145,314	126,198	145,000	121,471	100,000
Office Supplies	2,826	1,907	3,500	2,289	
Other Materials- Gen & Adm	39,668	16,995	10,000	4,632	5,000
Computer Equip under \$5,000	13,760	2,472	9,400	6,839	10,000
Telephone	5,866	6,034	7,000	5,616	
NU-Dues & Subscriptions	4,174	7,088	5,000	3,344	
NU-Local Travel & Meetings	2,884	2,146	2,000	2,612	
NU-Education & Training - Gen & Adm	3,976	2,794	13,000	5,430	
NU-Out-Of-Town Travel	6,880			243	
Employee Recognition	74	390			
Total	\$1,783,588	\$1,598,233	\$1,757,500	\$1,443,451	\$1,704,500

SECURITY & EMERGENCY MANAGEMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,039,300	3,426,881	4,020,661	3,658,548	4,780,344	4,780,344	4,848,909
Materials & Services	18,209,323	13,679,541	24,527,600	16,671,425	32,938,300	32,938,300	35,238,300
Total	\$20,248,623	\$17,106,422	\$28,548,261	\$20,329,973	\$37,718,644	\$37,718,644	\$40,087,209

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.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #1C: Improve overall customer experience, information, and services ➤ Goal #3: Support broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Incorporate Crime Prevention through Environmental Design (CPTED) into 3 TriMet transit station projects.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety ▪ Objective #4B: Provide reliable performance ▪ Objective #4D: Increase resiliency 	Conduct high-visibility patrols to ensure security staff spend at least 75% of their shift time on the system.	June 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Ensure 100% of staff and contractors have access to appropriate facilities through annual access control audits.	June 30, 2023

Security & Emergency Management Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,426,572	2,426,741	2,881,020	2,886,898	3,496,386
Fringe	612,728	1,006,066	1,139,641	1,119,184	1,352,523
Capitalized Labor-Fringe		-5,926		-347,534	
Total	\$2,039,300	\$3,426,881	\$4,020,661	\$3,658,548	\$4,848,909

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	22,626	12,868	88,200	174,008	90,000
Temporary Help-Trans Adm	13,465	23,127	20,000	8,025	20,000
Security Services	10,680,879	6,313,602	15,406,300	8,691,056	17,706,300
Deputy DA Contract	272,422	202,730	252,400	248,402	300,200
Other Security Services	5,076,026	5,222,740	7,262,700	5,855,498	15,670,500
Building Security Maintenance	377,277	177,505	206,500	237,536	200,000
Exclusion & Tow Hearings	10,688	3,142	30,000	10,536	10,000
Security Services - Canine Unit	605,531	609,105	1,038,300	834,318	1,038,300
Security Services - Anti-Terrorism Team	214,495	129,128			
Security Services - Gang Outreach	105,656	97,114	138,500	102,229	138,500
Other Services- Gen & Adm	426,138	301,649	10,000	251,912	10,000
Uniforms- Rev Veh Op	12,329	8,406	8,500	5,444	8,500
Office Supplies	12,794	16,840	8,000	10,949	
Other Materials- Gen & Adm	258,199	94,265	15,000	138,637	25,400
Unreconciled Mastercard Expense	-55				
Computer Equip under \$5,000	74,741	15,096	3,000	22,894	19,400
Safety Supplies- Gen & Adm		528			
Community Outreach		407,674		8,199	
Telephone	28,543	38,667	19,700	61,919	1,200
NU-Dues & Subscriptions		68	1,000	356	
NU-Local Travel & Meetings	2,299	3,430	4,500	4,030	
NU-Education & Training - Gen & Adm	13,347	192	15,000	5,477	
NU-Out-Of-Town Travel	1,923	1,665			
Total	\$18,209,323	\$13,679,541	\$24,527,600	\$16,671,425	\$35,238,300

Safety & Security Personnel Profile

Safety & Security Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Safety & Security	1.00	NU	FT		181,748	22	146,743	220,116
Assistant, Executive Administrative	1.00	NU	FT		72,984	11	58,387	87,582
Administrator, Senior, Safety & Security Programs	1.00	NU	FT		99,348	14	75,773	113,660
Assistant, Senior Administrative	1.00	NU	FT		61,355	9	48,891	73,335
Assistant, Administrative	1.00	NU	FT		50,866	7	40,810	61,215
Total	5.00				466,301			

Safety and Environmental Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Safety Mgmt Systems & Environmental Svs	1.00	NU	FT		175,000	21	135,483	203,226
Manager, Environmental Services	1.00	NU	FT		119,494	16	89,803	134,705
Manager, Safety Systems	1.00	NU	FT		120,549	16	89,803	134,705
Manager, Construction Safety & Risk Assessment	1.00	NU	FT		113,551	16	89,803	134,705
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT		112,253	16	89,803	134,705
Coordinator, Senior, Safety Systems	2.00	NU	FT		206,755	14	75,773	113,660
Coordinator, Safety Systems	4.00	NU	FT		309,464	13	69,520	104,280
Administrator, Drug & Alcohol Testing Program	1.00	NU	FT		82,290	13	69,520	104,280
Analyst, Safety & Security Data Management	1.00	NU	FT		79,116	12	63,738	95,605
Coordinator, Environmental	1.00	NU	FT		90,368	12	63,738	95,605
Specialist, Drug & Alcohol Program	1.00	NU	FT		59,384	9	48,891	73,335
Total	15.00				1,468,224			

Safety & Security Personnel Profile

Security and Emergency Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Security & Emergency Management	1.00	NU	FT		152,457	19	115,201	172,803
Manager, Security and Emergency Management	1.00	NU	FT		104,172	16	89,803	134,705
Manager, Security Ops & Investigations	1.00	NU	FT		112,253	16	89,803	134,705
Manager, Public Safety Operations	1.00	NU	FT		112,253	16	89,803	134,705
Manager, Safety Response	1.00	NU	FT	✓	112,253	16	89,803	134,705
Assistant Manager, Public Safety Operations	3.00	NU	FT		290,914	14	75,773	113,660
Coordinator, Senior, Public Safety Training & Development	1.00	NU	FT	✓	78,206	14	75,773	113,660
Assistant Manager, Safety Response	1.00	NU	FT	✓	91,813	13	69,520	104,280
Coordinator, Senior, Comm. Engagement - Security	1.00	NU	FT	✓	76,178	13	69,520	104,280
Coordinator, Security Access Control	1.00	NU	FT		69,540	12	63,738	95,605
Specialist, Senior, Safety & Security	1.00	NU	FT		75,882	10	53,458	80,185
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT		83,166	437	62,213	82,950
Customer Safety Supervisor	22.00	U	FT		1,890,595	342	64,771	86,362
Lead Customer Safety Supervisor	2.00	U	FT		183,723	341	67,995	90,667
Total	38.00				3,433,405			



[This Page Left Intentionally Blank]

Maintenance Division

DEPARTMENTS

PAGE

- Maintenance Administration (MA)..... 131
- Bus Maintenance (BM)..... 133
- Facilities Management Bus-Rail (FMBR)136
- Rail Maintenance of Way (MOW)..... 140
- Rail Equipment Maintenance (REM)143



MAJOR PRIORITIES OF THE DIVISION

- ▽ (MA) Managing and maintaining all aspects of the District's assets.
- ▽ (BM) Providing safe, clean and reliable vehicles for use by its riders, operators and maintenance staff.
- ▽ (FMBR) Managing and maintaining 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) Maintenance of all "railroad" elements of TriMet's light rail system.
- ▽ (REM) Maintenance of TriMet's light rail vehicles.

DIVISIONAL FUN FACTS...

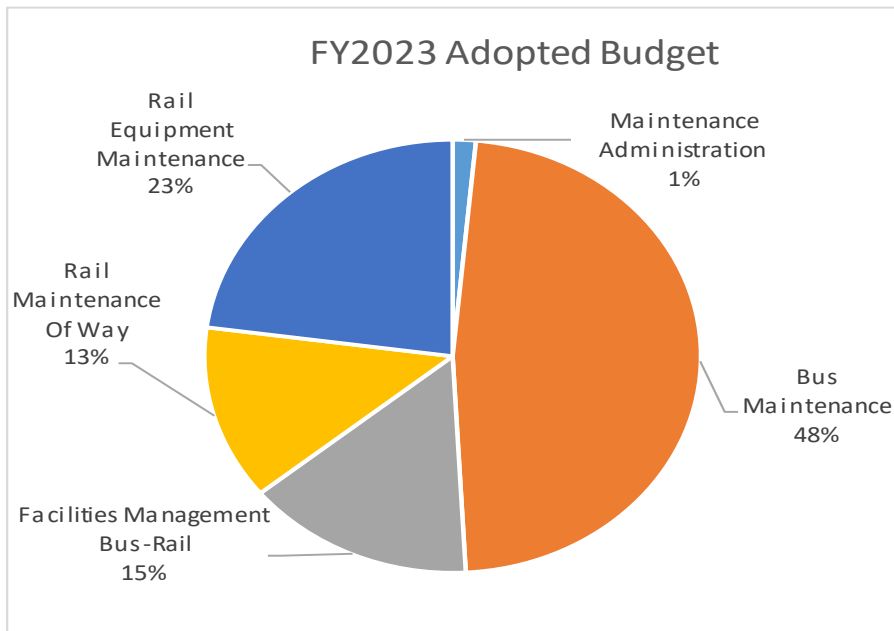
- » Bus Maintenance maintains a fleet of 696 buses, this includes 40-foot diesel buses, and 22 smaller, 30-foot buses and 10 40-foot BEBs with more on the horizon. The average bus is 6.5 years old. The oldest bus is 15.5 years old.
- » Our Our Bus Electrification program will soon be adding an innovative 60-foot articulated BEB (Battery-Electric Bus)
- » Rail Equipment Maintenance maintains a fleet of 145 light rail vehicles, this includes 26 Type 1 LRVs which first entered service in 1986. The average LRV is 21.4 years old. The oldest LRV is over 36 years old and has traveled more than 2 million miles in revenue service.
- » TriMet has 358 NRVs parked in 16 different locations. Combined they travel approximately 2.2 million miles per year.
- » Facilities Management Bus and Rail maintains ~6,448 bus stops, ~1080 of which include bus shelters. Since 2019 shelter repairs and replacements have doubled, due to increasing vandalism.

Performance Metrics Maintenance Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Procure and delivery of 31 new 60-foot high capacity Nova articulated buses for Division Transit Project.		X		Bus Maintenance	31	31	N/A
Procure and deploy 5 fully-electric BEBs, 3 repowered BEBs, 1 articulated BEB, expand charging facilities and to develop a strategy about how and when to shift toward clean fuel buses. Nine total BEB buses.		X		Bus Maintenance	9 BEB	9 BEB	24 BEB
Fixed-route bus mean distance between failures (MDBF) Target 10,000	X	X		Bus Maintenance	12,000	8,760	10,000
Bus preventive maintenance (PMs) complete on-time	X	X		Bus Maintenance	95%	99%	80%
Bus Maintenance Attendance	X	X		Bus Maintenance	95%	93%	95%
Max light rail vehicle Preventive maintenance (PMs) Completed On-Time	X	X		Rail Equipment Maintenance	95%	100%	80%
MAX light rail mean distance between failures (MDBF) Target 10,000 Miles	X	X		Rail Equipment Maintenance	10,000	14,600	10,000
Rail Equipment Maintenance Attendance	X	X		Rail Equipment Maintenance	95%	94%	95%
Track PMs Completed On-Time	X	X		Rail Maintenance Of Way	90%	97%	80%
Overhead Electrical PMs Completed On-Time	X	X		Rail Maintenance Of Way	90%	100%	80%
Signals PMs Completed On-Time	X	X		Rail Maintenance Of Way	90%	98%	80%
Rail Maintenance of Way Attendance	X	X		Rail Maintenance Of Way	95%	91%	95%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	79,715,983	88,693,061	105,362,342	91,529,756	100,514,666	100,514,666	101,577,314
Materials & Services	69,683,926	62,765,899	59,399,600	59,750,314	57,517,800	57,517,800	62,499,500
Total	\$149,399,909	\$151,458,960	\$164,761,942	\$151,280,070	\$158,032,466	\$158,032,466	\$164,076,814

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Maintenance Administration	873,118	1,201,056	1,874,110	1,066,702	2,263,670	2,263,670	2,468,552
Bus Maintenance	60,178,046	63,714,793	74,067,312	66,826,056	73,022,034	73,022,034	78,181,194
Facilities Management Bus-Rail	22,395,651	24,291,489	23,725,793	24,488,127	24,348,295	24,348,295	24,530,047
Rail Maintenance Of Way	17,666,922	17,800,543	21,344,701	18,398,613	21,135,894	21,135,894	21,381,359
Rail Equipment Maintenance	48,286,172	44,451,079	43,750,026	40,500,572	37,262,573	37,262,573	37,515,662
Total	\$149,399,909	\$151,458,960	\$164,761,942	\$151,280,070	\$158,032,466	\$158,032,466	\$164,076,814

Total Division FTE	822.00	841.00	1001.00	1001.00	906.00	906.00	910.00
---------------------------	---------------	---------------	----------------	----------------	---------------	---------------	---------------



MAINTENANCE ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	523,934	605,335	1,141,110	546,739	1,549,370	1,549,370	1,754,252
Materials & Services	349,184	595,721	733,000	519,963	714,300	714,300	714,300
Total	\$873,118	\$1,201,056	\$1,874,110	\$1,066,702	\$2,263,670	\$2,263,670	\$2,468,552

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.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1C: Improve customer experience, information, and services	Procure 31 new 60-foot high capacity Nova articulated buses for Division Transit Project. In addition to daily cleaning, provide safe service by detailing each bus and rail vehicle once every 30 days.	June 30, 2023 June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Develop one new training program to provide quality, cost-effective and value-added training designed to increase employee and organizational safety, enhance knowledge, develop skills and boost productivity.	June 30, 2023
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8D: Achieve agency Affirmative Action goals ▪ Objective #8E: Recruit a talented workforce	Work with Human Resources to ensure that we hire to fill all current vacancies.	June 30, 2023

Maintenance Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	442,863	483,156	1,023,076	460,827	1,575,556
Fringe	201,953	250,757	262,560	230,866	341,529
Capitalized Labor-Fringe	-120,882	-128,578	-144,526	-144,954	-162,833
Total	\$523,934	\$605,335	\$1,141,110	\$546,739	\$1,754,252

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Services- Gen & Adm		329		121	
Other Services- Revenue Veh.Maint	3,915	6,096	29,000	25,374	170,500
Office Supplies	18,644	14,094	160,000	57,652	151,000
Equip/Furn < \$5,000-Rev Eq Maint	2,947		20,000	6,665	3,200
Equip/Furn < \$5,000-Gen & Adm	1,098	15,782			5,000
Other Materials- Gen & Adm	1,579	36			
Unreconciled Mastercard Expense	54				
Computer Equip under \$5,000	1,565	569			4,500
Telephone	282,678	527,389	413,800	385,059	274,100
NU-Dues & Subscriptions	5,998	5,072	2,500	2,061	2,500
NU-Local Travel & Meetings	2,128	1,045	4,500	1,500	4,500
NU-Education & Training - Gen & Adm	12,502	20,699	54,200	21,919	39,000
NU-Out-Of-Town Travel	9,716	1,728	18,000	9,170	50,000
Employee Recognition	6,360	2,882	31,000	10,442	10,000
Total	\$349,184	\$595,721	\$733,000	\$519,963	\$714,300

BUS MAINTENANCE DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	34,169,019	39,428,781	49,513,212	40,121,250	43,171,434	43,171,434	43,378,894
Materials & Services	26,009,027	24,286,012	24,554,100	26,704,806	29,850,600	29,850,600	34,802,300
Total	\$60,178,046	\$63,714,793	\$74,067,312	\$66,826,056	\$73,022,034	\$73,022,034	\$78,181,194

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 alternative fully-electric battery-powered buses, and financial budgeting/forecasting.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1A: Provide safe service	Achieve 80% completion of all preventative maintenance activities every month.	June 30, 2023
	Perform detailed Bus interior cleaning every 30 days.	June 30, 2023
Category: Internal Business Practices ➤ Goal #5: Design and deliver successful projects ▪ Objective #5A: Develop higher capacity bus services	Procure 31 new 60-foot high capacity Nova articulated buses for Division Transit Project.	June 30, 2023
	Develop and implement one additional training and SOP to help ensure reliable performance.	
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8F: Pursue professional growth for employees	Identify areas of deficiencies within the Bus Maintenance management staff and tailor one training educational program to narrow the gap of expectations and ability.	June 30, 2024



Bus Maintenance Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	23,534,916	27,024,218	33,929,980	27,894,128	29,574,499
Fringe	10,634,602	12,404,563	15,583,232	12,239,345	13,804,395
Capitalized Labor-Fringe	-499			-12,223	
Total	\$34,169,019	\$39,428,781	\$49,513,212	\$40,121,250	\$43,378,894

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	171,758	338,826	46,500	23,510	46,500
Professional & Technical-Rev Eq Maint		126		1,722	
Contracted Bus Mtc - Maf	499,395	378,338	1,000,000	395,049	1,623,100
Cont EV charger Maint and Monitoring	77,836	587			
Body Repair - NRV	19,538	29,933	10,100	21,650	10,100
Laundry	87,221	131,611	169,700	125,247	134,300
Other Services- Revenue Veh.Maint	158,780	103,662	74,800	87,192	74,800
Diesel Fuel- Rev Vehicle Oper	9,301,533	7,688,287	12,334,400	12,574,705	21,044,700
Diesel Fuel- NRV Maintenance	32,857	37,784	45,500	39,418	45,500
Oil & Lubricants	548,122	376,369	535,800	487,679	535,800
Gasoline - NRV Maintenance	442,426	483,975	404,000	543,169	404,000
Tires - Rev Vehicle Oper	1,491,025	1,284,720	1,361,000	1,182,059	1,750,100
Tires Serv Vehicle-Rev Equip Maint	30,892	42,531	32,300	35,701	32,300
Office Supplies	96,151	36,254		28,523	
Repair Mat'l - Rev Eq	60,302	50,601	130,600	70,604	130,600
Maint Material - Serv Veh	377,905	354,482	252,500	252,832	252,500
Maint Mat'l - Rev Eq	10,293,686	10,103,680	7,478,200	8,710,848	7,971,000
Freight	37	40	1,100	1,837	1,100
Maint Material - Other		138			
Mtc Material Shop		2,649			
Equip/Furn < \$5,000-Rev Eq Maint	25,954	20,310	26,100	19,895	26,100
Cleaning Suppl- Rev Equip Maint	378,309	323,588	270,500	332,387	257,000
Cleaning Suppl- Fac/Eq Maint		1,516		24	

Bus Maintenance Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Small Hand Tools-Rev Eq Maint	34,235	15,501	52,400	27,106	36,400
Inventory Adjustments	722,066	466,018		213,987	
Other Materials- Rev Eq Maint	64,882	60,946	27,900	44,507	27,900
Unreconciled Mastercard Expense	922	2,001		6,035	
Default Expense	-1,157				
Safety Supplies-Rev Eq Maint	232,786	275,952	135,900	232,818	116,400
Safety Supplies- Gen & Adm	563,611	1,473,806		270,991	
Winter Supplies	209,813	144,290	72,900	176,189	73,200
Safety Supplies - Fac/Eq Maint		625		1,989	
Safety Supplies - Transportation		3,380			
Safety Supplies - Vehicle Maint		49			
Obsolete Inventory	553			709,353	
Invoice Price Variance	-5,620	-2,808		-1,634	
Average Cost Variance	1,094	1,790		65	
Propulsion Power	31,938	38,097	83,000	77,471	200,000
Telephone	30,258	4,373		2,491	
OR Corporate Activity Tax (CAT)		35			
NU-Local Travel & Meetings	180	214			
UN-Local Travel & Meetings		215		73	
NU-Education & Training - Gen & Adm	3,529				
NU-Out-Of-Town Travel	10,065	1,737		1,148	
CDL Renewals	4,978	7,403	7,200	7,284	7,200
Employee Recognition	9,592	248			
Rental	1,575	2,133	1,700	882	1,700
Total	\$26,009,027	\$24,286,012	\$24,554,100	\$26,704,806	\$34,802,300

FACILITIES MANAGEMENT BUS-RAIL DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	9,943,520	10,589,828	12,252,993	12,460,354	12,712,495	12,712,495	12,864,247
Materials & Services	12,452,131	13,701,661	11,472,800	12,027,773	11,635,800	11,635,800	11,665,800
Total	\$22,395,651	\$24,291,489	\$23,725,793	\$24,488,127	\$24,348,295	\$24,348,295	\$24,530,047

Department Description & Responsibilities		
<p>Major Functions: The Facilities Management Bus-Rail Department is responsible for managing and maintaining facility assets, planning, acquiring/allocating resources, providing a safe, healthy and productive work environment.</p>		
Link to Business Plan	Goals & Objectives	Timeline
<p>Category: People & Innovation</p> <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees 	<p>Director and managers visit each shop and meet with staff at least once per quarter.</p>	<p>June 30, 2023</p>
<p>Category: Customers</p> <ul style="list-style-type: none"> ➤ Goal #1: Satisfied Riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services 	<p>Develop scalable program based on staffing to improve platform and Transit Center cleanliness and to address bio-hazards on rail cars and platforms more quickly</p>	<p>June 30, 2023</p>
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4D: Increase resiliency 	<p>Continuously improve asset management practices to insure reliability to support transportation operations. Assistant Managers shall develop at least one detailed asset preventative maintenance procedure per quarter.</p> <p>Refine Facilities Management program to address additional resource needs created with the increased vandalism, bio-hazards, and wear & tear occurring on the system with the increase in criminal and nuisance activity.</p>	<p>June 30, 2023</p>

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	7,233,018	7,391,898	8,602,996	9,086,514	9,174,224
Fringe	2,964,216	3,415,541	3,859,719	3,540,925	3,921,324
Capitalized Labor-Fringe	-253,714	-217,611	-209,722	-167,085	-231,301
Total	\$9,943,520	\$10,589,828	\$12,252,993	\$12,460,354	\$12,864,247

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	32,239	19,808	128,800	45,057	
Professional & Technical - Fac Eq Mtc		2,504	10,100	3,365	10,100
Mech/Structural Consult	6,036				
Temporary Help-Gen & Adm	25,937				
Landscape Maint Services	884,011	978,850	963,400	780,327	963,400
Transit Mall Services	1,903,386	1,911,200	2,018,200	1,959,624	2,188,600
Contracted Build Maint	353,231	499,258	596,900	381,600	596,900
Contracted Mtc - Vandlsm	51				
Cont ROW Mtc Station	18,750	23,056	18,200	6,308	18,200
Contracted Fac Mtc	423,032	510,653	414,100	590,627	414,100
Cont ROW Mtc Elevator	402,538	366,415	355,500	337,906	355,500
Hillsboro Parking Garage IGA	30,000	30,000	30,000	10,000	60,000
Shelter Services	188,577	226,857	243,000	177,882	243,000
Office Maint Custodial	848,847	1,465,139	644,900	891,304	644,900
Shelter Cleaning	700,817	756,814	456,500	499,075	456,500
Shelter Cleaning - Vandlsm	64,726	31,988	35,000	27,198	35,000
Transit Center Cleaning	416,334	379,032	329,300	380,918	329,300
Transit Mall Cleaning	474				
Office Maintance - Other	3,400				
Laundry	12,713	17,899	23,000	18,493	16,400
Other Services-Facility/Eq Maint	314,817	462,236	40,800	147,327	40,800
Office Supplies	21,871	5,435		2,841	
Maint Mat'l - Snow & Ice	125,361	261,473	40,800	102,013	40,800

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Maint Material - Other	409,821	267,488	251,300	287,739	251,300
Mtc Matl Outside Plant	198,051	187,305	141,400	260,802	141,400
Mtc Material Shop	92,778	87,244	70,700	77,325	70,700
Equip/Furn < \$5,000-Rev Eq Maint			40,000	25,744	40,000
Equip/Furn < \$5,000-Fac/Eq Maint	18,969	73,643		11,638	
Shop Equip < \$5000 - Fac Eq Maint	4,946	1,829	5,100	1,807	5,100
Shelter Materials	125,323	141,497	193,700	240,694	193,700
Bus Stop Poles/Signage	102,813	5,113	19,600	6,535	19,600
Park & Ride Materials	999	63			
Cleaning Suppl- Fac/Eq Maint	510,754	284,553	123,900	155,321	123,900
Small Hand Tools-Fac/Eq Maint	40,303	15,042	77,100	53,930	74,400
Other Materials- Rev Eq Maint	4,393	3,838	9,100	3,610	9,100
Other Materials- Fac/Eq Maint	5,533	2,046	7,200	4,029	7,200
Unreconciled Mastercard Expense	56	-4,944		17,003	
Computer Equip under \$5,000	5,557	2,161	10,000	4,024	10,000
Landscape Maint Material	13,018	13,558	15,500	11,721	15,500
Maint Matl Landscape	3,076	5,237	5,000	6,007	5,000
On-Street Amenities Materials	5,000		15,500	10,165	15,500
Facility Moving Expenses	39,254	4,092	47,000	18,116	47,000
Safety Supplies - Fac/Eq Maint	43,166	509,145	45,700	83,559	42,800
Transit Center Materials	135				
Bikes On Transit Material	1,800	77,508		18,000	
Utilities - Electricity	786,877	814,117	801,100	809,561	836,300
Utilities - Gas	273,188	243,468	266,000	294,019	250,100
Utilities - Water	1,150,362	1,173,598	1,205,200	1,226,521	1,205,600
Building Util Electric	1,338,903	1,377,017	1,319,700	1,343,538	1,414,600
VT Utilities - Electric - Fac/Eq Maint	13,762	15,621	14,000	13,915	16,000
Electricity - Shelters	17,888	24,824	18,600	20,168	25,500
Telephone	25,854				
Utilities - Other	176,121	160,911	161,000	169,956	165,300

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Building Util Other	145,236	143,446	142,900	145,863	147,400
Utilities Parking	33,147	33,993	33,400	31,905	35,000
Tunnel Sewer/Storm Water Runoff	1,541	1,638	2,000	1,731	1,700
NU-Dues & Subscriptions	353	566		830	
NU-Local Travel & Meetings	497				
NU-Education & Training - Gen & Adm	2,638			635	
Apprenticeship Training	27,253	18,240	34,300	15,861	34,300
NU-Out-Of-Town Travel	1,511				
CDL Renewals		122	2,000	670	2,000
Employee Recognition	201			234	
Rental	53,906	69,065	46,300	292,732	46,300
Total	\$12,452,131	\$13,701,661	\$11,472,800	\$12,027,773	\$11,665,800

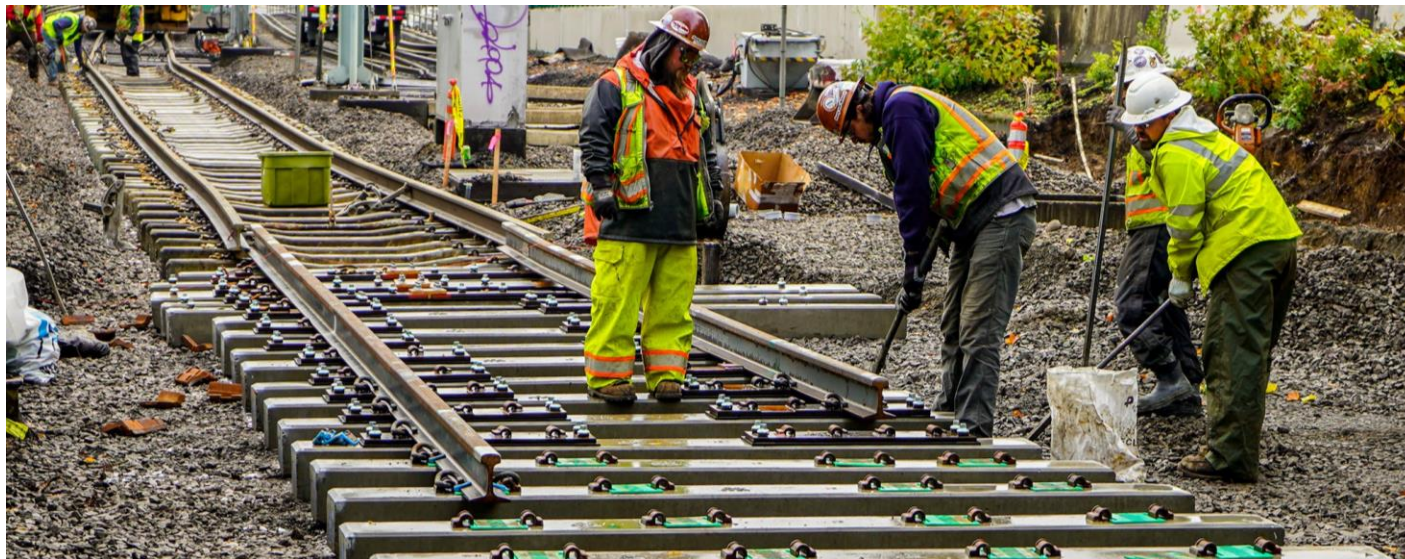
RAIL MAINTENANCE OF WAY DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,435,002	10,698,922	14,430,401	11,767,976	14,257,494	14,257,494	14,502,959
Materials & Services	7,231,920	7,101,621	6,914,300	6,630,637	6,878,400	6,878,400	6,878,400
Total	\$17,666,922	\$17,800,543	\$21,344,701	\$18,398,613	\$21,135,894	\$21,135,894	\$21,381,359

Department Description & Responsibilities

Major Functions: The Rail Maintenance of Way Department is responsible for maintenance of all “railroad” elements of TriMet’s light rail system; including track, traction electrification, rail signals and bridge and tunnel structures and trackway. Under a services reimbursement agreement with the City of Portland, Portland’s Streetcar track, electrification and rail signals are also maintained by MOW.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	Complete one State of Good Repair project related to light rail system railway elements. Achieve 80% completion of all preventative maintenance activities every month.	June 30, 2023 June 30, 2023
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8E: Recruit a talented workforce 	Recruit and hire current vacancies.	June 30, 2023



Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	7,544,590	7,569,701	10,202,330	8,438,968	10,710,384
Fringe	2,901,780	3,129,484	4,228,071	3,335,590	4,205,932
Capitalized Labor-Fringe	-11,368	-263		-6,582	-413,357
Total	\$10,435,002	\$10,698,922	\$14,430,401	\$11,767,976	\$14,502,959

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	4,383	33,753	14,800	7,461	150,000
Landscape Maint Services	27,426	77,860	12,100	5,495	15,000
Cont ROW Mtc Power Fac			1,000	335	1,000
Cont ROW Mtc Signals			50,500	16,835	75,000
Cont ROW Mtc Track	186,308	511,758	197,000	163,000	160,000
Cont ROW Mtc OCS	6,500		25,300	8,435	20,000
Cont ROW Mtc Bridge	38,150	6,990	54,500	27,345	25,000
Cont ROW Mtc Substations	39,340		60,600	31,440	30,000
Street Light Maintenance -- Hillsboro IGA			10,600	24,219	5,000
Calibration & Tool Repair	7,181	833	15,200	5,065	10,000
Laundry			2,200	735	2,000
Other Services-Facility/Eq Maint	1,252	2,817	11,100	19,574	8,300
Office Supplies	7,518	9,615		2,864	
Computer Supplies - Trans Admin	13,265	442	21,100	8,769	15,000
Freight	1,292	223	2,200	735	2,000
Small Hand Tools-Fac/Eq Maint	106,779	51,126	44,000	32,153	60,000
OCC Equip & Supplies	1,312				
Other Materials- Rev Eq Maint	19,677	18,898	20,200	7,896	20,000
Unreconciled Mastercard Expense				4,673	
Safety Supplies - Fac/Eq Maint	60,262	34,262	39,400	43,143	50,000
Obsolete Inventory				1,170	
Materials - Track	111,075	195,650	171,700	164,971	140,000
Maint Matl Signals	782,293	604,559	171,700	272,343	150,000

Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Maint Materials OCS	121,237	119,527	60,600	70,971	90,000
Maint Matl Substations	149,698	84,209	40,400	115,441	100,000
Propulsion Power	5,192,162	5,035,729	5,485,900	5,203,710	5,337,900
Telephone	25,559	16,669			
NU-Dues & Subscriptions	2,037	843			
NU-Local Travel & Meetings	788	420		45	
NU-Education & Training - Gen & Adm	3,864	484		1,248	
NU-Out-Of-Town Travel	1,726				
Steel Bridge Sublease	315,292	266,168	394,100	380,970	406,200
CDL Renewals			1,000	335	1,000
Employee Recognition	606	1,468		132	
Rental	4,938	27,318	7,100	9,129	5,000
Total	\$7,231,920	\$7,101,621	\$6,914,300	\$6,630,637	\$6,878,400

RAIL EQUIPMENT MAINTENANCE DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	24,644,508	27,370,195	28,024,626	26,633,437	28,823,873	28,823,873	29,076,962
Materials & Services	23,641,664	17,080,884	15,725,400	13,867,135	8,438,700	8,438,700	8,438,700
Total	\$48,286,172	\$44,451,079	\$43,750,026	\$40,500,572	\$37,262,573	\$37,262,573	\$37,515,662

Department Description & Responsibilities

Major Functions: The Rail Equipment Maintenance Department is responsible for maintenance of TriMet’s light rail vehicles (LRVs), including employee training, and provides vehicle maintenance technicians to Portland Streetcar.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1A: Provide safe service ▪ Objective #2B: Increase ridership ▪ Objective #3C: Improve customer experience, information, and services 	Maintain mainline failures (LRVs removed from service due to mechanical failure) at a minimum of 20,000 miles between failures.	June 30, 2023
	Maintain service delays of > 5 minutes due to mechanical failure at a minimum of 20,000 miles between delays.	
	Maintain “mean distance between failures” (mainline fail and service delays combined) at a minimum of 10,000 miles between failure.	
	Achieve 80% completion of all preventative maintenance activities every month.	
	Perform detailed LRV interior cleaning every 30 days.	
	Maintain mainline failures (LRVs removed from service due to mechanical failure) at a minimum of 20,000 miles between failures.	



Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	17,186,685	19,114,931	19,328,514	19,011,948	20,396,431
Fringe	7,460,747	8,272,729	8,696,112	7,765,293	8,680,531
Capitalized Labor-Fringe	-2,924	-17,465		-143,804	
Total	\$24,644,508	\$27,370,195	\$28,024,626	\$26,633,437	\$29,076,962

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	209,036	155,618	150,000	123,284	150,000
Temporary Help-Trans Adm			1,000	335	1,000
Calibration & Tool Repair	25,484	12,707	14,600	12,263	14,600
Contr Maint - Type I LRV-Rev Eq Maint	7,812,775	1,986,101	5,466,200	2,259,263	1,358,800
Contr Maint - Type 2 LRV-Rev Eq Maint	305				
Laundry	120,950	174,075	142,300	144,436	127,400
Other Services- Gen & Adm	15,776	18,128	5,100	8,769	5,100
Other Services- Revenue Veh.Maint	2,814	24,488	16,200	8,510	16,200
Graphics Material	518		1,000	348	1,000
Office Supplies	16,995	13,706		14,186	
Computer Supplies - Trans Admin	30,114	6,062	13,100	5,584	13,100
Repair Mat'l - Rev Eq	33,231	10,623	24,200	25,404	24,200
Rep Mat'l Rev Eq Vndism	19,417	10,805	43,900	17,259	43,900
Maint Material - Serv Veh	4,926	22,872		11,278	
Maint Mat'l - Rev Eq	14,183,899	13,067,049	9,148,300	10,233,124	6,000,000
Freight	170,696	171,313	101,000	133,145	101,000
Equip/Furn < \$5,000-Rev Eq Maint	5,618	478		53	
Equip/Furn < \$5,000-Gen & Adm	25,594	5,139		9,240	
Shop Equip < \$5000 - Fac Eq Maint	116,109	114,194	108,100	87,795	108,100
Cleaning Suppl- Rev Equip Maint	226,756	186,398	131,700	219,891	131,700
Cleaning Suppl- Fac/Eq Maint		402	2,000	48	
Small Hand Tools-Fac/Eq Maint	86,857	52,363	68,100	58,594	61,300
Inventory Adjustments	10,512	95,360		90,154	

Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Materials- Transp Adm	24	5,353		3,089	
Other Materials- Rev Eq Maint	214,496	186,419	197,000	152,705	197,000
Unreconciled Mastercard Expense	1,425			1,520	
Computer Equip under \$5,000	1,379	2,476		2,717	
Safety Supplies- Gen & Adm	256,505	752,198	87,400	199,923	82,200
Safety Supplies - Fac/Eq Maint			2,100		
Obsolete Inventory	772	-467		24,529	
Invoice Price Variance	-87	-4,955		14,710	
Average Cost Variance	-98	3,259		569	
WIP Material Variance				-13,581	
Telephone	21,184	4,030		12,833	
NU-Dues & Subscriptions	400				
NU-Local Travel & Meetings		136			
NU-Education & Training - Gen & Adm	16,745	650			
NU-Out-Of-Town Travel	5,665	428		668	
UN-Education & Training - Gen & Adm		130		1,001	
UN-Out-Of-Town Travel	2,911				
Out-Of-Town Travel Non Training	550				
Freight Expense	-25				
CDL Renewals	61	61	2,100	700	2,100
Employee Recognition	1,375	789			
Rental		2,496		2,789	
Total	\$23,641,664	\$17,080,884	\$15,725,400	\$13,867,135	\$8,438,700

Maintenance Personnel Profile

Maintenance Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Maintenance Operations	1.00	NU	FT		210,258	22	146,743	220,116
Assistant, Executive Administrative	1.00	NU	FT		84,725	11	58,387	87,582
Manager, Zero Emission Buses	1.00	NU	FT		138,182	18	106,102	159,154
Engineer, Zero Emission Buses	1.00	NU	FT		122,068	17	97,654	146,480
Total	4.00				555,233			

Bus Maintenance Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Bus Maintenance	1.00	NU	FT		144,001	19	115,201	172,803
Manager, Bus Maintenance	3.00	NU	FT		352,620	17	97,654	146,480
Assistant Manager, Bus Maintenance	18.00	NU	FT		1,823,943	15	82,536	123,804
Assist Mgr, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT		97,759	15	82,536	123,804
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT		103,182	14	75,773	113,660
Assistant Manager, Fleet Readiness	3.00	NU	FT		297,772	14	75,773	113,660
Assistant, Senior Administrative	1.00	NU	FT		67,588	9	48,891	73,335
Service Worker Spotter	5.00	U	FT		317,021	946	39,562	57,283
Service Worker	123.00	U	FT		6,433,199	944	39,562	57,283
Junior Tireman	3.00	U	FT		121,867	942	39,728	69,805
Tireman	5.00	U	FT		361,372	941	72,363	72,363
Cleaner	4.00	U	FT		181,543	938	34,278	60,216
MMIS Clerk	8.00	U	FT		482,334	937	36,338	67,246
Spotter	4.00	U	FT		282,904	936	69,805	69,805
Apprentice Mechanic	6.00	U	FT		359,316	934	48,838	68,453
Helper	4.00	U	FT		277,387	933	68,453	68,453
Maintenance Mechanic	9.00	U	FT		606,055	932	39,728	69,805
Bus Mechanic	179.00	U	FT		13,475,335	931	73,278	73,278
Assistant Supervisor	8.00	U	FT		683,099	930	84,261	84,261
Bus Body and Paint Technician	8.00	U	FT		602,250	929	77,002	77,002
Bus Electronic Technician	7.00	U	FT		526,968	928	77,002	77,002
Total	401.00				27,597,515			

Maintenance Personnel Profile

Facilities Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Facilities Management	1.00	NU	FT		154,580	19	115,201	172,803
Manager, Facilities Management	2.00	NU	FT		248,941	17	97,654	146,480
Manager, Maintenance Project Management	1.00	NU	FT		124,521	17	97,654	146,480
Project Manager, Senior, Maintenance	1.00	NU	FT		117,159	15	82,536	123,804
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT		104,151	15	82,536	123,804
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT		113,487	15	82,536	123,804
Assistant Manager, Facilities Management	8.00	NU	FT		786,652	14	75,773	113,660
Assistant Manager, Landscape	1.00	NU	FT		90,562	13	69,520	104,280
Analyst, Operations Maintenance	2.00	NU	FT		174,771	13	69,520	104,280
Project Manager, Assistant, Maintenance	1.00	NU	FT		79,125	12	63,738	95,605
Technician, Engineering	1.00	NU	FT		80,283	11	58,387	87,582
Assistant, Senior Administrative	2.00	NU	FT		131,883	9	48,891	73,335
Facilities Landscaper	5.00	U	FT		305,730	974	52,354	69,805
Facilities Maintenance Worker (Bus)	8.00	U	FT		599,373	969	59,987	59,987
Facilities Maintenance Worker (Rail)	6.00	U	FT		449,530	558	74,922	74,922
Plant Maintenance Mechanic – LME	19.00	U	FT		1,430,343	968	73,278	73,278
Signs & Shelters Field Worker	5.00	U	FT		353,630	965	69,805	69,805
Assistant Supervisor, Facilities	4.00	U	FT		341,550	964	84,261	84,261
Service Worker Pressure Washer	10.00	U	FT		613,819	947	39,562	57,283
Service Worker	24.00	U	FT		1,234,786	945	39,562	57,283
Apprentice Plant Maint Mech	5.00	U	FT		348,920	572	48,838	68,453
Wayside Cleaner	3.00	U	FT		212,178	537	69,805	69,805
Helper	12.00	U	FT		832,160	533	68,453	68,453
Total	123.00				8,928,134			

Maintenance Personnel Profile

Rail MOW Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, MOW Operations	1.00	NU	FT		138,000	20	124,972	187,457
Manager, Rail Maintenance of Way (MOW)	3.00	NU	FT		377,937	17	97,654	146,480
Engineer, MOW	1.00	NU	FT		121,438	17	97,654	146,480
Assistant Manager, Rail MOW	10.00	NU	FT		1,040,685	15	82,536	123,804
Assistant Manager, Rail MOW	3.00	NU	FT	✓	309,510	15	82,536	123,804
Project Manager, Senior, MOW	2.00	NU	FT		194,233	15	82,536	123,804
Assistant, Senior Administrative	1.00	NU	FT		60,008	9	48,891	73,335
Substation Maintainer	11.00	U	FT		895,700	779	80,371	80,371
Overhead Power Trainee	2.00	U	FT		111,363	579	55,682	69,992
Substation Technician Trainee	1.00	U	FT		69,347	571	55,682	76,232
Signals Maintainer Trainee	3.00	U	FT		191,011	567	42,120	59,051
Assistant Supervisor	3.00	U	FT		280,924	566	92,435	92,435
Assistant Supervisor - MOW	2.00	U	FT		178,784	564	88,234	88,234
Maintenance of Way Laborer	14.00	U	FT		1,019,131	561	40,934	71,843
Assistant Supervisor - Signals	3.00	U	FT		268,176	556	88,234	88,234
Track Trainee	1.00	U	FT		69,347	542	63,211	63,211
Signals Maintainer	24.00	U	FT		1,865,619	541	76,731	76,731
Track Maintainer	17.00	U	FT		1,321,480	540	76,731	76,731
Overhead Power Maintainer	21.00	U	FT		1,709,973	531	80,371	80,371
Total	123.00				10,222,666			

Maintenance Personnel Profile

Rail Equip Maint Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Rail Equipment Maintenance	1.00	NU	FT		157,266	20	124,972	187,457
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT		137,977	18	106,102	159,154
Manager, REM Technical Support	1.00	NU	FT		129,470	18	106,102	159,154
Manager, Rail Equipment Maintenance	2.00	NU	FT		247,941	17	97,654	146,480
Engineer, REM	2.00	NU	FT		233,659	17	97,654	146,480
Assistant Manager, Rail Maintenance	18.00	NU	FT		2,066,893	16	89,803	134,705
Assistant Manager, Fleet Readiness	2.00	NU	FT		180,165	14	75,773	113,660
Project Manager, Assistant, REM	3.00	NU	FT		290,765	14	75,773	113,660
Technical Support, Assistant, REM	4.00	NU	FT		305,872	12	63,738	95,605
Technician, Senior, CAD	1.00	NU	FT		84,836	12	63,738	95,605
Assistant, Senior Administrative	2.00	NU	FT		126,396	9	48,891	73,335
Service Worker	57.00	U	FT		3,123,187	945	39,562	57,283
LRV Electronics Technician	2.00	U	FT		154,003	578	77,002	77,002
LRV Overhaul Technician	40.00	U	FT		3,080,064	577	77,002	77,002
LRV Technician Trainee	15.00	U	FT		914,722	574	55,661	69,992
LRV Body & Paint Technician	9.00	U	FT		668,171	553	57,158	73,278
Wheel True Technician	4.00	U	FT		307,822	552	75,962	75,962
LRV Technician	84.00	U	FT		6,323,621	551	73,278	73,278
MMIS Clerk	2.00	U	FT		90,771	543	36,338	67,246
MMIS Timekeeper Clerk	3.00	U	FT		173,044	543	36,338	67,246
Helper	3.00	U	FT		190,945	533	68,453	68,453
Maintenance Mechanic	3.00	U	FT		210,109	532	39,728	69,805
Total	259.00				19,197,699			

Information Technology Division

DEPARTMENTS	PAGE
• IT Administration (ITA)	153
• IT Operations & Infrastructure (IOI)	155
• Information Security (IS)	157
• Enterprise Systems (ES).....	159
• Intelligent Transportation Systems (ITS).....	161

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ITA) Responsible for providing vision, direction and administrative support for all other functions in IT as well as financial projection and reconciliation for the division.
- ▽ (IOI) Planning, design, implementations, operations and standards for IT supported enterprise wide infrastructure in a high availability environment.
- ▽ (IS) Design, implement and maintain information security program that protects the agencies system, services, and data against unauthorized use, disclosure, modification, damage and loss.
- ▽ (ES) Responsible for application development, maintenance, monitoring and automation for strategic business systems, including integrations, data management and administration, information technology planning and implementation, systems/process analysis and development of long-term information technology strategies.
- ▽ (ITS) Purchase, develop, maintain and manage all mission critical information systems and data.



DIVISIONAL FUN FACTS...

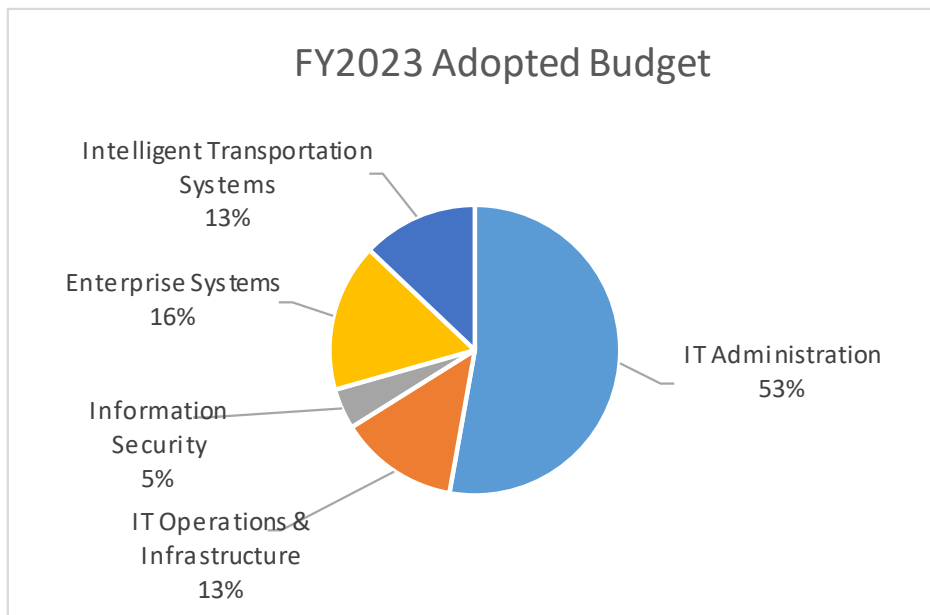
- » TriMet was the first Transit Agency in the America to implement Apple Pay for fare payment and the first regional transit agency to implement Google Pay.
- » The technical services team supports over 1,300 PC's, 2,400 mobile devices, and over 350 network printers and/or informational TV's.
- » On a monthly average, TriMet receives approximately 1.9 million email messages, of which an average of over 80% are spam or malware.
- » The Information Security Department reviews and processes over 1,700 security alerts a month and are monitoring over 2,400 devices. Our tools have processed over 15 million events that could lead to an alert or phone call.

Performance Metrics Information Technology Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
CIO will engage in at least 6 highly visible events that include participants from beyond IT	X	X		IT Administration	6 ea.	In process	6 ea.
Coordinate budget preparation and monitoring budget performance for the division by preparing monthly reports and routinely meeting with Department Directors and CIO to ensure budget compliance.	X			IT Administration	100%	In process	100%
Delivering training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet;		X		IT Administration	100%	In process	100%
Restart ITC with a focus on enterprise-level prioritization of IT projects and technology roadmaps.	X			IT Administration	100%	100%	100%
Replace 50 UPS's on the Platforms and building with remote monitoring capabilities	X	X		IT Operations & Infrastructure	50 ea.	50 ea.	50 ea.
Replace 250 PC's on the 5-year replacement cycle.	X	X		IT Operations & Infrastructure	250 ea.	250 ea.	250 ea.
Replace 56 out of support network Switches	X	X		IT Operations & Infrastructure	56 ea.	56 ea.	56 ea.
Implement formal written strategy to build resilience into cybersecurity while managing threats, including greater employee awareness.			X	Information Security	50%	50%	50%
Enhance the value of existing technology investments by optimizing their utilization by 10%.		X		Enterprise Systems	100%	100%	100%
Develop an enterprise architecture team to direct and advise on the technical assessment, selection and implementation of new technologies.		X		Enterprise Systems	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		Intelligent Transportation Systems	100%	100%	100%
Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.		X		Intelligent Transportation Systems	100%	In process	100%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,505,307	11,826,102	14,049,116	13,067,163	15,391,840	15,391,840	16,391,593
Materials & Services	7,692,163	8,261,604	10,461,500	8,584,008	11,635,400	11,635,400	11,929,700
Total	\$18,197,470	\$20,087,706	\$24,510,616	\$21,651,171	\$27,027,240	\$27,027,240	\$28,321,293

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
IT Administration	6,886,469	8,771,569	11,832,449	9,157,923	14,215,752	14,215,752	14,954,353
IT Operations & Infrastructure	3,529,896	3,291,849	3,438,114	3,567,362	3,603,004	3,603,004	3,764,182
Information Security	646,017	619,506	1,037,328	900,478	1,226,480	1,226,480	1,278,484
Enterprise Systems	4,546,027	4,581,707	5,375,767	5,062,570	4,456,857	4,456,857	4,673,067
Intelligent Transportation Systems	2,589,061	2,823,075	2,826,958	2,962,838	3,525,147	3,525,147	3,651,207
Total	\$18,197,470	\$20,087,706	\$24,510,616	\$21,651,171	\$27,027,240	\$27,027,240	\$28,321,293

Total Division FTE	71.00	80.00	92.00	92.00	90.00	90.00	93.00
--------------------	-------	-------	-------	-------	-------	-------	-------



IT ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	392,608	1,032,079	1,993,049	1,135,238	3,720,452	3,720,452	4,164,753
Materials & Services	6,493,861	7,739,490	9,839,400	8,022,685	10,495,300	10,495,300	10,789,600
Total	\$6,886,469	\$8,771,569	\$11,832,449	\$9,157,923	\$14,215,752	\$14,215,752	\$14,954,353

Department Description & Responsibilities

Major Functions: The IT Administration Department is responsible for providing vision, direction and administrative support for all the other functions in IT as well as financial projection and reconciliation for the division.

Link to Business Plan	Goals & Objectives	Timeline
Category: People and Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive	Deliver on Information Technology plan to make our system more reliable, our data more useful, and our work more effective and efficient.	June 30, 2023
	CIO will engage in at least 6 highly visible events that include participants from beyond IT. CIO will hold open Office Hours at least twice per month and will maintain regular written communication with the full IT team. IT will hold at least two divisional meetings.	June 30, 2023
	Provide professional growth for employees by: <ul style="list-style-type: none"> • Delivering training and provide practical experience opportunities to improve ability of staff to gain promotion within TriMet. • Engaging employees directly in planning and implementing their own professional development. • Workforce Diversity Team charged with informing all aspects of our recruiting and retention through the lens of diversity and inclusion. • Applying best practices to improve the enrichment of our candidate pools, equitable and inclusive selection, and effective retention. • Formed relationship with E3 training and HR recruiting to inform our team on best practices and opportunities <ul style="list-style-type: none"> ○ IT Leadership Training: Having Hard Conversations on Inclusion - September 8 2021 • Expanded job posting websites to include boards targeted toward women and BIPOC (Urban League of Portland, 	June 30, 2023

IT Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	301,533	452,271	1,529,913	871,811	3,295,934
Fringe	91,075	579,988	463,136	263,427	868,819
Capitalized Labor-Fringe		-180			
Total	\$392,608	\$1,032,079	\$1,993,049	\$1,135,238	\$4,164,753

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	292,662	114,928	1,362,300	725,900	1,092,200
Temporary Help-Gen & Adm	153,296		117,800	62,302	169,800
Warranty Costs	540,784	-240,374	58,500	19,500	
Other Services- Gen & Adm	1,912	32	13,100	5,093	5,000
Office Supplies	1,180	8,202	1,000	729	1,000
Equip/Furn < \$5,000-Gen & Adm	15,589	224,118			
Other Materials- Gen & Adm	6,720	20,328	7,600	8,536	19,300
Microcomputer Software	2,689	544	5,100	1,794	2,000
Telephone	19,672	28,315	25,500	30,747	34,000
NU-Dues & Subscriptions	7,623	61,694	53,300	30,101	73,500
NU-Local Travel & Meetings	1,169	57	1,000	335	1,000
NU-Education & Training - Gen & Adm	12,647	6,351	70,000	47,211	70,000
NU-Out-Of-Town Travel	11,129		25,000	8,335	25,000
Employee Recognition	184	5	1,000	335	1,000
Software License Fees	5,426,605	7,515,290	8,098,200	7,081,767	9,295,800
Total	\$6,493,861	\$7,739,490	\$9,839,400	\$8,022,685	\$10,789,600

IT OPERATIONS & INFRASTRUCTURE DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,749,664	2,959,900	3,247,714	3,297,202	3,490,204	3,490,204	3,651,382
Materials & Services	780,232	331,949	190,400	270,160	112,800	112,800	112,800
Total	\$3,529,896	\$3,291,849	\$3,438,114	\$3,567,362	\$3,603,004	\$3,603,004	\$3,764,182

Department Description & Responsibilities

Major Functions: The IT Operations & Infrastructure Department is responsible for the planning, design, implementation, operations and standards for IT supported enterprise-wide infrastructure in a high availability environment that is spread across geographically separated facilities to ensure stability of mission critical systems in the event of unplanned, disruptive events.

Link to Business Plan	Goals & Objectives	Timeline
Category: Financial ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes	Replace 50 UPS's on the Platforms and building with remote monitoring capabilities.	June 30, 2023
	Replace 250 PC's on the 5-year replacement cycle.	June 30, 2023
	Replace 56 out of support network Switches.	June 30, 2023

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	2,091,225	2,273,191	2,637,676	2,589,601	2,948,749
Fringe	704,365	782,825	853,072	840,761	1,010,216
Capitalized Labor-Fringe	-45,926	-96,116	-243,034	-133,160	-307,583
Total	\$2,749,664	\$2,959,900	\$3,247,714	\$3,297,202	\$3,651,382

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	8,707	8,913	10,400	8,906	9,400
Temporary Help-Gen & Adm	239,156	139,961		126,641	
Microcomputer Mtc Serv	457	325			
Communication Systems Maintenance	254,481	25,623	6,200	4,060	
Computer Hardware Maint-Fac Maint	107,891	57,759	63,400	39,757	20,000
Other Services- Gen & Adm		675			
Office Supplies	9,977				
Other Materials- Gen & Adm	77,182	3,412	6,400	2,163	6,400
Unreconciled Mastercard Expense	-1,409			234	
Computer Equip under \$5,000		909			
Microcomputer Mtc Mat'l	4,053	2,541	4,000	1,347	2,000
Network Access Services	79,737	91,831	100,000	87,052	75,000
Total	\$780,232	\$331,949	\$190,400	\$270,160	\$112,800

INFORMATION SECURITY DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	495,078	511,693	810,128	729,143	856,680	856,680	908,684
Materials & Services	150,939	107,813	227,200	171,335	369,800	369,800	369,800
Total	\$646,017	\$619,506	\$1,037,328	\$900,478	\$1,226,480	\$1,226,480	\$1,278,484

Department Description & Responsibilities

Major Functions: The Information Security Department's mission is to design, implement and maintain an information security program that protects the agencies systems, services, and data against unauthorized use, disclosure, modification, damage, and loss. The Information Security Department is committed to engaging the TriMet community to establish an appropriate information security governance structure that enables collaboration and support for new initiatives, while adhering to the Agency Vision, Mission, and Values.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4D: Increase resiliency	Implement data asset inventory. Pilot security features of Microsoft 365. Update Incident Response Plan and Risk Management Plan.	June 30, 2023



Information Security Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	367,627	375,156	606,854	533,045	687,766
Fringe	127,451	136,537	203,274	196,098	220,918
Total	\$495,078	\$511,693	\$810,128	\$729,143	\$908,684

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PCI Compliance Audit	150,939	107,813	227,200	171,335	110,000
Professional & Technical-Gen & Adm					259,800
Total	\$150,939	\$107,813	\$227,200	\$171,335	\$369,800

ENTERPRISE SYSTEMS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,302,729	4,529,910	5,204,767	4,965,186	4,302,857	4,302,857	4,519,067
Materials & Services	243,298	51,797	171,000	97,384	154,000	154,000	154,000
Total	\$4,546,027	\$4,581,707	\$5,375,767	\$5,062,570	\$4,456,857	\$4,456,857	\$4,673,067

Department Description & Responsibilities

Major Functions: The Enterprise Systems Department is responsible for the following major functions: Application development, maintenance, monitoring and automation for strategic business systems, including integrations, data management and administration, information technology planning and implementation, systems/process analysis and development of long-term information technology strategies.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4C: Improve service delivery	Enhance the value of existing technology investments by optimizing their utilization by 10%.	June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service ▪ Objective #4B: Provide reliable performance	Propose and begin implementation for two projects aimed at retiring technical debt.	June 30, 2023
	Make significant improvements in service responsiveness and follow-through; execute to an IT Service Management Roadmap.	June 30, 2023

Enterprise Systems Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	3,291,543	3,434,767	3,903,313	3,800,673	3,425,555
Fringe	1,143,277	1,320,689	1,301,454	1,212,343	1,093,512
Capitalized Labor-Fringe	-132,091	-225,546		-47,830	
Total	\$4,302,729	\$4,529,910	\$5,204,767	\$4,965,186	\$4,519,067

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	194,642	6,667	100,000	52,540	100,000
Temporary Help-Gen & Adm	44,996	44,753	67,000	43,509	50,000
Other Materials- Gen & Adm	3,660	377	4,000	1,335	4,000
Total	\$243,298	\$51,797	\$171,000	\$97,384	\$154,000

INTELLIGENT TRANSPORTATION SYSTEMS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,565,228	2,792,520	2,793,458	2,940,394	3,021,647	3,021,647	3,147,707
Materials & Services	23,833	30,555	33,500	22,444	503,500	503,500	503,500
Total	\$2,589,061	\$2,823,075	\$2,826,958	\$2,962,838	\$3,525,147	\$3,525,147	\$3,651,207

Department Description & Responsibilities

Major Functions: The Intelligent Transportation Systems (ITS) Department is responsible for purchasing, developing, maintaining and managing a mission critical information systems and data required for daily and emergency transit operations. Major systems include: Land Mobile Radio (LMR), Light Rail Control (AIMCCS), Fixed Route and Para Transit Bus Dispatch (ITCS CAD/AVL), Closed Circuit Television (CCTV), Physical Intrusion Detection Systems, Efare (Hop Fastpass), Electronic Point of Sale (ePOS at TTO) and Transit Signal Priority (TSP).

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance ▪ Objective #4C: Improve service delivery 	Improve ITS systems in conjunction with the Transportation and Maintenance Divisions to ensure that TriMet service is efficient and effective as possible.	June 30, 2023
<ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus services 	Create a regional framework for implementing and maintaining a new Transit Signal Priority (TSP) and implement next generation TSP for Division Transit Project	September 30, 2022
<ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ➤ Objective #: Maximize benefits and potential of Hop Fastpass® 	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.	June 30, 2023

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,874,556	2,062,801	2,130,725	2,216,662	2,396,031
Fringe	702,191	787,448	662,733	774,712	751,676
Capitalized Labor-Fringe	-11,519	-57,729		-50,980	
Total	\$2,565,228	\$2,792,520	\$2,793,458	\$2,940,394	\$3,147,707

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	14,926	26,666	28,000	16,536	498,000
Other Materials- Gen & Adm	8,332	3,889	5,500	5,908	5,500
Microcomputer Mtc Mat'l	575				
Total	\$23,833	\$30,555	\$33,500	\$22,444	\$503,500

Information Technology Personnel Profile

IT Admin Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Chief Information Officer	1.00	NU	FT		239,313	26	200,361	300,542
Assistant, Executive Administrative	1.00	NU	FT		72,984	11	58,387	87,582
Manager, Strategic Planning & PMO	1.00	NU	FT		158,250	20	124,972	187,457
Manager, Mobility & Location Based Services	1.00	NU	FT		155,709	19	115,201	172,803
Project Manager, IT	3.00	NU	FT		412,301	18	106,102	159,154
Manager, Help Desk	1.00	NU	FT		122,068	17	97,654	146,480
Analyst, Senior, IT Systems	5.00	NU	FT		582,915	16	89,803	134,705
Engineer, Geospatial Data	1.00	NU	FT		88,775	12	63,738	95,605
Analyst, Senior, Geospatial Systems	1.00	NU	FT		97,167	16	89,803	134,705
Analyst, Geospatial Data	2.00	NU	FT		165,197	12	63,738	95,605
Technical Writer, Senior	1.00	NU	FT		103,991	14	75,773	113,660
Technician, Help Desk	2.00	NU	FT		61,113	9	48,891	73,335
Total	20.00				2,259,783			

IT Operations & Infrastructure Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, IT Operations & Infrastructure	1.00	NU	FT		176,942	21	135,483	203,226
Manager, Network Communications	1.00	NU	FT		158,402	19	115,201	172,803
Manager, Physical Infrastructure	1.00	NU	FT		146,881	18	106,102	159,154
Manager, Technical Services	1.00	NU	FT		120,909	18	106,102	159,154
Engineer, Senior, Network (Communications)	3.00	NU	FT		382,051	17	97,654	146,480
Engineer, Senior, Network (Fiber)	3.00	NU	FT		377,557	17	97,654	146,480
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT		520,805	17	97,654	146,480
Engineer, Senior, Telecommunications	2.00	NU	FT		208,481	16	89,803	134,705
Network Engineer (Communications)	1.00	NU	FT		109,670	16	89,803	134,705
Engineer, Senior, Mobile Device	1.00	NU	FT		112,232	16	89,803	134,705
Engineer, Senior, Virtual Desktop	1.00	NU	FT		105,879	16	89,803	134,705
Engineer, Systems (Server Administration)	1.00	NU	FT		113,487	15	82,536	123,804
Specialist, Senior, Technical Support	5.00	NU	FT		405,883	12	63,738	95,605
Total	25.00				2,939,179			

Information Technology Personnel Profile

Information Security Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Information Security	1.00	NU	FT		183,430	22	146,743	220,116
Analyst, Senior, Network Ops & Cybersecurity	4.00	NU	FT		504,336	17	97,654	146,480
Total	5.00				687,766			

Enterprise Systems Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Enterprise Systems	1.00	NU	FT		193,024	22	146,743	220,116
Manager, Enterprise Systems Development	1.00	NU	FT		156,214	20	124,972	187,457
Manager, Oracle Technology	1.00	NU	FT		171,678	20	124,972	187,457
Manager, Enterprise Architecture	1.00	NU	FT		158,779	20	124,972	187,457
DBA, Senior, Oracle Applications	3.00	NU	FT		443,193	18	106,102	159,154
Engineer, Senior, Software	4.00	NU	FT		548,498	18	106,102	159,154
Database Architect, Senior	2.00	NU	FT		273,189	18	106,102	159,154
Developer, Senior, Oracle	3.00	NU	FT		425,339	17	97,654	146,480
Engineer, Software	7.00	NU	FT		832,081	16	89,803	134,705
Analyst, Senior, IT Systems	2.00	NU	FT		223,561	16	89,803	134,705
Total	25.00				3,425,556			

Intelligent Transportation Systems Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT		191,675	22	146,743	220,116
Manager, ITS OCC Systems	1.00	NU	FT		167,485	20	124,972	187,457
Engineer, Senior, Intelligent Transp Systems	9.00	NU	FT		1,195,519	18	106,102	159,154
Engineer, Senior, Software	3.00	NU	FT		430,514	18	106,102	159,154
Engineer, Intelligent Transportation Systems	2.00	NU	FT		230,413	16	89,803	134,705
Engineer, Associate, Intelligent Transp Systems	2.00	NU	FT		180,424	13	69,520	104,280
Total	18.00				2,396,030			



[This Page Left Intentionally Blank]

Public Affairs Division

DEPARTMENTS	PAGE
• Public Affairs Administration (PAA)	169
• Transit Equity, Inclusion & Community Affairs (TEICA).....	173
• Government Services and Public Affairs (GSPA).....	175
• Communications & Marketing (CM).....	177
• Customer Information Services (CIS).....	179

- MAJOR PRIORITIES OF THE DIVISION**
- ▽ (PAA) Public Affairs is composed of: Administration, Transit Equity, Inclusion & Community Affairs, Government Relations, Communications & Marketing, and Customer Information Services.
 - ▽ (TEICA) Responsible for assisting TriMet in reaching the agency’s goals related to equity, outreach, to minority communities, transit equity, community engagement, Disadvantaged Business Enterprise (DBE) utilization and Community Affairs.
 - ▽ (GSPA) Managing 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 communication, marketing, outreach and customer experience plans to ensure the agency’s communications are consistent and effective.
 - ▽ (CIS) Supports the agency’s business plan creating the best possible experience for our riders.



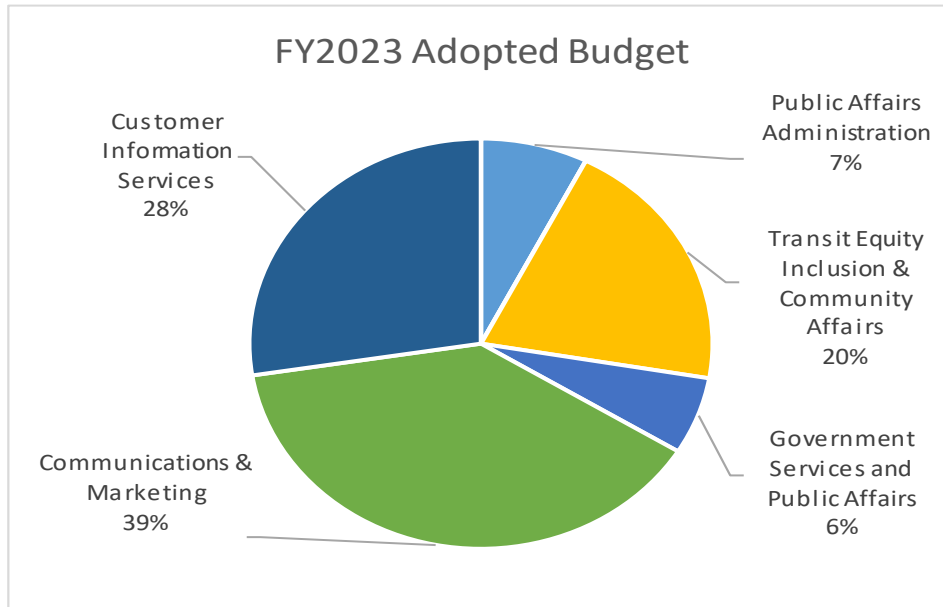
- DIVISIONAL FUN FACTS...**
- » In January 2022, TriMet’s Communications and IT departments upgraded its website to help attract and retain riders by making it easier for people to plan trips and track their rides. The trimet.org homepage now features an interactive map with real-time vehicle locations, improved search, and a modern phone-friendly design.
 - » TriMet’s Communications team produced more than 80 social posts, news releases, videos and marketing elements to promote the agency’s hiring push for bus operators, increasing weekly applications received from 9 the week of July 5, 2021, to 114 by the week of April 18, 2022.
 - » TriMet has a robust presence on social media, with its posts on Facebook and Twitter viewed more than 11 million times in 2021.

Performance Metrics Public Affairs Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Build ridership to 90% of pre-pandemic levels.			X	Public Affairs Administration	50%	70%	50%
Build strategic relationships and support for TriMet's projects by collaborating with 4 contracting associations.		X	X	Transit Equity, Inclusion & Community Affairs	60%	50%	100%
Coordinate Access Transit Program and expansion with HB2017 funds by investing in 70 Community Based Organizations.		X		Transit Equity, Inclusion & Community Affairs	40%	60%	100%
Provide the mechanisms and programs necessary to obtain financial, legislative and political support that will enable TriMet to fund and implement its capital and operating programs at a minimum, equal to the rate of the regional population growth.	X	X	X	Government Services and Public Affairs	100%	80%	100%
Establish a viable political framework for implementation of TriMet funding goals.	X	X		Government Services and Public Affairs	50%	60%	80%
Increase awareness of TriMet's service and initiative through monthly newsletters to neighborhood associations, CBO's, employers, regional and state leaders.	X			Communications & Marketing	50%	70%	100%
Identify and implement at least 1 focused marketing opportunity to mitigate impact of COVID-19 pandemic on ridership.	X			Communications & Marketing	60%	70%	100%
Deliver timely, accurate service information to riders via static and dynamic content channels, including quarterly service changes. All static information updated within two weeks of change. All digital or dynamic information updated on effective date.	X			Customer Information Services	100%	95%	100%
Distribute schedules and service information internally and externally to regional partners and ticket outlets.	X			Customer Information Services	90%	85%	90%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	9,490,225	9,312,772	8,712,063	8,168,128	10,027,352	10,027,352	9,682,582
Materials & Services	5,850,600	5,666,496	5,004,300	3,243,267	5,403,300	5,403,300	5,383,300
Total	\$15,340,825	\$14,979,268	\$13,716,363	\$11,411,395	\$15,430,652	\$15,430,652	\$15,065,882

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Public Affairs Administration	788,479	948,506	1,007,240	848,283	1,718,369	1,718,369	1,126,535
Policy & Planning	4,072,423	4,475,231					
Transit Equity Inclusion & Community Affairs	1,552,261	1,412,202	2,997,037	1,804,461	3,002,322	3,002,322	3,047,799
Government Services and Public Affairs	887,465	981,444	826,448	733,638	887,935	887,935	918,776
Communications & Marketing	4,436,626	3,601,026	5,039,027	4,610,823	5,722,532	5,722,532	5,832,740
Customer Information Services	3,603,571	3,560,859	3,846,611	3,414,190	4,099,494	4,099,494	4,140,032
Total	\$15,340,825	\$14,979,268	\$13,716,363	\$11,411,395	\$15,430,652	\$15,430,652	\$15,065,882

Total Division FTE	99.25	87.25	90.75	90.75	86.25	86.25	86.25
---------------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------



PUBLIC AFFAIRS ADMINISTRATION DEPARTMENT

Summary	FY2020		FY2021		FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted		
Personnel Services	582,371	588,161	710,740	515,409	1,421,869	1,421,869	830,035		
Materials & Services	206,108	360,345	296,500	332,874	296,500	296,500	296,500		
Total	\$788,479	\$948,506	\$1,007,240	\$848,283	\$1,718,369	\$1,718,369	\$1,126,535		

Department Description & Responsibilities		
<p><u>Major Functions:</u> The Public Affairs Division is composed of the following departments: Administration; Transit Equity Inclusion & Community Affairs; Communications & Marketing; Customer Information Services; Government Affairs and Public Affairs.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ▪ Objective #1D: Ensure equitable distribution of services and resources 	Build ridership to 90% of pre-pandemic levels.	June 30, 2027
Category: Customers ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Effectively communicate agency goals and gather public and community input during 4 public information gathering sessions.	June 30, 2023
Category: Internal Business Practices ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4C: Improve service delivery 	Complete planning for TriMet services and amenities to reflect community input, respond to population growth and improve access.	June 30, 2023

Public Affairs Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	447,266	387,926	588,706	388,231	695,443
Fringe	135,406	200,235	122,034	127,178	134,592
Capitalized Labor-Fringe	-301				
Total	\$582,371	\$588,161	\$710,740	\$515,409	\$830,035

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal			5,000	1,665	5,000
Professional & Technical-Gen & Adm	8,925	113,555	94,400	35,458	94,400
Temporary Help-Gen & Adm			1,500	500	1,500
Other Services- Gen & Adm	16,074	-782	18,800	11,103	18,800
Office Supplies	6,720	4,611	7,800	3,149	7,800
Other Materials- Gen & Adm	1,070	435	4,800	2,396	4,800
Unreconciled Mastercard Expense				13,957	
Safety Supplies- Gen & Adm				2,109	
Telephone	77,358	81,708	67,500	82,913	67,500
NU-Dues & Subscriptions	31,084	40,844	29,800	27,265	29,800
NU-Local Travel & Meetings	7,036	4,058	18,400	8,959	18,400
NU-Education & Training - Gen & Adm	15,027	3,802	28,000	26,473	28,000
NU-Out-Of-Town Travel	41,969	52	19,500	12,141	19,500
Employee Recognition	845	112,062	1,000	104,786	1,000
Total	\$206,108	\$360,345	\$296,500	\$332,874	\$296,500

POLICY & PLANNING DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,281,578	1,186,991					
Materials & Services	2,790,845	3,288,240					
Total	\$4,072,423	\$4,475,231					

The Policy & Planning Department was moved to Engineering & Construction Division in FY2022.

Policy & Planning Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	960,051	856,174			
Fringe	326,047	344,012			
Capitalized Labor-Fringe	-4,520	-13,195			
Total	\$1,281,578	\$1,186,991			

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	72,911	428,558			
Metro Unified Work Prog	240,000	250,000			
Job Access Program Services	8,734				
Ride Connection Program	379,919	969,651			
Accessibility Services - State Program (5310)	30	163,180			
Accessibility Services - Federal (Program)	2,063,617	1,273,081			
Other Services- Gen & Adm	2,705	201,116			
Other Materials- Gen & Adm	7,205	796			
Computer Equip under \$5,000	1,629	202			
Telephone	1,307	1,561			
NU-APTA & OTA Dues	11,000				
NU-Education & Training - Gen & Adm	114	95			
NU-Out-Of-Town Travel	1,674				
Total	\$2,790,845	\$3,288,240			

TRANSIT EQUITY INCLUSION & COMMUNITY AFFAIRS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,148,764	1,102,854	1,220,237	1,093,454	1,290,522	1,290,522	1,335,999
Materials & Services	403,497	309,348	1,776,800	711,007	1,711,800	1,711,800	1,711,800
Total	\$1,552,261	\$1,412,202	\$2,997,037	\$1,804,461	\$3,002,322	\$3,002,322	\$3,047,799

Department Description & Responsibilities

Major Functions: The Department of Transit Equity, Inclusion & Community Affairs is responsible for assisting TriMet in reaching the agency's goals related to equity, outreach to minority communities, transit equity, community engagement, Disadvantaged Business Enterprise (DBE) utilization, and Community Affairs.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders ▪ Objective #1D: Ensure equitable distribution of services and resources ➤ Goal #3: Supportive broader community ▪ Objective #3A: Ensure strong support for transit and TriMet	Build strategic relationships and support for TriMet's projects by collaborating with 4 Community based agencies near service lines connected to agency construction efforts.	June 30, 2023
	Direct the development, implementation and monitoring of TriMet's DBE and MWESB program and goals by producing and submitting 2 semi-annual program progress reports to FTA.	June 30, 2023
	Coordinate Access Transit Program & expansion with HB2017 funds by investing in 115 Community Based Organizations.	June 30, 2023
	Support the development of an updating agency Title VI program	October 31, 2023
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6A: Grow business inclusion and diversity efforts	Continue to share TriMet's story through a department monthly newsletter to 100 community and government stakeholders.	June 30, 2023
	Support and staff TEAC & Safety and Security, Small Business, a Language Access Plan Committee, and the youth subcommittee by making staff available to attend monthly and quarterly meetings.	June 30, 2023
	Support the development of new contracting goals and strategies in support of Objective #6A for 4 of TriMet's Divisions	June 30, 2023

Transit Equity Inclusion & Community Affairs Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,479,408	1,381,758	1,493,457	1,243,782	1,547,468
Fringe	548,778	541,054	543,062	505,267	611,835
Capitalized Labor-Fringe	-879,422	-819,958	-816,282	-655,595	-823,304
Total	\$1,148,764	\$1,102,854	\$1,220,237	\$1,093,454	\$1,335,999

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	180	555		390	50,000
Student Pass/BETC Program			10,000	3,335	10,000
First Step Youth	5,285	75,000	73,200	24,400	73,200
Other Services- Gen & Adm	248,792	153,315	1,612,300	623,881	1,497,300
Office Supplies	3,012	1,158		1,214	
Other Materials- Gen & Adm	9,291	5,932		2,772	
Unreconciled Mastercard Expense	56				
Community Outreach	127,361	67,571	81,300	48,058	81,300
Outreach/Promotions		2,600			
Telephone	560	652		116	
NU-Dues & Subscriptions	2,500	2,220		6,698	
NU-Local Travel & Meetings	1,867	325			
NU-Out-Of-Town Travel	4,593	20		143	
Total	\$403,497	\$309,348	\$1,776,800	\$711,007	\$1,711,800

GOVERNMENT SERVICES AND PUBLIC AFFAIRS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	582,967	595,242	441,948	445,257	493,435	493,435	524,276
Materials & Services	304,498	386,202	384,500	288,381	394,500	394,500	394,500
Total	\$887,465	\$981,444	\$826,448	\$733,638	\$887,935	\$887,935	\$918,776

Department Description & Responsibilities		
<p>Major Functions: The Government Services and Public Affairs Department is responsible for managing on-going intergovernmental relations and for long-range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #3: Supportive broader community ▪ Objective #3A: Ensure strong support for transit and TriMet	Develop, manage and coordinate governmental relations programs by meeting with and further establishing relationships with all 28 regional mayors, county commissioners, and 7 members of Oregon's Federal Delegation.	June 30, 2023
Category: Internal Business Practices ➤ Goal #5: Design and deliver successful projects ▪ Objective #5B: Develop partnerships to support faster and more reliable bus service	Maintain ongoing communication and support with all local, regional, state and federal jurisdictions, legislative officials, and partners.	June 30, 2024
	Obtain more funding via development of a political framework and legislative plan	June 30, 2024
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: Increase financial resources	Establish a viable political framework for implementation of TriMet funding goals.	June 30, 2023
	Provide the mechanisms and programs necessary to obtain financial, legislative and political support that will enable TriMet to fund and implement its capital and operating programs at a minimum, equal to the rate of the regional population growth.	June 30, 2023

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	416,810	419,770	333,733	303,096	394,402
Fringe	166,157	175,472	108,215	142,161	129,874
Total	\$582,967	\$595,242	\$441,948	\$445,257	\$524,276

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	155,693	236,687	318,300	225,381	328,300
Student Pass/BETC Program	1,538				
Consumer Research & Eval	75,535	80,548		1,997	
Other Services- Gen & Adm	19,773	8,100	6,300	3,900	6,300
Other Materials- Gen & Adm			1,000	335	1,000
Telephone	798				
NU-Dues & Subscriptions		500			
NU-APTA & OTA Dues	51,058	60,342	58,900	56,768	58,900
NU-Local Travel & Meetings	103				
Media Fees		25			
Total	\$304,498	\$386,202	\$384,500	\$288,381	\$394,500

COMMUNICATIONS & MARKETING DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,868,172	2,737,235	3,042,627	3,155,609	3,272,132	3,272,132	3,402,340
Materials & Services	1,568,454	863,791	1,996,400	1,455,214	2,450,400	2,450,400	2,430,400
Total	\$4,436,626	\$3,601,026	\$5,039,027	\$4,610,823	\$5,722,532	\$5,722,532	\$5,832,740

Department Description & Responsibilities

Major Functions: The Communications & Marketing Department develops and executes a comprehensive communication, marketing, outreach and customer experience plan to ensure the agency's communications are consistent and effective as we bolster TriMet's reputation and brand (overall customer experience). We build public understanding of, and support for, TriMet's initiatives and our vision, mission and values. We help shape public perception and continue to support TriMet's Business Plan.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ▪ Objective #1C: Improve customer experience, information, and services 	Finalize development of a comprehensive ridership recovery marketing plan.	September 5, 2022
	Conduct market research quarterly to enhance communications and outreach that will encourage return and new riders.	January 3, 2023
Category: Customers ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Increase awareness of TriMet's service and initiatives by growing the audience for the agency's monthly newsletters.	June 30, 2023
	Hold Town Hall events at least once a month to keep employees informed of agency initiatives.	December 31, 2022
	Hold Town Hall events at least once a month to keep employees informed of agency initiatives.	June 30, 2026

Communications & Marketing Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	2,199,018	2,032,051	2,346,658	2,432,051	2,588,882
Fringe	910,721	779,443	852,812	852,716	1,004,338
Capitalized Labor-Fringe	-241,567	-74,259	-156,843	-129,158	-190,880
Total	\$2,868,172	\$2,737,235	\$3,042,627	\$3,155,609	\$3,402,340

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Production	215,795	116,940	152,800	97,004	152,800
Professional & Technical-Gen & Adm	173,990	81,825	130,300	129,414	130,300
Consumer Research & Eval			103,500	53,859	103,500
Software Hosting/Subscription Services	94,857	68,993		26,837	
Other Services- Gen & Adm	40,644	2,218	36,000	12,901	660,000
Graphics Material	6,342	3,221	8,300	2,862	8,300
Office Supplies	112,375	49,646		12,687	
Unreconciled Mastercard Expense				460	
Computer Equip under \$5,000		2,764	5,000	4,315	5,000
Safety Supplies- Gen & Adm		109,800			
Promotions	214,673	65,241	85,500	92,854	85,500
Publications	814	122	1,000	3,904	1,000
Outreach/Promotions	236,858	87,470	1,087,100	820,750	787,100
Van Pool	1,652	207			
Sales Programs	33,000	15,263	10,000	4,755	10,000
Telephone	10,185	12,092		6,181	
NU-Dues & Subscriptions	80	95			
Chamber Dues & Fees	6,600	5,568	5,900	1,965	5,900
NU-Local Travel & Meetings	119	2		38	
NU-Education & Training - Gen & Adm	3,197	2,075		1,671	
NU-Out-Of-Town Travel	917				
Media Fees	410,130	220,363	227,000	118,532	227,000
Employee Communications	6,226	3,423	4,000	1,585	4,000
Employee Recognition		16,463	140,000	62,640	
Special Event Expenses					250,000
Total	\$1,568,454	\$863,791	\$1,996,400	\$1,455,214	\$2,430,400

CUSTOMER INFORMATION SERVICES DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,026,373	3,102,289	3,296,511	2,958,399	3,549,394	3,549,394	3,589,932
Materials & Services	577,198	458,570	550,100	455,791	550,100	550,100	550,100
Total	\$3,603,571	\$3,560,859	\$3,846,611	\$3,414,190	\$4,099,494	\$4,099,494	\$4,140,032

Department Description & Responsibilities

Major Functions: The Customer Information Services Department supports the agency's business plan creating the best possible experience for our 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.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1C: Improve customer experience, information, and services ➤ Goal #3: Supportive broader community <ul style="list-style-type: none"> ▪ Objective #3A: Ensure strong support for transit and TriMet 	Deliver timely, accurate service information to riders via static and dynamic content channels, including quarterly service changes. All static information updated within two weeks of change. All digital or dynamic information updated on effective date.	June 30, 2023
	Management responds to all rider requests within five days for information, amenities, and signage.	December 31, 2022
	Distribute service information to regional partners within 30 days of service impact.	December 31, 2022
	90% agency-wide Division participation in supporting field operations with on-street staffing.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-service employees 	Pilot the e-learning module for customer service training with 150 employees participating	June 30, 2023
	Provide semi-annual reports on detailed analysis of TriMet rider preferences to support customer friendly initiatives.	January 30, 2023

Customer Information Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	2,105,403	2,149,546	2,237,429	2,000,006	2,441,298
Fringe	927,701	1,023,025	1,059,082	958,393	1,148,634
Capitalized Labor-Fringe	-6,731	-70,282			
Total	\$3,026,373	\$3,102,289	\$3,296,511	\$2,958,399	\$3,589,932

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	4,014	637	7,300	4,510	7,300
Other Services- Gen & Adm	1,541	1,607	2,500	2,186	2,500
Uniforms- Rev Veh Op	3,188	1,046	2,500	835	2,500
Schedule & service information	186,161	127,952	185,000	182,595	185,000
Office Supplies	988	1,178		362	
Other Materials- Gen & Adm	4,671	509	2,500	4,721	2,500
Unreconciled Mastercard Expense				240	
Safety Supplies- Gen & Adm		2,445		269	
Schedule Books & Map	4,008	2,431	10,900	4,316	10,900
On Street Customer Service	34,348	12,749	23,700	14,330	23,700
Customer Info Material	7,460	15,581	11,400	3,800	11,400
Customer information & signage	230,482	184,728	216,600	177,559	216,600
Call Center Operations	82,939	102,862	85,900	56,271	85,900
Customer Information Materials	150				
Telephone	10,488	4,545		3,197	
NU-Dues & Subscriptions	2,800				
Customer Service Training	3,960	300	1,800	600	1,800
Total	\$577,198	\$458,570	\$550,100	\$455,791	\$550,100

Public Affairs Personnel Profile

Public Affairs Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Public Affairs	1.00	NU	FT		198,405	23	158,834	238,253
Assistant, Executive Administrative	1.00	NU	FT		77,704	11	58,387	87,582
Total	2.00				276,109			

Transit Equity Inclusion & Community Affairs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Equity, Inclusion, & Community Affairs	1.00	NU	FT		163,844	20	124,972	187,457
Manager, Community Affairs & Communications	1.00	NU	FT		121,779	16	89,803	134,705
Manager, Community Engagement Programs	1.00	NU	FT		115,160	16	89,803	134,705
Manager, Civil Rights & Equity Programs	1.00	NU	FT		112,253	16	89,803	134,705
Supervisor, Community Affairs	1.00	NU	FT		94,200	14	75,773	113,660
Coordinator, Senior, Fare Policy Program	1.00	NU	FT		100,897	14	75,773	113,660
Administrator, Senior, DBE & Workforce Equity	1.00	NU	FT		94,717	14	75,773	113,660
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT		83,898	13	69,520	104,280
Coordinator, Community Affairs	1.00	NU	FT		82,590	12	63,738	95,605
Coordinator, Community Affairs	3.00	NU	FT	✓	238,651	12	63,738	95,605
Coordinator, Outreach Services	1.00	NU	FT		85,862	11	58,387	87,582
Coordinator, Outreach Programs & Events	1.00	NU	FT	✓	72,984	11	58,387	87,582
Representative, Community Affairs	1.00	NU	FT		65,633	10	53,458	80,185
Assistant, Administrative	2.00	NU	FT		115,001	7	40,810	61,215
Total	17.00				1,547,469			

Government Services and Public Affairs Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Government Relations	1.00	NU	FT		157,695	19	115,201	172,803
Program Manager, Government Relations	1.00	NU	FT		132,628	18	106,102	159,154
Coordinator, Senior, Government Affairs	1.00	NU	FT		104,080	15	82,536	123,804
Total	3.00				394,403			

Public Affairs Personnel Profile

Communications & Marketing Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Marketing & Business Development	1.00	NU	FT		168,855	21	135,483	203,226
Director, Communications	1.00	NU	FT		139,337	19	115,201	172,803
Manager, Fare Programs	1.00	NU	FT		100,669	16	89,803	134,705
Manager, Creative Services	1.00	NU	FT		119,933	15	82,536	123,804
Manager, Marketing Strategy & Promotions	1.00	NU	FT		110,654	15	82,536	123,804
Manager, Employee Communications	1.00	NU	FT		92,564	15	82,536	123,804
Manager, Digital Communications	1.00	NU	FT		105,877	15	82,536	123,804
Analyst, Senior, Research	1.00	NU	FT		103,923	14	75,773	113,660
Public Information Officer	2.00	NU	FT		196,385	14	75,773	113,660
Coordinator, Senior, Marketing Communications	1.00	NU	FT		86,900	13	69,520	104,280
Coordinator, Senior, Communications	1.00	NU	FT		88,172	13	69,520	104,280
Coordinator, Employee Communications	1.00	NU	FT		87,639	12	63,738	95,605
Designer, Web/Developer	2.00	NU	FT		165,779	12	63,738	95,605
Coordinator, Transportation Options	1.00	NU	FT		84,900	11	58,387	87,582
Representative, Transportation Options	2.00	NU	FT		149,308	11	58,387	87,582
Coordinator, Outreach Programs & Events	1.00	NU	FT		83,923	11	58,387	87,582
Coordinator, Outreach Programs & Events	1.00	NU	FT	✓	77,741	11	58,387	87,582
Coordinator, Marketing Communications	1.00	NU	FT		78,498	11	58,387	87,582
Graphic Designer	3.00	NU	FT		221,432	11	58,387	87,582
Coordinator, Print Production	1.00	NU	FT		74,698	10	53,458	80,185
Specialist, Senior, Transportation Options	2.00	NU	FT		121,744	9	48,891	73,335
Specialist, Senior, Video Production	1.00	NU	FT		64,252	9	48,891	73,335
Assistant, Senior Administrative	1.00	NU	FT		65,700	9	48,891	73,335
Total	29.00				2,588,883			

Public Affairs Personnel Profile

Customer Information Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Customer Experience	1.00	NU	FT		102,292	17	97,654	146,480
Manager, Customer Information	1.00	NU	FT		92,267	13	69,520	104,280
Manager, Customer Service	1.00	NU	FT		88,600	13	69,520	104,280
Analyst, Business Customer Experience	1.00	NU	FT		79,671	12	63,738	95,605
Coordinator, Senior, On-Street Customer Service	1.00	NU	FT		73,534	10	53,458	80,185
Assistant, Senior Administrative	1.00	NU	FT		61,641	9	48,891	73,335
Specialist, Information Development	8.00	U	FT		666,549	732	61,672	82,222
Customer Service Representative	5.00	U	FT		367,646	731	54,434	72,571
Representative, Field Outreach & Comm. Rels.	5.25	U	PT		230,922	715	35,131	43,930
Customer Experience Agent	9.00	U	FT		454,112	714	40,477	53,581
Supervisor, Customer Service Center	2.00	U	FT		171,887	710	63,627	84,822
Total	35.25				2,389,121			

Finance & Administrative Services Division

DEPARTMENTS	PAGE
• Finance & Administrative Services (FAS).....	187
• Financial Services (FS).....	189
• Budget & Grants Administration (BGA).....	191
• Risk Management (RM).....	193
• Procurement & Supply Chain Management (PSCM).....	195
• Fare Revenue & Administrative Services (FRAS)	197

MAJOR PRIORITIES OF THE DIVISION

- ▽ (FAS) Managing agency financial activities, assuring effective financial controls, planning for future financial requirements and providing customer service.
- ▽ (FS) Accounting & reporting on the day-to-day financial activities.
- ▽ (BGA) Agency financial planning, forecasting and budgeting, performance reporting and analysis, fare revenue analysis and grant administration.
- ▽ (RM) Managing self-insured workers' compensation (WC), light duty program and risk management.
- ▽ (PSCM) Manage the supply chain process for all outsourced goods and services to support TriMet's operation, including warranty programs.
- ▽ (FRAS) Managing fare collection across the region. Agency-wide business process improvement, document services and inter-office mail.



DIVISIONAL FUN FACTS...

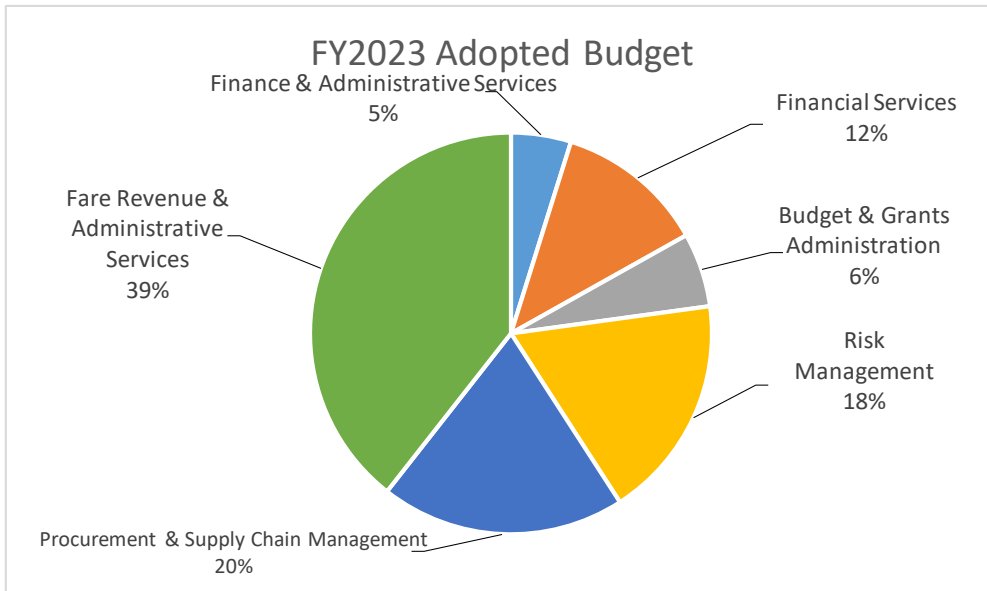
- » TriMet's total adopted budget has exceeded \$1 billion for the past ten years.
- » TriMet received its first GFOA Distinguished Budget Award in FY2021 in its inaugural year of applying for the award.
- » For over ten consecutive fiscal years, TriMet's audit of our Federal awards has been free from 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 is posted at: [Transparency and Accountability \(trimet.org\)](https://www.trimet.org/transparency-and-accountability)
- » In FY2023, the Supply Chain Team will transition the materials management operation to a hub and spoke model and move a lot of the parts, material and supplies necessary to maintain our assets to a warehouse on the Columbia Bus Base property
- » Since the launch of Hop Fastpass in July 2017, there have been over 115 million taps on the system and \$175 million in revenue.

Performance Metrics Finance & Administrative Services Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Meet the 6 Strategic Financial Plan through complex strategic financial planning, forecasting and analysis, and budgeting.		X		Finance & Administrative Services	100%	100%	100%
Manage the issuance of 1 bond sale for the Better Red capital project.		X		Finance & Administrative Services	100%	100%	N/A
Maintain self-insurance reserves within +/-10% recommended reserves levels to ensure adequate coverage.		X	X	Financial Services	100%	100%	100%
Publish annual audited financial statements and single audit within six months of fiscal year -end.		X		Financial Services	100%	100%	100%
Develop and publish the Monthly Performance Report (MPR) and Dashboard within 1 week of months end close.	X			Budget & Grants Administration	100%	100%	100%
Develop and publish all three public versions of the annual Budget.		X		Budget & Grants Administration	100%	100%	100%
Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects		X		Budget & Grants Administration	100%	100%	100%
Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.		X		Risk Management	90%	In process	90%
Develop a communication campaign to increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.		X	X	Procurement & Supply Chain Management	40%	In process	60%
Transition to a new P-Card Banking firm. Increase the annual rebate by 3% with Financial Services.			X	Procurement & Supply Chain Management	80%	In process	100%
Assess and develop business case for integrated payment of mobility services.	X			Fare Revenue & Administrative Services	100%	100%	N/A
Complete strategic review of internal business processes and implement change management efforts for optimizing business practice.		X		Fare Revenue & Administrative Services	100%	100%	N/A

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	15,520,167	15,864,825	18,375,809	16,758,713	19,477,879	19,477,879	19,964,323
Materials & Services	9,283,915	6,772,017	11,802,800	9,351,741	12,661,800	12,661,800	12,661,800
Total	\$24,804,082	\$22,636,842	\$30,178,609	\$26,110,454	\$32,139,679	\$32,139,679	\$32,626,123

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Finance & Administrative Services	788,045	799,259	1,123,161	709,449	1,539,324	1,539,324	1,575,450
Financial Services	2,897,009	3,209,993	3,427,199	3,546,581	3,846,340	3,846,340	3,928,997
Budget & Grants Administration	1,169,560	1,198,723	1,453,473	1,563,692	1,852,494	1,852,494	1,943,556
Risk Management	4,088,391	4,365,826	5,057,021	5,179,856	5,873,072	5,873,072	5,887,967
Procurement & Supply Chain Management	5,111,337	5,242,989	6,354,212	5,598,880	6,319,372	6,319,372	6,431,231
Fare Revenue & Administrative Services	10,749,740	7,820,052	12,763,543	9,511,996	12,709,077	12,709,077	12,858,922
Total	\$24,804,082	\$22,636,842	\$30,178,609	\$26,110,454	\$32,139,679	\$32,139,679	\$32,626,123

Total Division FTE	137.00	133.00	152.50	152.50	156.50	156.50	156.50
--------------------	--------	--------	--------	--------	--------	--------	--------



FINANCE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	497,240	486,604	791,061	532,375	1,207,224	1,207,224	1,243,350
Materials & Services	290,805	312,655	332,100	177,074	332,100	332,100	332,100
Total	\$788,045	\$799,259	\$1,123,161	\$709,449	\$1,539,324	\$1,539,324	\$1,575,450

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.

Link to Business Plan

Category: Financial

- Goal #10: Fiscally sound and compliant
 - Objective #10A: Manage financial performance within Strategic Financial Plan guidelines

- Goal #12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan
 - Objective #12A: Manage financial capacity to deliver regional expectations for service growth

Goals & Objectives

Meet the 6 Strategic Financial Plan through complex strategic financial planning, forecasting and analysis, and budgeting.

Manage the monthly Capital Project Program in support of capital planning and project financing functions.

Manage and provide monthly oversight at the deferred compensation (457) plan and defined contribution (401 a) plan.

Manage, review, and strategize agency funding of all operating and capital needs.

Timeline

June 30, 2023

June 30, 2023

June 30, 2023

June 30, 2023



Finance & Administrative Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	363,418	340,349	672,221	350,621	983,883
Fringe	133,822	146,255	118,840	181,754	259,467
Total	\$497,240	\$486,604	\$791,061	\$532,375	\$1,243,350

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	1,469	17,453	125,000	41,665	125,000
Professional & Technical-Gen & Adm	166,077	255,998	29,800	32,418	29,800
Recruitment Expense	9	135	1,000	785	1,000
Temporary Help-Gen & Adm	386	956			
Other Services- Gen & Adm	14,858	12,242	18,500	9,690	18,500
Office Supplies	3,417	3,709	27,700	11,167	27,700
Equip/Furn < \$5,000-Gen & Adm	25,198	150	12,000	4,000	12,000
Other Materials- Gen & Adm	624		2,500	835	2,500
Unreconciled Mastercard Expense	63				
Safety Supplies- Gen & Adm		73			
Telephone	10,762	12,718	22,300	28,048	22,300
NU-Dues & Subscriptions	10,528	2,811	18,000	7,108	18,000
NU-Local Travel & Meetings	20	111			
NU-Education & Training - Gen & Adm	6,403	6,024	54,600	19,655	54,600
NU-Out-Of-Town Travel	27,167	205	10,700	18,336	10,700
Employee Recognition	2,914	70	10,000	3,367	10,000
Office Leases	20,910				
Total	\$290,805	\$312,655	\$332,100	\$177,074	\$332,100

FINANCIAL SERVICES DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,540,554	2,756,280	2,843,199	2,873,796	3,245,340	3,245,340	3,327,997
Materials & Services	356,455	453,713	584,000	672,785	601,000	601,000	601,000
Total	\$2,897,009	\$3,209,993	\$3,427,199	\$3,546,581	\$3,846,340	\$3,846,340	\$3,928,997

Department Description & Responsibilities

Major Functions: The Financial Services Department is responsible the day-to-day financial accounting and reporting activities of TriMet. The department's major functions include accounts payable, payroll, accounts receivable, cash management, accounting for grants, capital assets and long-term liabilities. The Department is also responsible for quarterly and annual financial reporting and the annual external financial audit and a audit of the schedule of expenditures of Federal awards.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: Increase financial resources	Maintain Accounts Receivable system software through annual upgrades to ensure processing of customer receipts continues without interruption 90% of the time.	June 30, 2023
	Maintain payroll systems with annual patches and software upgrades needed to process bi-weekly in-house payroll without interruptions 95% of the time.	June 30, 2023
Category: Financial ➤ Goal #10: Fiscally sound and compliant ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines	Maintain monthly, quarterly and annual financial reporting. Publish financial reports internally within three weeks from the previous month-end. Provide quarterly financial reports to the Board of Directors within three weeks after quarter-end.	Monthly
	Publish annual audited financial statements and single audit within six months of fiscal year-end.	December 31, 2022
	Ensure timely processing for accounts payable where vendor payments are processed within contracted terms or invoice terms 95% of the time.	Daily
	Update and implement changes to TriMet's Investment Policy annually. Policy changes are adopted by Resolution by the Board of Directors.	June 30, 2023
	Maintain self-insurance reserves within +/-10% recommended reserves levels to ensure adequate coverage.	June 30, 2023

Financial Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,805,495	1,925,487	2,056,762	2,057,249	2,391,734
Fringe	735,059	830,793	786,437	816,547	936,263
Total	\$2,540,554	\$2,756,280	\$2,843,199	\$2,873,796	\$3,327,997

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	1,323	637	12,000	4,000	12,000
Audits	250,364	221,089	315,000	305,000	315,000
Professional & Technical-Gen & Adm	20,082	64,642	30,000	132,134	30,000
Banking Charges	51,388	130,613	175,000	161,795	185,000
Temporary Help-Gen & Adm	8,586	10,221		11,592	
Software Hosting/Subscription Services	2,150	1,297	16,000	5,335	12,000
Other Services- Gen & Adm	1,468	4,130	24,000	24,544	24,000
Office Supplies	5,685	727		1,128	
Equip/Furn < \$5,000-Gen & Adm	489		6,000	13,836	4,000
Other Materials- Gen & Adm	11,637	14,235	4,000	2,496	19,000
Safety Supplies- Gen & Adm		21			
Telephone		1,911		1,815	
NU-Dues & Subscriptions	1,737	3,376		4,150	
NU-Education & Training - Gen & Adm	1,238	15		2,924	
Fines and Penalties - Payroll	308	799	2,000	2,036	
Total	\$356,455	\$453,713	\$584,000	\$672,785	\$601,000

BUDGET & GRANTS ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,065,322	1,134,541	1,253,973	1,309,660	1,552,594	1,552,594	1,643,656
Materials & Services	104,238	64,182	199,500	254,032	299,900	299,900	299,900
Total	\$1,169,560	\$1,198,723	\$1,453,473	\$1,563,692	\$1,852,494	\$1,852,494	\$1,943,556

Department Description & Responsibilities		
<p>Major Functions: The Budget & Grants Administration Department is responsible for major functions: Agency financial planning, forecasting and budgeting, performance reporting and analysis, fare revenue analysis and grants administration.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	Seek out at least 1 new eligible discretionary funding source and submit applications to fund capital projects, replacement or expansion of fleet vehicles or regional mobility expansion.	June 30, 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines 	Develop and publish the Monthly Performance Report (MPR) and Dashboard within 1 week of months end close.	June 30, 2023
	Maintain a Forecast accuracy of 90% or greater on all major resources and requirements.	June 30, 2023
	Develop and publish all three public versions of the annual Budget.	June 30, 2023
	Maintain the GFOA Budget Award for the FY2023 Budget.	December 2022
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	Complete the annual Transit Asset Management (TAM) analysis.	September 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #12: Financial capacity to advance regional expectations for service growth and quality as represented in Regional Transportation Plan <ul style="list-style-type: none"> ▪ Objective #12A: Manage financial capacity to deliver regional expectations for service growth 	Complete annual compliance monitoring of subrecipients receiving Federal and/or state funding on projects.	June 30, 2023
	Timely execute all available FTA apportionment funding to sustain agency operations and for preventive maintenance.	June 30, 2023

Budget & Grants Administration-Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	798,963	842,624	927,290	981,349	1,231,100
Fringe	266,359	291,917	326,683	328,311	412,556
Total	\$1,065,322	\$1,134,541	\$1,253,973	\$1,309,660	\$1,643,656

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	35,190	27,037	134,900	164,023	225,300
Economic Forecasts	45,882	28,695	32,000	43,952	32,000
Ridership Counts/Surveys	6,200		15,000	5,000	15,000
Other Services- Gen & Adm	313	2,676	15,000	5,378	15,000
Office Supplies	10,687	111		461	
Other Materials- Gen & Adm	1,999	958	2,600	2,540	12,600
NU-Dues & Subscriptions	2,096	3,645		2,405	
NU-Local Travel & Meetings	39				
NU-Education & Training - Gen & Adm	1,832	1,060		459	
Software License Fees				29,814	
Total	\$104,238	\$64,182	\$199,500	\$254,032	\$299,900

RISK MANAGEMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	745,046	789,478	755,921	741,223	803,372	803,372	818,267
Materials & Services	3,343,345	3,576,348	4,301,100	4,438,633	5,069,700	5,069,700	5,069,700
Total	\$4,088,391	\$4,365,826	\$5,057,021	\$5,179,856	\$5,873,072	\$5,873,072	\$5,887,967

Department Description & Responsibilities		
Major Functions: The Risk Management Department is responsible for managing Self-Insured Workers Compensation, Light Duty Program and Risk Management.		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service. <ul style="list-style-type: none"> ▪ Objective #4A: Increase personal safety 	Manage the agency's light duty program by utilizing injured employees in a modified duty capacity based on medical restrictions and availability of suitable work. Light duty enrollment enables the agency to qualify for benefits through the Employer at Injury Program, which repays the agency 50% of each injured employees modified duty wages up to 66 workdays within a 24-consecutive-month time frame.	June 30, 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines 	Manage the self-insured WC claim program and obtain 90% or better on state quarterly WC claims processing audits.	June 30, 2023
Category: Financial <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	Evaluate, prioritize, and manage agency risk and maintain sufficient levels of insurance to protect agency assets.	June 30, 2023

Risk Management Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	533,748	552,653	548,710	527,418	577,370
Fringe	211,298	237,368	207,211	216,759	240,897
Capitalized Labor-Fringe		-543		-2,954	
Total	\$745,046	\$789,478	\$755,921	\$741,223	\$818,267

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Claims Services	1,903	1,620	2,000	827	2,000
Other Services- Gen & Adm	1,547	1,824	8,100	4,467	8,100
Office Supplies	6,180	837		209	
Other Materials- Gen & Adm	521	4,792	1,000	1,933	1,000
Safety Supplies- Gen & Adm				419	
Phys Damage Ins - B,G &Eq	1,003,552	558,805	1,100,000	1,496,650	1,175,000
Railroad Protective Ins	126,567	154,246	220,000	159,738	220,000
Cyber Security Insurance	314,111	41,198	30,000	10,000	90,000
PMLR Insurance Costs	163,417	399,834		300,322	539,000
WES Insurance Costs	1,291,568	1,821,467	2,474,000	2,192,821	2,459,300
Public Entity Liability Insurance	433,929	591,725	466,000	270,952	575,300
NU-Dues & Subscriptions	50				
NU-Education & Training - Gen & Adm				295	
Total	\$3,343,345	\$3,576,348	\$4,301,100	\$4,438,633	\$5,069,700

PROCUREMENT & SUPPLY CHAIN MANAGEMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,900,821	5,040,726	6,106,212	5,338,421	6,103,372	6,103,372	6,215,231
Materials & Services	210,516	202,263	248,000	260,459	216,000	216,000	216,000
Total	\$5,111,337	\$5,242,989	\$6,354,212	\$5,598,880	\$6,319,372	\$6,319,372	\$6,431,231

Department Description & Responsibilities		
<p>Major Functions: The Procurement & Supply Chain Management Department is responsible for three major sections: Contracts, Purchasing, and Stores and Warranty Programs.</p>		
Link to Business Plan	Goals & Objectives	Timeline
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6A: Grow business inclusion and diversity efforts ▪ Objective #6B: Increase financial resources 	<p>Develop a communication campaign to increase the number of State-certified firms registering in TriP\$ and participating in opportunities by 20%.</p>	<p>June 30, 2023</p>
	<p>Develop a strategy framework to increase contracting opportunities with State-certified firms and small businesses by 5%.</p>	<p>June 30, 2023</p>
	<p>Transition to a new P-Card Banking firm. Increase the annual rebate by 3% with Financial Services.</p>	<p>June 30, 2023</p>
<p>Category: People & Innovation</p> <ul style="list-style-type: none"> ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9AC: Foster employee innovation, including process improvements and partnerships 	<p>Partner with IT to transition the print, copier and fax machine fleet to a managed print services solution.</p>	<p>June 30, 2023</p>
<p>Category: Financial</p> <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance, and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair targets for all identified asset classes 	<p>Transition the inventory materials management operation for Bus, Rail, Maintenance-of-Way, Facilities Maintenance, WES Commuter Rail, and Fare Equipment and Communications to a hub and spoke model with the move to the Columbia Blvd Materials Management Center.</p>	<p>June 30, 2023</p>

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	3,426,168	3,530,432	4,295,210	3,772,149	4,442,322
Fringe	1,479,472	1,510,366	1,811,002	1,566,272	1,772,909
Capitalized Labor-Fringe	-4,819	-72			
Total	\$4,900,821	\$5,040,726	\$6,106,212	\$5,338,421	\$6,215,231

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm		17,028	40,000	61,353	8,000
Photocopier Maintenance	20,400	20,334	15,000	19,668	15,000
Laundry	448	15	3,000	1,025	3,000
Other Services- Gen & Adm	7,649	22,021	20,000	20,207	20,000
Procurement Advertising			35,000	16,665	35,000
Office Supplies	74,158	39,475	68,400	38,467	68,400
Freight	58,323	51,444	40,000	40,746	40,000
Equip/Furn < \$5,000-Rev Eq Maint	12,950	2,245	1,000	6,862	1,000
Other Materials- Gen & Adm	3,470	12,919	14,500	31,768	14,500
Other Materials- Rev Eq Maint	3,169	25,411	5,100	15,286	5,100
Unreconciled Mastercard Expense	1,223			1,087	
Default Expense	1,157				
Safety Supplies- Gen & Adm	3,510	1,518	5,000	4,689	5,000
Telephone	190	4,221		1,554	
OR Corporate Activity Tax (CAT)				7	
NU-Dues & Subscriptions	12,502	6,798			
NU-Local Travel & Meetings	52				
NU-Education & Training - Gen & Adm	8,555	-886		740	
NU-Out-Of-Town Travel	2,027	-280			
Freight Expense	144				
CDL Renewals			1,000	335	1,000
Rental	589				
Total	\$210,516	\$202,263	\$248,000	\$260,459	\$216,000

FARE REVENUE & ADMINISTRATIVE SERVICES DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,771,184	5,657,196	6,625,443	5,963,238	6,565,977	6,565,977	6,715,822
Materials & Services	4,978,556	2,162,856	6,138,100	3,548,758	6,143,100	6,143,100	6,143,100
Total	\$10,749,740	\$7,820,052	\$12,763,543	\$9,511,996	\$12,709,077	\$12,709,077	\$12,858,922

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 and agency-wide Business Process Improvement. Fare Revenue & Administrative Services manages the operations and maintenance of Hop Fastpass, Ticket Vending Machines (TVM), and platform communications.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers ➤ Goal #2: Satisfied community stakeholders and employers ▪ Objective #2A: Advance mobility for those with limited options	Integrate use of Hop Fastpass® for <u>all</u> LIFT customers.	June 30, 2023
	Integrate Hop Fastpass® for a ccessible transportation program contracted transportation provider services.	June 30, 2024
	Operate Tri Met’s Customer Support Center (CSC), selling fares and offering trip planning services, while partnering with local agencies to support travel options throughout the Portland Metro area. Continue to administer the Honored Citizen, Low Income Fare and General Education Development (GED) programs.	Continuous
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement ▪ Objective #6B: Increase financial resources	Assess and develop business case for integrated payment of mobility services.	June 30, 2023
	Conduct strategic review of additional benefits possible with Hop Fastpass® including marketing and service planning.	June 30, 2023
	Finalize and implement Hop marketing integration to provide more benefits and information for riders.	June 30, 2023
Category: People & Innovation ➤ Goal #9: Foster service excellence and innovation ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships.	Complete strategic review of internal business processes and implement change management efforts for optimizing business practice.	June 30, 2023
	Assess feasibility of more use of Hop Fastpass® capabilities between transit agencies (e.g. Orca, Honolulu, etc.).	June 30, 2024

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	4,211,669	3,975,915	4,682,243	4,266,584	4,899,767
Fringe	1,847,072	1,742,291	1,943,200	1,714,811	1,816,055
Capitalized Labor-Fringe	-287,557	-61,010		-18,157	
Total	\$5,771,184	\$5,657,196	\$6,625,443	\$5,963,238	\$6,715,822

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Audits	38,403				
Professional & Technical-Gen & Adm	337				
Banking Charges	1,359,761	531,868	2,472,000	1,343,296	2,472,000
Money Transport	24,216	23,051	27,800	28,645	36,200
Ticket Vend & Servicing	105,974	142,114	190,000	177,809	190,000
Equipment Repair & Mtc - Gen & Adm	995		9,100	7,285	9,000
Photo Copier Maint-Doc Svcs	27,205	40,424	18,300	24,450	19,000
Cont ROW Mtc Comm	63			754	
Contracted Mtc-Fare Eq	345	1,099	2,000	16,715	2,000
Office Maint Custodial	14,519		15,700	5,369	15,000
Laundry	1,017	1,098	1,400	1,164	1,400
Other Services- Gen & Adm	320,511	75,201	162,600	90,661	160,000
Other Services-Transp Adm	2,500		4,000	1,335	4,000
Retail Network Commissions	701,501	446,192	596,800	389,637	595,000
Uniforms - Veh Ops			2,900	1,175	2,900
Tickets, Passes & Fare Media Cards	1,836,745	373,979	2,030,200	794,036	2,030,000
Office Supplies	29,120	14,780	17,100	16,195	17,000
Freight			2,000	803	2,000
Equip/Furn < \$5,000-Gen & Adm	5,850	18,663	6,000	4,516	6,000
Small Hand Tools-Fac/Eq Maint	2,374	2,375	8,000	3,934	8,000
Other Materials- Gen & Adm	32,086	17,367	49,600	36,246	54,000
Other Materials- Fac/Eq Maint	8,787	9,422	16,100	5,767	16,000
Unreconciled Mastercard Expense	5,081	1		73	

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Postage - Gen & Admin	135,076	133,449	138,800	130,074	138,000
Computer Equip under \$5,000	14,914	784	2,500	5,846	2,500
Doc Svcs Supplies		14,014	15,100	7,440	15,000
Safety Supplies- Gen & Adm		425			
Safety Supplies - Fac/Eq Maint	7,893	15,937	8,000	13,848	8,000
Obsolete Inventory				35,223	
Maint Matl Fare Equip	220,019	197,646	322,400	297,173	310,000
Maint - eFare Equipment	150	30			
Maint Materials Comm/Video	37,066	65,819	13,700	68,151	25,000
Telephone	37,352	32,812		34,164	
NU-Dues & Subscriptions		2,100		2,199	
NU-Education & Training - Gen & Adm	6,712	1,524		2,565	
CDL Renewals			1,000	335	1,000
Rental	1,984	682	5,000	1,875	4,100
Total	\$4,978,556	\$2,162,856	\$6,138,100	\$3,548,758	\$6,143,100

Finance & Administration Personnel Profile

Finance & Administration Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Finance & Administrative Services	1.00	NU	FT		250,452	26	200,361	300,542
Assistant, Executive Administrative	1.00	NU	FT		81,829	11	58,387	87,582
Clerk, Administrative	1.00	NU	FT		46,280	5	33,971	50,957
Total	3.00				378,561			

Financial Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Financial Services	1.00	NU	FT		177,768	21	135,483	203,226
Manager, Accounting	1.00	NU	FT		130,099	16	89,803	134,705
Manager, Payroll	1.00	NU	FT		113,231	16	89,803	134,705
Program Manager, Senior, Financial Systems	1.00	NU	FT		145,063	16	89,803	134,705
Analyst, Business (Financial System)	1.00	NU	FT		103,197	14	75,773	113,660
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT		100,029	14	75,773	113,660
Accountant, Senior, Grants	2.00	NU	FT		173,800	13	69,520	104,280
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT		94,147	13	69,520	104,280
Accountant, Senior, Revenue	1.00	NU	FT		91,717	13	69,520	104,280
Accountant, Financial	2.00	NU	FT		137,068	11	58,387	87,582
Accountant, Revenue	1.00	NU	FT		74,750	11	58,387	87,582
Specialist, Senior, Accounts Receivable	1.00	NU	FT		67,263	9	48,891	73,335
Assistant, Senior Administrative	1.00	NU	FT		63,835	9	48,891	73,335
Senior Payroll Clerk	3.00	U	FT		245,550	340	60,590	80,787
Timekeeper	1.00	U	FT		90,215	336	90,667	90,667
Timekeeper	0.50	U	PT		33,828	336	90,667	90,667
Finance Clerk (Accounting)	3.00	U	FT		219,320	323	54,142	72,176
Finance Clerk (Payroll)	3.00	U	FT		213,231	323	54,142	72,176
Senior Accounts Payable Clerk	1.00	U	FT		81,850	322	60,590	80,787
Total	26.50				2,355,961			

Finance & Administration Personnel Profile

Budget & Grants Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Budget & Grants	1.00	NU	FT		199,273	21	135,483	203,226
Manager, Financial Analysis & Forecasting	1.00	NU	FT		120,270	17	97,654	146,480
Manager, Budget	1.00	NU	FT		119,409	17	97,654	146,480
Manager, Grants	1.00	NU	FT		117,316	17	97,654	146,480
Analyst, Senior, Financial (IT Specialist)	1.00	NU	FT		112,261	14	75,773	113,660
Analyst, Senior, Financial (Capital Forecasting)	1.00	NU	FT		104,837	14	75,773	113,660
Analyst, Senior, Financial (Budget)	1.00	NU	FT		94,717	14	75,773	113,660
Analyst, Senior, Grants Compliance	2.00	NU	FT		193,658	14	75,773	113,660
Specialist, Senior, Grant Development	1.00	NU	FT		88,345	13	69,520	104,280
Analyst, Financial	1.00	NU	FT		81,014	12	63,738	95,605
Total	11.00				1,231,100			

Risk Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Risk Management	1.00	NU	FT		153,900	20	124,972	187,457
Administrator, Worker's Compensation	1.00	NU	FT		98,643	12	63,738	95,605
Adjuster, Claims	2.00	NU	FT		161,655	11	58,387	87,582
Specialist, Senior, Claims Recovery	1.00	NU	FT		63,710	9	48,891	73,335
Assistant, Claims	1.00	NU	FT		49,747	8	44,689	67,033
Assistant, Administrative	1.00	NU	FT		49,715	7	40,810	61,215
Total	7.00				577,370			

Finance & Administration Personnel Profile

Procurement & Supply Chain Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT		139,135	20	124,972	187,457
Manager, Contracts	1.00	NU	FT		109,809	17	97,654	146,480
Manager, Stores & Warranty Programs	1.00	NU	FT		119,708	16	89,803	134,705
Manager, Purchasing	1.00	NU	FT		110,365	16	89,803	134,705
Administrator, Senior, Contracts & Equity	1.00	NU	FT		86,900	13	69,520	104,280
Administrator, Senior, Contracts	4.00	NU	FT		367,875	13	69,520	104,280
Administrator, Contracts	2.00	NU	FT		161,230	12	63,738	95,605
Assistant Manager, Supply Chain	4.00	NU	FT		326,806	12	63,738	95,605
Analyst, Supply Chain	1.00	NU	FT		67,241	12	63,738	95,605
Coordinator, Warranty Programs	1.00	NU	FT		72,039	11	58,387	87,582
Assistant, Senior Administrative	1.00	NU	FT		60,149	9	48,891	73,335
Buyer	1.00	U	FT		61,449	432	60,653	80,870
Partsman (Bus)	16.00	U	FT		1,134,375	376	68,453	73,341
Partsman (Rail)	3.00	U	FT		212,015	376	68,453	73,341
Senior Buyer	5.00	U	FT		429,162	373	84,718	84,718
Senior Partsman (Rail)	4.00	U	FT		297,232	372	73,341	73,341
Assist Storekeeper Inventory Control	1.00	U	FT		78,023	371	77,002	77,002
Assistant Storekeeper (Bus)	3.00	U	FT		234,070	371	77,002	77,002
Assistant Storekeeper (Rail)	2.00	U	FT		156,047	371	77,002	77,002
Senior Storekeeper	1.00	U	FT		81,939	368	80,870	80,870
Total	54.00				4,305,569			

Finance & Administration Personnel Profile

Fare Revenue & Administrative Services Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT		135,560	20	124,972	187,457
Manager, Fare Systems (Operations)	1.00	NU	FT		116,997	16	89,803	134,705
Manager, Fare & Communication Equipment	1.00	NU	FT		123,479	16	89,803	134,705
Manager, Fare Systems (Projects)	1.00	NU	FT		112,253	16	89,803	134,705
Manager, Fare Revenue	1.00	NU	FT		111,222	16	89,803	134,705
Analyst, Senior, Business Process	1.00	NU	FT		115,587	16	89,803	134,705
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT		185,072	14	75,773	113,660
Analyst, Fare Systems	2.00	NU	FT		189,241	14	75,773	113,660
Assistant Manager, Fare Revenue Controls	1.00	NU	FT		87,186	13	69,520	104,280
Analyst, Business (Fare Revenue)	1.00	NU	FT		93,397	12	63,738	95,605
Analyst, Fare Revenue Controls	1.00	NU	FT		72,984	11	58,387	87,582
Supervisor, Document Services	1.00	NU	FT		61,113	9	48,891	73,335
Clerk, Document/Mail Services	1.00	NU	FT		42,132	4	30,941	46,412
Fare Revenue Assistant Supervisor	1.00	U	FT		79,625	736	58,947	78,582
Fare Revenue Specialist	9.00	U	FT		618,558	733	53,872	71,822
Fare Revenue Supervisor	1.00	U	FT		85,944	716	63,627	84,822
Field Technician	21.00	U	FT		1,709,973	591	80,371	80,371
Assistant Supervisor, Field Technician	2.00	U	FT		187,283	590	92,435	92,435
Mail Services Clerk	1.00	U	FT		61,293	356	45,386	60,507
Moneyroom Clerk	3.80	U	FT		315,008	331	64,771	86,362
Moneyroom Supervisor	1.20	U	FT		103,746	330	66,789	89,045
Total	55.00				4,607,653			

Labor Relations & Human Resources Division

DEPARTMENTS	PAGE
• Human Resources Administration (HRA)	207
• Benefits & HRIS (BH).....	298
• Talent Management (TM)	211
• Labor Relations (LR).....	213
• Compensation (C)	215

MAJOR 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) Ensuring a competitive benefits package, enhancing HR technology solutions and designing flexibility in the HR policies and procedures.
- ▽ (TM) Talent acquisition, talent development, performance management, succession planning, employee engagement 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.
- ▽ (C) Managing the agency's pay, recognition and performance management programs.

DIVISIONAL FUN FACTS...



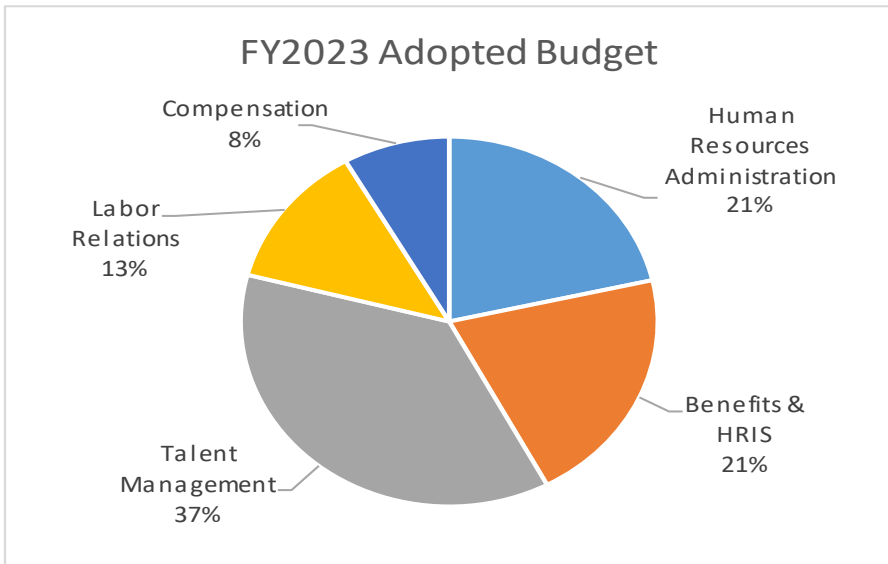
- » In 2021, Learning & Development's E3 Program held a total of 56 virtual, agency-wide professional development classes with 636 attendees, of which 27% focused on Diversity, Equity and Inclusion (DEI) topics. Held 81 Microaggressions 101 classes with 1017 employees attending the class.
- » Promoted self-paced learning to all employees with access to a library of 11,000+ eLearning courses
- » In 2021, two new Employee Resource Groups (ERGs) were founded: Disability Awareness and Latinx. Two ERGs began forming: Black/African American and Asian Pacific Islander. With these additions, there are six ERGs at TriMet including PRIDE and the Women's Forum.
- » Organized, coordinated and facilitated On-Site COVID-19 Vaccination Clinics that welcomed TriMet employees and dependents for 1st & 2nd Vaccine doses.
- » Implemented necessary changes as a result of the Families First Coronavirus Reponses Act (FFCRA), Cares Act, & American Rescue Plan Act of 2021.
- » Implemented new benefit plans, including Accident, Critical Illness & Hospital Indemnity insurance and a Wellness Point Solution through Omada.

Performance Metrics Labor Relations & Human Resources Services Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
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			Human Resources Administration	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			Human Resources Administration	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		Benefits & HRIS	100%	100%	100%
Implement Oregon Paid Family & Medical Insurance.			X	Benefits & HRIS	50%	100%	50%
Implement Wellness Point Solution.		X		Benefits & HRIS	100%	100%	100%
Conduct six benefits eligibility audits.		X		Benefits & HRIS	6 ea.	6 ea.	6 ea.
Focus will be on increasing women in the workforce by 5%.			X	Talent Management	5%	5%	5%
Develop and oversee talent development programs and /activities in order to improve the ability of employees to stay and thrive within TriMet, including the delivery of a mandatory microaggressions class per Board direction. Conduct needs assessment of skills and competencies required for frontline managers. Design supervisory skills program to address identified skill gaps.			X	Talent Management	75%	75%	40%
Conduct 2 training sessions to managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.		X		Labor Relations	2 ea.	2 ea.	2 ea.
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			Labor Relations	100%	100%	100%
Develop and launch the new FY22 Oracle Performance Management (OPM) module for all non-union employees per Executive Leadership's direction. Conduct training and on-line sessions.		X		Compensation	100%	100%	100%
Conduct non-union agency wide Pay Equity Review which includes updating Job Descriptions, conducting a Comparable Character Analysis & Market Study in line with Pay Equity Law and market. Implement Annualized Merit & PCM increases.		X		Compensation	100%	100%	100%
Launch ROSE Recognition Portal and implement related recognition activities.			X	Compensation	100%	100%	100%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,608,669	3,749,913	4,730,268	4,349,650	5,579,989	5,579,989	5,860,350
Materials & Services	1,203,322	1,269,239	2,385,200	1,643,006	2,966,600	2,966,600	2,990,100
Total	\$4,811,991	\$5,019,152	\$7,115,468	\$5,992,656	\$8,546,589	\$8,546,589	\$8,850,450

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Human Resources Administration	622,721	541,976	1,204,609	669,459	1,837,698	1,837,698	1,894,574
Benefits & HRIS	1,385,419	1,338,008	1,688,545	1,484,256	1,789,148	1,789,148	1,842,704
Talent Management	1,610,963	1,845,028	2,774,150	2,377,938	3,124,312	3,124,312	3,260,784
Labor Relations	717,752	772,965	839,544	858,092	1,079,560	1,079,560	1,120,255
Compensation	475,136	521,175	608,620	602,911	715,871	715,871	732,133
Total	\$4,811,991	\$5,019,152	\$7,115,468	\$5,992,656	\$8,546,589	\$8,546,589	\$8,850,450

Total Division FTE	24.80	30.80	37.80	37.80	40.80	40.80	40.80
---------------------------	--------------	--------------	--------------	--------------	--------------	--------------	--------------



HUMAN RESOURCES ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	331,987	385,217	586,909	387,185	746,598	746,598	783,474
Materials & Services	290,734	156,759	617,700	282,274	1,091,100	1,091,100	1,111,100
Total	\$622,721	\$541,976	\$1,204,609	\$669,459	\$1,837,698	\$1,837,698	\$1,894,574

Department Description & Responsibilities

Major Functions: The Administration Department of the Labor Relations & Human Resources Division 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 staff's professional competencies, ensuring alignment with TriMet's values, ensuring division employees work safely and providing administrative support to the division as a whole.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #8C: Foster sense of community and cross-functional camaraderie 	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.	June 30, 2023
	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.	June 30, 2023
Category: People & Innovation ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Provide support for records management for the division by getting on the ECM roadmap, coordinating implementation of Oracle enhancements in the Performance Management module, and participating on the PIC monthly.	June 30, 2023
	Provide support for manager and employee self-service use of the Human Resources information System (HRIS) by updating manager self-service workflows and discontinue the use of manual personnel orders.	June 30, 2023

Human Resources Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	268,599	288,236	466,833	294,595	670,438
Fringe	63,388	96,981	120,076	92,590	113,036
Total	\$331,987	\$385,217	\$586,909	\$387,185	\$783,474

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	136,184	121,777	135,200	47,747	350,000
Professional & Technical-Gen & Adm				47,000	
Recruitment Expense	79	2,594		135	
Other Services- Gen & Adm	22,218	10,233	5,000	2,170	5,000
Office Supplies	7,368	734	2,000	672	2,000
Other Materials- Gen & Adm	23,178	5,224	5,000	1,848	5,000
Unreconciled Mastercard Expense	16,790	809		3,982	
Postage - Gen & Admin		236	1,000	335	1,000
Telephone	4,050	4,866	6,000	6,667	6,000
NU-Dues & Subscriptions	3,438	2,661	3,500	2,645	3,500
NU-Local Travel & Meetings	391		1,000	335	1,000
NU-Education & Training - Gen & Adm	7,576	8,611	10,000	8,358	73,000
NU-Out-Of-Town Travel			1,000	2,331	1,000
Union Contractual Services	56,310	-750	440,000	151,298	465,600
Employee Recognition	878		3,000	1,000	193,000
Employee Awards	12,000		5,000	5,751	5,000
Awards & Banquets	274	-236			
Total	\$290,734	\$156,759	\$617,700	\$282,274	\$1,111,100

BENEFITS & HRIS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	844,190	847,475	840,445	806,221	941,048	941,048	994,604
Materials & Services	541,229	490,533	848,100	678,035	848,100	848,100	848,100
Total	\$1,385,419	\$1,338,008	\$1,688,545	\$1,484,256	\$1,789,148	\$1,789,148	\$1,842,704

Department Description & Responsibilities		
<p>Major Functions: The Benefits & HRIS Department of the Labor Relations & Human Resources Division is responsible for ensuring a competitive benefits package, enhancing HR technology solutions, and designing flexibility in the HR policies and procedures.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8E: Recruit a talented workforce 	Enhance the HR technology platform to increase manager and employee productivity and access to information. Complete four manager service training sessions.	June 30, 2023
	Implement Oregon Paid Family & Medical Insurance.	January 1, 2023
Category: People & Innovation ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Complete the annual benefits open enrollment process.	November 2022
	Conduct six benefits eligibility audits.	June 30, 2023

Benefits & HRIS Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	637,277	625,100	625,120	609,805	714,458
Fringe	206,913	222,375	215,325	196,416	280,146
Total	\$844,190	\$847,475	\$840,445	\$806,221	\$994,604

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	4,406		12,000	4,357	12,000
DOTS Renewal Medical Svcs		-995			
Union Long Term Disab. Program			7,000	2,335	7,000
Health Benefit Consultant	88,000	18,427	253,100	125,642	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	31,662	31,510	30,000	38,038	30,000
FMLA/OFLA 3rd Party Administrator	293,868	287,099	300,000	283,785	300,000
Compensation Survey Services		6,000		30,000	
Other Services- Gen & Adm		4,070	162,500	116,426	162,500
Office Supplies	1,155	408		98	
Other Materials- Gen & Adm	21,631	39,919	35,000	14,825	35,000
Postage - Gen & Admin	12,052	16,702	30,000	15,269	30,000
NU-Education & Training - Gen & Adm	1,295	544			
Employee Relations	87,160	86,849	18,500	47,260	18,500
Total	\$541,229	\$490,533	\$848,100	\$678,035	\$848,100

TALENT MANAGEMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,289,755	1,292,845	1,974,750	1,758,740	2,180,412	2,180,412	2,313,384
Materials & Services	321,208	552,183	799,400	619,198	943,900	943,900	947,400
Total	\$1,610,963	\$1,845,028	\$2,774,150	\$2,377,938	\$3,124,312	\$3,124,312	\$3,260,784

Department Description & Responsibilities

Major Functions: The Talent Management Department of the Labor Relations & Human Resources Division is responsible for talent acquisition, succession planning, training and development, performance management, employee engagement and affirmative action.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8D: Achieve agency Affirmative Action goals ▪ Objective #8E: Recruit a talented workforce 	Recruit a diverse and talented workforce. TriMet has made strides in increasing individuals of color in its workforce. However, there has been a decline in women in TriMet's workforce from 2017 (26.3%) to 2020 (25.3%). Focus will be on increasing women in the workforce by 5%.	June 30, 2024
	Plan for succession for key positions by: <ul style="list-style-type: none"> • Determining roles critical to the ongoing governance of the agency; • Assess the readiness of talent based on required competencies, and • Determine development and training needs of identified talent in order to prepare talent for succession opportunities. 	June 30, 2023
	Develop and oversee talent development programs and activities in order to improve the ability of employees to stay and thrive within TriMet, expanded required course in certificate in management program by at least 40%.	June 30, 2023
	Launch cohort 3 of the internal mentoring program.	January 2023
	Design and pilot a certificate in supervisory skills program for frontline leaders.	June 30, 2023

Talent Management Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	882,507	876,245	1,411,567	1,267,388	1,645,238
Fringe	407,248	416,600	563,183	491,352	668,146
Total	\$1,289,755	\$1,292,845	\$1,974,750	\$1,758,740	\$2,313,384

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	1,216	18,664	39,600	26,200	39,600
Recruitment Expense	52,644	183,105	311,200	197,647	236,200
Pre-Employment Screening Services		724		2,246	
Other Services- Gen & Adm	24,581	6,885	40,000	13,721	40,000
Equip/Furn < \$5,000-Gen & Adm	1,098	15,014			
Other Materials- Gen & Adm	955	2,305			7,000
Unreconciled Mastercard Expense	3,307	576		12,005	
Safety Supplies- Gen & Adm	386				
NU-Education & Training - Gen & Adm	7,385	32,601		2,717	
UNION-Education Reimbursement					67,000
MGMT-Education Reimbursement	75,474	78,695	158,600	141,838	107,600
Agency Training	153,847	213,614	250,000	222,824	450,000
NU-Out-Of-Town Travel	276				
Employee Recognition	39				
Total	\$321,208	\$552,183	\$799,400	\$619,198	\$947,400

LABOR RELATIONS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	714,365	750,896	829,544	851,158	1,066,060	1,066,060	1,106,755
Materials & Services	3,387	22,069	10,000	6,934	13,500	13,500	13,500
Total	\$717,752	\$772,965	\$839,544	\$858,092	\$1,079,560	\$1,079,560	\$1,120,255

Department Description & Responsibilities

Major Functions: The Labor Relations Department of the Labor Relations & Human Resources Division is responsible for administering the collective bargaining agreement fairly, bargaining labor agreements, managing grievance processing, and training operations' managers on the effective handling of labor and employee relations issues.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8B: Ensure open and honest communication between management and direct-customer-serving employees ▪ Objective #8C: Foster sense of community and cross-functional camaraderie 	Conduct 2 training sessions to managers on grievance handling, investigations, performance management, labor law and the labor contract that affect management.	June 30, 2023
	Conduct monthly meetings to advise managers regarding changes in rules, procedures and processes; and manage communications and any mid-term bargaining obligations with ATU.	June 30, 2023
	Conduct quarterly coaching meetings with managers on performance management, contract administration and labor matters with the represented workforce.	June 30, 2023
	Within 24-hours of notice, facilitate labor management meetings between labor and operating managers.	June 30, 2023

Labor Relations Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	561,985	567,034	622,806	580,078	831,689
Fringe	152,380	183,862	206,738	271,080	275,066
Total	\$714,365	\$750,896	\$829,544	\$851,158	\$1,106,755

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Other Services- Gen & Adm	12	4,240	10,000	3,335	10,000
Office Supplies	35				
Equip/Furn < \$5,000-Gen & Adm	1,098	15,014			3,500
Telephone	2,242	2,815		3,599	
Total	\$3,387	\$22,069	\$10,000	\$6,934	\$13,500

COMPENSATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	428,372	473,480	498,620	546,346	645,871	645,871	662,133
Materials & Services	46,764	47,695	110,000	56,565	70,000	70,000	70,000
Total	\$475,136	\$521,175	\$608,620	\$602,911	\$715,871	\$715,871	\$732,133

Department Description & Responsibilities

Major Functions: The Compensation Department of the Labor Relations & Human Resources Division 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.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive ▪ Objective #8A: Invest wisely in people	Administer the FY23 non-union Annual Salary Administration program and year-round salary actions in line with the Salary Administration policy, PCM guidelines, budget, and the Oregon Pay Equity law.	October 2022; June 30, 2022
	Maintain classifications and JDs in response to year round job evaluations within a 2 – 8 week turnaround based on the type of evaluation required.	June 30, 2023
	Engage with compensation consultant to identify pay practices that will improve our ability competitively recruit and retain our workforce.	December 2022
	OPM administration for merit for close-out of FY22.	October 2022



Compensation Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	286,801	319,985	371,170	400,096	477,710
Fringe	141,571	153,495	127,450	146,250	184,423
Total	\$428,372	\$473,480	\$498,620	\$546,346	\$662,133

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	5,530	4,700	43,600	19,435	12,100
Compensation Survey Services	41,190	42,465	64,500	36,030	56,000
Other Materials- Gen & Adm	44	530	1,900	1,100	1,900
Total	\$46,764	\$47,695	\$110,000	\$56,565	\$70,000

Labor Relations & Human Resources Personnel Profile

Human Resources Administration Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	NU	FT		229,565	25	185,519	278,278
Assistant, Executive Administrative	1.00	NU	FT		82,563	11	58,387	87,582
Total	2.00				312,128			

Benefits & HRIS Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Benefits & HRIS	1.00	NU	FT		136,756	19	115,201	172,803
Program Manager, HRIS	1.00	NU	FT		123,868	16	89,803	134,705
Analyst, Senior, Leave & Disability	1.00	NU	FT		94,717	14	75,773	113,660
Administrator, Benefits	1.00	NU	FT		79,998	12	63,738	95,605
Administrator, Pension and Retirement	1.00	NU	FT		83,919	12	63,738	95,605
Specialist, Benefits	2.00	NU	FT		136,163	9	48,891	73,335
Specialist, Benefits	0.80	NU	PT		59,038	9	48,891	73,335
Total	7.80				714,459			

Labor Relations & Human Resources Personnel Profile

Talent Management Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Talent Management	1.00	NU	FT		167,783	20	124,972	187,457
HR Business Partner	1.00	NU	FT		121,931	17	97,654	146,480
HR Investigator	1.00	NU	FT		121,098	17	97,654	146,480
Manager, Recruiting	1.00	NU	FT		110,775	17	97,654	146,480
Diversity, Equity & Inclusion Partner	1.00	NU	FT		122,068	17	97,654	146,480
Manager, Training & Development	1.00	NU	FT		114,155	16	89,803	134,705
Assistant Manager, Recruiting	1.00	NU	FT		75,816	14	75,773	113,660
Coordinator, Sr, Public Safety Training & Develop	1.00	NU	FT		89,531	14	75,773	113,660
HR Generalist	3.00	NU	FT		224,774	12	63,738	95,605
Recruiter	1.00	NU	FT		71,740	12	63,738	95,605
Recruiter, Associate	3.00	NU	FT		203,332	10	53,458	80,185
Specialist, Senior, Training and Development	1.00	NU	FT		58,634	9	48,891	73,335
Specialist, Senior, Training and Development	1.00	NU	FT	✓	61,113	9	48,891	73,335
Specialist, Senior, Recruiting	1.00	NU	FT		48,922	8	44,689	67,033
Assistant, Administrative	1.00	NU	FT		53,565	7	40,810	61,215
Total	19.00				1,645,237			

Labor Relations Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Labor & Employee Relations	1.00	NU	FT		152,975	21	135,483	203,226
Deputy General Counsel, Senior, Emp Law & LR	1.00	NU	FT		160,000	20	124,972	187,457
Program Manager, Labor Relations	3.00	NU	FT		354,478	17	97,654	146,480
Representative, Senior, Labor Relations	1.00	NU	FT		104,132	15	82,536	123,804
Assistant, Senior Administrative	1.00	NU	FT		60,105	9	48,891	73,335
Total	7.00				831,690			

Labor Relations & Human Resources Personnel Profile

Compensation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Compensation	1.00	NU	FT		144,001	19	115,201	172,803
Analyst, Senior Compensation	1.00	NU	FT		110,826	15	82,536	123,804
Analyst, Compensation	1.00	NU	FT		79,962	13	69,520	104,280
HR Generalist	1.00	NU	FT		67,390	12	63,738	95,605
Coordinator, Employee Programs	1.00	NU	FT		75,531	10	53,458	80,185
Total	5.00				477,710			

Legal Services Division

DEPARTMENTS	PAGE
• Legal Services Administration (LSA).....	223
• Litigation (L).....	225
• Real Estate & Transit Oriented Development (RTOD).....	227

MAJOR PRIORITIES OF THE DIVISION

- ▽ (LSA) Provide professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board of Directors, Executive Team and staff.
- ▽ (L) Work with all TriMet divisions to accomplish TriMet’s mission and goals within legal, ethical, financial and business parameters.
- ▽ (RTOD) Provide legal assistance to the TriMet Board of Directors, Executive Team and staff for all real estate and development needs



DIVISIONAL FUN FACTS...

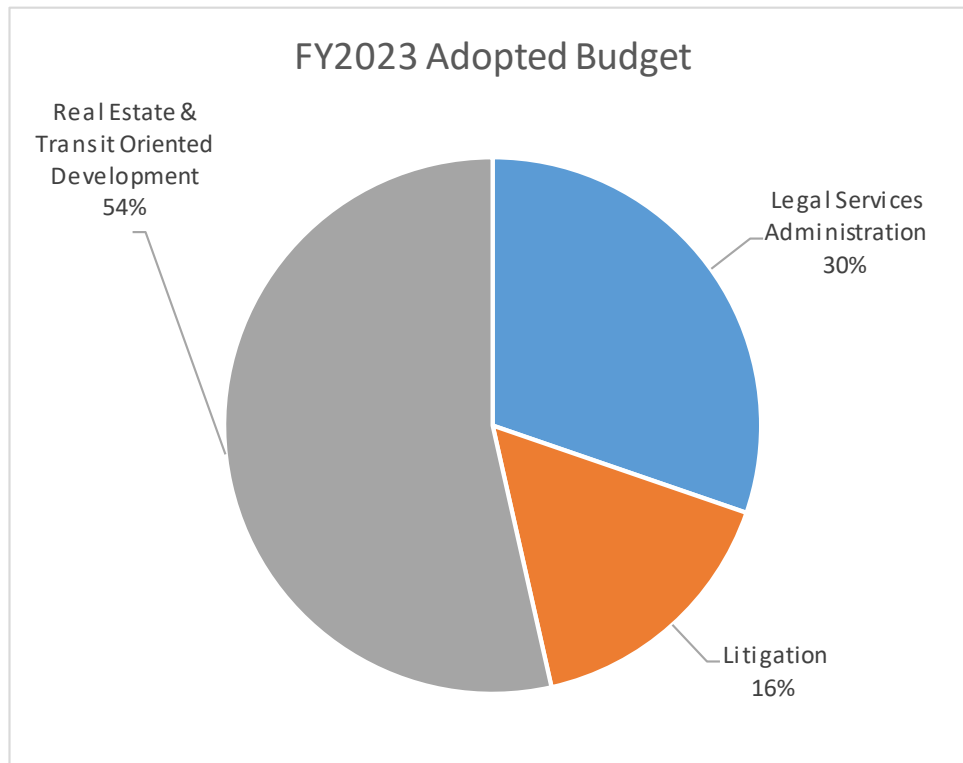
- » TriMet received 567,485 Public Records requests in 2021. TriMet is subject to Public Records laws and requests can be made online through TriMet’s website. Requests are also logged and can be tracked online.
- » The work of the legal department in defending the agency in Oregon’s state and federal courts, as well as administrative proceedings, was not entirely stopped by COVID. The litigation team tried just the second entirely virtual civil jury trial in Multnomah County and got a verdict in our favor. All aspects of the trial, from selecting a jury to hearing from witnesses to deliberations were conducted online.
- » Since 2015, a total of 718 residential housing units have been constructed on TriMet property that was sold for development. After construction of the Fuller Road project is complete in 2022, 477 of these 718 housing units will be affordable apartments.

Performance Metrics Legal Services Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
General Counsel or Deputy GC to attend 100% of all public board meetings, executive sessions, and board education sessions.	X	X		Legal Services Administration	100%	100%	100%
Department to become 75% paperless.		X		Legal Services Administration	75%	In process	N/A
Develop at least 2 trainings for employees on relevant legal topics through the LMS.		X		Litigation	2 ea.	In process	2 ea.
100% of department staff maintain all professional credentials and certifications.		X		Litigation	100%	100%	100%
Close at least 15 litigation files.		X		Litigation	15 ea.	100%	15 ea.
Manage ROW licensing process for contractor access to TriMet property. Respond to completed requests within one week 90% of the time.	X	X		Real Estate & Transit Oriented Development	90%	90%	90%
Negotiate "Option To Lease" and a long-term lease with Bridge for development at Hollywood Transit Center.		X		Real Estate & Transit Oriented Development	100%	In process	100%
Develop a prioritized list of TriMet assets for development.			X	Real Estate & Transit Oriented Development	50%	In process	50%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,612,521	2,937,167	2,891,599	2,967,973	3,446,171	3,446,171	3,649,605
Materials & Services	2,041,735	2,450,267	3,295,300	2,831,556	3,109,200	3,109,200	3,109,200
Total	\$4,654,256	\$5,387,434	\$6,186,899	\$5,799,529	\$6,555,371	\$6,555,371	\$6,758,805

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Legal Services Administration	1,383,347	1,295,225	1,580,284	1,409,134	1,917,751	1,917,751	2,046,372
Litigation	948,196	977,103	989,648	1,001,019	1,061,298	1,061,298	1,095,070
Real Estate & Transit Oriented Development	2,322,713	3,115,106	3,616,967	3,389,376	3,576,322	3,576,322	3,617,363
Total	\$4,654,256	\$5,387,434	\$6,186,899	\$5,799,529	\$6,555,371	\$6,555,371	\$6,758,805

Total Division FTE	21.00	24.00	25.00	25.00	27.00	27.00	28.00
--------------------	-------	-------	-------	-------	-------	-------	-------



LEGAL SERVICES ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,135,526	1,169,228	1,370,684	1,246,017	1,704,851	1,704,851	1,833,472
Materials & Services	247,821	125,997	209,600	163,117	212,900	212,900	212,900
Total	\$1,383,347	\$1,295,225	\$1,580,284	\$1,409,134	\$1,917,751	\$1,917,751	\$2,046,372

Department Description & Responsibilities

Major Functions: The 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.

Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	General Counsel or Deputy GC to attend 100% of all public board meetings, executive sessions, and board education sessions.	Continuous
	General Counsel to partner with General Manager to plan at least 2 Executive Team Retreats.	June 30, 2023
Category: People & Innovation <ul style="list-style-type: none"> ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8E: Recruit a talented workforce ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Complete Task Orders 2 (Contracts) and 4 of the Enterprise Content Management System.	June 30, 2023



Legal Services Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	879,726	992,289	1,151,347	979,434	1,399,130
Fringe	307,896	313,915	329,208	317,187	434,342
Capitalized Labor-Fringe	-52,096	-136,976	-109,871	-50,604	
Total	\$1,135,526	\$1,169,228	\$1,370,684	\$1,246,017	\$1,833,472

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	107,514	27,096	65,000	53,891	65,000
Professional & Technical-Gen & Adm	4,712	2,600	3,200	15,203	10,000
Other Services- Gen & Adm	9,290	2,092	10,000	4,664	10,000
Office Supplies	3,411	238	3,000	1,217	3,000
Other Materials- Gen & Adm	10,424	10,820	15,200	6,468	14,000
Telephone	1,721	3,768	3,000	3,119	3,000
NU-Dues & Subscriptions	88,784	67,207	80,900	65,376	80,900
NU-Local Travel & Meetings	909		2,000	665	2,000
NU-Education & Training - Gen & Adm	10,044	12,176	27,300	12,514	25,000
NU-Out-Of-Town Travel	10,842				
Employee Recognition	170				
Total	\$247,821	\$125,997	\$209,600	\$163,117	\$212,900

LITIGATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	938,527	970,873	969,648	994,354	1,041,298	1,041,298	1,075,070
Materials & Services	9,669	6,230	20,000	6,665	20,000	20,000	20,000
Total	\$948,196	\$977,103	\$989,648	\$1,001,019	\$1,061,298	\$1,061,298	\$1,095,070

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.

Link to Business Plan	Goals & Objectives	Timeline
Category: People & Innovation ➤ Goal #8: TriMet is where diverse and talented people want to come, stay, and thrive <ul style="list-style-type: none"> ▪ Objective #8A: Invest wisely in people ▪ Objective #8F: Pursue professional growth for employees ➤ Goal #9: Foster service excellence and innovation <ul style="list-style-type: none"> ▪ Objective #9A: Foster employee innovation, including process improvements and partnerships 	Develop at least 2 trainings for employees on relevant legal topics through the LMS.	June 30, 2023
	100% of department staff maintain all professional credentials and certifications.	June 30, 2023
	Successfully complete transition to electronic content management (ECM) as provided in task orders.	June 30, 2023
Category: Financial ➤ Goal #10: Fiscally sound and compliant <ul style="list-style-type: none"> ▪ Objective #10A: Manage financial performance within Strategic Financial Plan guidelines 	Close at least 15 litigation files.	June 30, 2023

Litigation Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	713,231	718,959	720,546	767,565	820,168
Fringe	225,296	251,914	249,102	226,789	254,902
Total	\$938,527	\$970,873	\$969,648	\$994,354	\$1,075,070

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	9,544	6,230	20,000	6,665	20,000
Other Services- Gen & Adm	125				
Total	\$9,669	\$6,230	\$20,000	\$6,665	\$20,000

REAL ESTATE & TRANSIT ORIENTED DEVELOPMENT DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	538,468	797,066	551,267	727,602	700,022	700,022	741,063
Materials & Services	1,784,245	2,318,040	3,065,700	2,661,774	2,876,300	2,876,300	2,876,300
Total	\$2,322,713	\$3,115,106	\$3,616,967	\$3,389,376	\$3,576,322	\$3,576,322	\$3,617,363

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 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.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept 	Negotiate "Option To Lease" and a long-term lease with Bridge for development at Hollywood Transit Center.	June 30, 2023
	Develop the TOD implementation plan.	June 30, 2023
	Develop a prioritized list of TriMet assets for development.	June 30, 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5C: Improving existing MAX infrastructure for reliability and capacity ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	Complete acquisition of property necessary for construction of the Division Transit and Better Red Projects.	June 30, 2024

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	632,097	942,741	1,046,952	1,138,697	1,334,536
Fringe	254,049	406,067	377,591	400,565	475,395
Capitalized Labor-Fringe	-347,678	-551,742	-873,276	-811,660	-1,068,868
Total	\$538,468	\$797,066	\$551,267	\$727,602	\$741,063

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Legal	32,947	8,904	10,700	6,726	10,700
Professional & Technical-Gen & Adm		21,026	471,600	276,548	
Other Security Services		14,260	15,000	19,260	
Other Services- Gen & Adm		11,419	75,000	39,253	75,000
Other Materials- Gen & Adm	124	150	10,000	5,512	10,000
Property Taxes	15,559	78,572	51,600	19,461	48,300
Lease Agreements	157,902	133,761		103,884	
Office Leases	1,577,713	2,049,948	2,431,800	2,191,130	2,732,300
Total	\$1,784,245	\$2,318,040	\$3,065,700	\$2,661,774	\$2,876,300

Legal Services Personnel Profile

Legal Services Admin Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Dir, Legal Services (General Counsel)	1.00	NU	FT		260,376	26	200,361	300,542
Deputy General Counsel, Senior	1.00	NU	FT		182,133	20	124,972	187,457
Deputy General Counsel	1.00	NU	FT		131,546	18	106,102	159,154
Manager, Records Governance	1.00	NU	FT		109,665	15	82,536	123,804
Business Analyst, Senior, ECM Systems	1.00	NU	FT		83,821	15	82,536	123,804
Coordinator, ADA Compliance	1.00	NU	FT		79,671	12	63,738	95,605
Analyst, Records	2.00	NU	FT		163,499	11	58,387	87,582
Assistant, Senior, Legal	1.00	NU	FT		76,541	11	58,387	87,582
Assistant, Executive Administrative	1.00	NU	FT		74,610	11	58,387	87,582
Total	10.00				1,161,862			

Litigation Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Legal Services	1.00	NU	FT		178,962	22	146,743	220,116
Deputy General Counsel, Senior	3.00	NU	FT		444,983	20	124,972	187,457
Paralegal Investigator	1.00	NU	FT		98,924	14	75,773	113,660
Specialist, Senior, Litigation	1.00	NU	FT		97,300	13	69,520	104,280
Total	6.00				820,169			

Legal Services Personnel Profile

Real Estate & Transit Oriented Development Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Real Estate & Transit Oriented Development	1.00	NU	FT		171,403	21	135,483	203,226
Program Manager, TOD Strategy	1.00	NU	FT		153,399	19	115,201	172,803
Deputy General Counsel	1.00	NU	FT	✓	145,891	18	106,102	159,154
Program Manager, TOD Design	1.00	NU	FT		115,331	17	97,654	146,480
Manager, Real Estate	1.00	NU	FT		126,609	17	97,654	146,480
Project Manager, Third Party Projects & Revenue	1.00	NU	FT		103,170	15	82,536	123,804
Surveyor, Senior, Right-Of-Way	1.00	NU	FT	✓	111,568	15	82,536	123,804
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT		192,294	13	69,520	104,280
Program Administrator, Space Planning	1.00	NU	FT		89,535	12	63,738	95,605
Project Coordinator, Eng & Const	1.00	NU	FT	✓	63,300	11	58,387	87,582
Assistant, Senior Administrative	1.00	NU	FT	✓	62,036	9	48,891	73,335
Total	12.00				1,334,536			



[This Page Left Intentionally Blank]

Engineering & Construction Division

DEPARTMENTS	PAGE
• Engineering & Construction Administration (ECA).....	235
• Policy & Planning (PP).....	237
• Design & Construction (DCD).....	239
• Major Projects (MP).....	241

MAJOR PRIORITIES OF THE DIVISION

- ▽ (ECA) Responsible for overseeing project cost and budget controls, ensuring compliance with federal requirements and establishing sound business practices that support the needs of the Division. The ECA also provides estimating, quality, and schedule services along with on-call consultant support for the Division.
- ▽ (PP) Provide proactive, informative, responsive and effective bus service planning, consistent with the Regional Transportation Plan and TriMet’s budget priority. The department also monitors activity at over 6,000 bus stops.
- ▽ (DCD) Provides design and construction project management for projects that replace District light rail system and vehicle assets at end-of life to ensure a state of good repair. DCD also implements projects that enhance the light rail system to increase safety, reliability and capacity. and increase bus operations base capacity in addition to technical support of light rail systems and vehicles.
- ▽ (MP) Plans and coordinates internally and with Regional Partners the development and funding for expanding the transit system to improve transit speed, reliability, and increase service along with providing project development, permitting, and environmental support. activity at over 6,000 bus stops.



DIVISIONAL FUN FACTS...

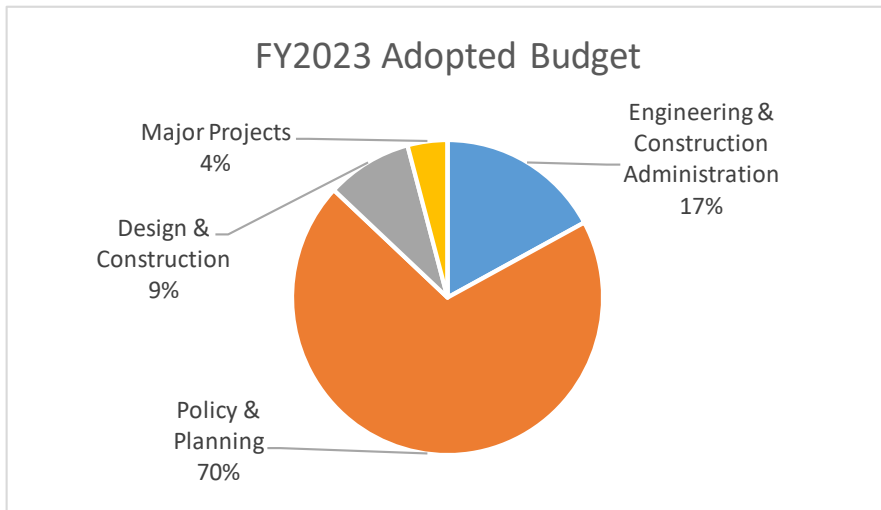
- » The Engineering & Construction Division (EC) has designed and built all MAX projects on or ahead of schedule, and on or under budget over the last 35+ years and is underway with the Better Red Project that will improve schedule reliability for the entire system opening in fall 2024
- » The Division Transit Project will open in September 2022 and is the first high-capacity bus service in the region and will include new 60-ft articulated buses with three-doors and room for 60% more riders than standard buses.
- » In January 2023, the Division will submit a plan to ODOT for how to spend \$183 million of Statewide Transportation Improvement Program formula funds in FY24-25. The plan will be developed in coordination with a 26-member community stakeholder group made up of customers, elected officials, business associations, social service providers, transit providers, and community based organizations.

Performance Metrics Engineering & Construction Division	Frequency			Department	Target FY2022	Estimate FY2022	Target FY2023
	Monthly	Annual	Long Term				
Update and distribute monthly agency-wide project schedules including the master, construction, procurement, Board, Gates & Phases, Permitting, shutdown, and specialty projects	X			Engineering & Construction Administration	100%	In Process	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			Engineering & Construction Administration	100%	In Process	100%
Conduct comprehensive service analysis including at least 4 advisory committee meetings		X		Policy & Planning	100%	In Process	100%
Plan for improvements to access transit via the Accessibility Plan.		X		Policy & Planning	100%	In Process	100%
Develop a network plan for the deployment for zero emission buses informed by air quality measures, TriMet's equity index, individual route lengths, and vehicle range.		X		Policy & Planning	100%	In Process	100%
Increase transit service reliability and capacity by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Finance TriNet page contains a complete list of CIP projects. Selected project highlights include: Complete 4076 Powell Bus		X		Design & Construction	100%	In Process	100%
Improve SGR by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Finance TriNet page contains a complete list of CIP projects. Selected project highlights include: Complete 97 th Curves element of 6403 Track Rehab Program;		X		Design & Construction	100%	In Process	100%
Develop transit alignment concepts and participate in staff level and transit team work group meetings on the Interstate Bridge Replacement project.		X		Major Projects	100%	In Process	100%
Advance construction activities for the Division Transit Project and the Better Red Project (MAX Red Line Extension & Reliability Improvements) to maintain scope, schedule, and budget to reach		X		Major Projects	100%	In Process	100%
Participate, plan and develop concept designs for corridor-based bus rapid transit projects for the TV Highway and 82nd Avenue Transit Corridors.		X		Major Projects	100%	In Process	100%
Implement transit priority treatments at four locations and improvements to two transit centers and two layover locations.		X		Major Projects	100%	In Process	100%

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,831,517	2,089,550	3,611,556	2,977,716	3,322,361	3,322,361	3,443,403
Materials & Services	625,376	460,964	5,958,800	4,020,468	5,435,800	5,435,800	5,435,800
Total	\$2,456,893	\$2,550,514	\$9,570,356	\$6,998,184	\$8,758,161	\$8,758,161	\$8,879,203

Department Totals	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Administration	1,127,864	1,115,361	1,865,631	1,212,111	1,448,582	1,448,582	1,518,353
Policy & Planning			6,648,573	4,856,373	6,129,279	6,129,279	6,202,156
Design & Construction	629,815	655,459	784,048	563,032	760,558	760,558	790,168
Major Projects	133,515	447,316	272,104	366,668	419,742	419,742	368,526
Project Development & Permitting	565,699	332,378					
Total	\$2,456,893	\$2,550,514	\$9,570,356	\$6,998,184	\$8,758,161	\$8,758,161	\$8,879,203

Total Division FTE	79.00	69.00	83.55	83.55	93.00	93.00	93.00
--------------------	-------	-------	-------	-------	-------	-------	-------



ENGINEERING & CONSTRUCTION ADMINISTRATION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	713,913	755,061	1,396,031	945,377	1,050,882	1,050,882	1,120,653
Materials & Services	413,951	360,300	469,600	266,734	397,700	397,700	397,700
Total	\$1,127,864	\$1,115,361	\$1,865,631	\$1,212,111	\$1,448,582	\$1,448,582	\$1,518,353

Department Description & Responsibilities		
<p>Major Functions: The Engineering & Construction Administration Department is responsible for overseeing project cost and budgets, ensuring compliance with federal requirements and establishing sound business and engineering practices and supporting project delivery for the Engineering & Construction Division.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Internal Business Practices ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus service ▪ Objective #5C: Improve existing MAX infrastructure for reliability and capacity 	Provide independent cost estimates and reconcile with construction projects on a bi-weekly basis	June 30, 2023
	Update and distribute monthly agency-wide project schedules.	June 30, 2023
	Conduct internal and external audits on active construction projects; Produce reports within a 2-week period and distribute to project managers.	June 30, 2023
	Conduct certified payroll and labor compliance for construction projects by conducting weekly on-site interviews and providing monthly reports. Resolve issues prior to project closeouts.	June 30, 2023
Category: Internal Business Practices ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	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.	June 30, 2023
	Ensure prompt payment of all design and construction invoices meet rules and regulations.	June 30, 2023
	Implement the replacement of the PMIS software and select a new product by the end of the year.	June 30, 2023

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,236,666	1,206,615	2,696,946	1,989,011	3,337,246
Fringe	430,598	494,902	806,738	771,106	1,044,524
Capitalized Labor-Fringe	-953,351	-946,456	-2,107,653	-1,814,740	-3,261,117
Total	\$713,913	\$755,061	\$1,396,031	\$945,377	\$1,120,653

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	80,734	66,396	210,000	92,799	100,000
Contracted Conservation - ROW Art	108,939	137,731	120,000	63,708	120,000
Printing/Bindery Services	13,968	2,481	5,000	2,279	3,500
Other Services- Gen & Adm	11,123	9,627	6,000	5,773	5,700
Office Supplies	31,572	9,520	15,000	9,407	
Other Materials- Gen & Adm	676			411	27,000
Unreconciled Mastercard Expense	6,770			470	
Computer Equip under \$5,000					2,000
Safety Supplies- Gen & Adm		30			5,000
Telephone	41,542	32,557	35,000	28,260	35,000
NU-Dues & Subscriptions	30,203	54,516	30,000	26,782	35,000
NU-Local Travel & Meetings	35,478	29,700	30,300	12,350	30,000
NU-Education & Training - Gen & Adm	13,445	17,742	15,000	20,178	25,000
NU-Out-Of-Town Travel	38,948		2,000	2,403	2,000
Employee Recognition	553		1,300	1,914	7,500
Total	\$413,951	\$360,300	\$469,600	\$266,734	\$397,700

POLICY & PLANNING DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			1,275,373	1,194,334	1,323,879	1,323,879	1,396,756
Materials & Services			5,373,200	3,662,039	4,805,400	4,805,400	4,805,400
Total			\$6,648,573	\$4,856,373	\$6,129,279	\$6,129,279	\$6,202,156

Department Description & Responsibilities		
<p>Major Functions: The Planning & Policy Department provides proactive, informative, responsive and effective bus service planning, consistent with the Regional Transportation Plan and TriMet's budget priorities. It also strives for policy development and review, planning and conceptual design of access to transit, especially by pedestrians and bicyclists, planning for bus stop locations and amenities, outreach for service and budget priorities, and a transit improvement process that includes fostering and improving partnerships for transit growth including the STIF/STF process and grant management.</p>		
Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ▪ Objective #1D: Ensure equitable distribution of services and resources ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2A: Improve environmental sustainability and stewardship and reduce TriMet's carbon footprint. 	Conduct and implement comprehensive service analysis (Forward Together). <ul style="list-style-type: none"> • Engage riders and public, conduct analysis, and develop recommendations for service enhancements to complete Forward Together. 	June 30, 2023
		Pursue accessibility improvement plan. <ul style="list-style-type: none"> • Using the Pedestrian Plan as a start, conduct planning process to analyze current state of accessibility for bus stops, identify key investments on a tiered cost/benefit approach, and lay the groundwork for jurisdictional partnerships focused on bus stop/MAX station accessibility Complete analysis and develop plans for prioritizing deployment of zero emission buses informed by air quality and equity index measures.
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus projects ▪ Objective #5B: Develop partnerships to support faster more reliable bus service 	Division Transit Project Develop and deliver enhanced transit bus priority projects with regional and local partners.	June 30, 2023

Policy & Planning Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor			890,872	874,577	1,023,815
Fringe			384,501	332,338	372,941
Capitalized Labor-Fringe				-12,581	
Total			\$1,275,373	\$1,194,334	\$1,396,756

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm			349,700	135,079	317,000
Metro Unified Work Prog			250,000	248,335	250,000
Ride Connection Program			1,002,100	991,197	1,002,100
Accessibility Services - State Program (5310)			1,963,400	965,322	1,963,400
Accessibility Services - Federal (Program)			1,272,900	1,143,631	1,272,900
Other Services- Gen & Adm			512,800	170,935	
Other Materials- Gen & Adm			20,300	6,875	
Computer Equip under \$5,000			2,000	665	
Total			\$5,373,200	\$3,662,039	\$4,805,400

DESIGN & CONSTRUCTION DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	612,515	644,555	783,048	560,693	743,858	743,858	773,468
Materials & Services	17,300	10,904	1,000	2,339	16,700	16,700	16,700
Total	\$629,815	\$655,459	\$784,048	\$563,032	\$760,558	\$760,558	\$790,168

Department Description & Responsibilities		
<p>Major Functions: The Design & Construction Department provides management of the Project Delivery phases (design, permitting and construction) of capital projects for assigned projects funded in TriMet's Capital Improvement Program (CIP). This work follows Project Development work performed/managed by others. Projects typically include those that implement system enhancements to increase reliability and capacity and those that maintain TriMet facilities in a state of good repair (SGR).</p>		
Link to Business Plan	Goals & Objectives	Timeline
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5C: Improve existing MAX infrastructure for ongoing reliability and capacity 	<p>Increase transit service reliability and capacity by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Finance TriNet page contains a complete list of CIP projects. Selected project highlights include:</p> <hr/> <p>Complete 4076 Powell Bus Base Complete MMCBuilding10 element of 7591 Columbia Bus Base</p>	<p>June 2023</p>
<p>Category: Financial</p> <ul style="list-style-type: none"> ➤ Goal #11: Manage assets to ensure safety and optimize value, performance and resiliency <ul style="list-style-type: none"> ▪ Objective #11A: Meet or exceed state of good repair (SGR) targets for all asset classes 	<p>Improve SGR by managing projects funded in the CIP and assigned to the DCD in accordance with their baseline schedules and budgets. Finance TriNet page contains a complete list of CIP projects. Selected project highlights include:</p> <hr/> <p>Complete 97th Curves element of 6403 Track Rehab Program Receive Type 6 LRVs as scheduled for 3687 LRV Fleet Replacement</p>	<p>June 2023</p>
<p>Category: Internal Business Practices</p> <ul style="list-style-type: none"> ➤ Goal #4: Deliver safe, efficient, and equitable service <ul style="list-style-type: none"> ▪ Objective #4B: Provide reliable performance 	<p>Provide technical support to selected internal maintenance groups upon request. Technical support highlights include:</p> <hr/> <p>Rail systems reliability support of MOW signals and OCS Vehicle engineering support of REM light rail vehicle maintenance</p>	<p>June 2023</p>

Design & Construction Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	3,863,090	3,411,201	2,898,935	2,901,640	3,989,964
Fringe	1,379,966	1,327,385	1,083,637	1,078,080	1,377,166
Capitalized Labor-Fringe	-4,630,541	-4,094,031	-3,199,524	-3,419,027	-4,593,662
Total	\$612,515	\$644,555	\$783,048	\$560,693	\$773,468

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Professional & Technical-Gen & Adm	8,043	9,100			10,000
Other Services- Gen & Adm		407			
Office Supplies	8,351	1,397		1,002	
Other Materials- Gen & Adm	150				
Unreconciled Mastercard Expense				652	
Computer Equip under \$5,000					5,000
Bid Advertising	756		1,000	685	1,700
Total	\$17,300	\$10,904	\$1,000	\$2,339	\$16,700

MAJOR PROJECTS DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	85,941	441,764	157,104	277,312	203,742	203,742	152,526
Materials & Services	47,574	5,552	115,000	89,356	216,000	216,000	216,000
Total	\$133,515	\$447,316	\$272,104	\$366,668	\$419,742	\$419,742	\$368,526

Department Description & Responsibilities

Major Functions: The Major Projects Department provides planning, design services, project development, environmental clearance, permitting and construction of local, regional, state and federally funded projects, such as transit center/layover improvements, enhanced transit corridors (ETC)/Better Bus, bus rapid transit (BRT), extensions to light rail, streetcar and system expansion. The Major Projects Department works closely with Metro and regional partners to deliver High Capacity Transit Projects and coordination with FTA on major projects.

Link to Business Plan	Goals & Objectives	Timeline
Category: Customers <ul style="list-style-type: none"> ➤ Goal #1: Satisfied riders <ul style="list-style-type: none"> ▪ Objective #1B: Increase ridership ➤ Goal #2: Satisfied community stakeholders and employers <ul style="list-style-type: none"> ▪ Objective #2D: Help shape the future of cities and our region in line with Metro 2040 Growth Concept ▪ Objective #2E: Ease congestion by providing attractive travel options during peak periods 	Participate in staff level and transit team work group meetings on the Interstate Bridge Replacement project.	June 30, 2023
	Develop alignment concepts and finalize mode decision.	August 2022
	Develop the locally preferred alternative to advance into NEPA	June 2023
	Advance construction activities for the Division Transit Project to maintain scope, schedule, and budget to reach substantial completion.	August 2022
	Identify and develop concept designs for the locally preferred alternative for the Tualatin-Valley Highway transit enhancement project.	June 2023
	Identify and develop concept designs for the locally preferred alternative for the 82 nd Avenue transit enhancement project.	June 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #5: Design and deliver successful projects <ul style="list-style-type: none"> ▪ Objective #5A: Develop higher capacity bus services 	Develop and complete designs and construction for improvements to two layover spaces and two transit centers.	June 2023
	Complete design and enter into construction enhanced transit improvements on: <ul style="list-style-type: none"> • Hawthorne Viaduct • NE Couch Street • E Burnside Street • SW 4th Avenue 	Summer 2022 Summer 2022 Summer 2022-summer 2023 August 2022-August 2023
Category: Internal Business Practices <ul style="list-style-type: none"> ➤ Goal #6: Business practices that create value and spur innovation and continuous improvement <ul style="list-style-type: none"> ▪ Objective #6B: Increase financial resources 	Advance construction activities for the Better Red Project (MAX Red Line Extension & Reliability Improvements to maintain scope, schedule, and budget to reach substantial completion.	September 2024

Major Projects Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	1,698,362	2,031,803	2,214,780	2,039,240	2,988,456
Fringe	642,910	935,648	703,338	670,888	1,011,771
Capitalized Labor-Fringe	-2,255,331	-2,525,687	-2,761,014	-2,432,816	-3,847,701
Total	\$85,941	\$441,764	\$157,104	\$277,312	\$152,526

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Rail Volution Conference			15,000	20,000	15,000
Professional & Technical-Gen & Adm	3,000		50,000	18,875	150,000
Willamette Shore Line			30,000	40,000	30,000
Equip/Furn < \$5,000-Gen & Adm		164			
Other Materials- Gen & Adm	8,044	-285			
Unreconciled Mastercard Expense				606	
Computer Equip under \$5,000					1,000
Special Event Expenses	36,530	5,673	20,000	9,875	20,000
Total	\$47,574	\$5,552	\$115,000	\$89,356	\$216,000

PROJECT DEVELOPMENT & PERMITTING DEPARTMENT

Summary	FY2020	FY2021	FY2022		FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	419,148	248,170					
Materials & Services	146,551	84,208					
Total	\$565,699	\$332,378					

The Project Development & Permitting Department was dissolved into other departments in Engineering & Construction Division in FY2022.

Project Development & Permitting Department

Personnel Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Labor	744,466	752,700			
Fringe	205,608	225,013			
Capitalized Labor-Fringe	-530,926	-729,543			
Total	\$419,148	\$248,170			

Materials & Services Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
Rail Volution Conference	15,000	15,000			
Professional & Technical-Gen & Adm	101,506	69,208			
Willamette Shore Line	30,000				
Other Services- Gen & Adm	45				
Total	\$146,551	\$84,208			

Engineering & Construction Personnel Profile

Engineering and Construction Admin Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Executive Director, Engineering & Construction	1.00	NU	FT		214,723	24	171,778	257,668
Director, Program Management	1.00	NU	FT		169,625	22	146,743	220,116
Manager, Quality Assurance	1.00	NU	FT		147,990	19	115,201	172,803
Manager, Cost Estimating & Value Engineering	1.00	NU	FT		144,001	19	115,201	172,803
Manager, Project Programs	1.00	NU	FT		148,205	19	115,201	172,803
Engineer, Principal, Structural	1.00	NU	FT		145,891	18	106,102	159,154
Project Manager, Principal, Eng & Const	1.00	NU	FT		132,628	18	106,102	159,154
Program Scheduler, Senior	2.00	NU	FT		259,462	17	97,654	146,480
Project Manager, Senior, Eng & Const	3.00	NU	FT		382,963	17	97,654	146,480
Project Manager, Senior, Eng & Const	1.00	NU	FT	✓	131,277	17	97,654	146,480
Manager, CADD	1.00	NU	FT		110,123	16	89,803	134,705
Coordinator, Senior, Quality Assurance	1.00	NU	FT		123,479	16	89,803	134,705
Project Manager, Eng & Const	2.00	NU	FT	✓	241,619	16	89,803	134,705
Analyst, Senior, Cost Control	1.00	NU	FT		103,704	15	82,536	123,804
Cost Estimator, Senior	1.00	NU	FT		107,547	15	82,536	123,804
Administrator, Public Art	1.00	NU	FT		105,727	14	75,773	113,660
Cost Estimator	1.00	NU	FT		86,900	13	69,520	104,280
Coordinator, Compliance	1.00	NU	FT		93,362	13	69,520	104,280
Specialist, Senior, Project Control	1.00	NU	FT		83,188	12	63,738	95,605
Assistant, Executive Administrative	1.00	NU	FT		83,541	11	58,387	87,582
Total	24.00				3,015,955			

Engineering & Construction Personnel Profile

Policy & Planning Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Mobility Planning & Policy	1.00	NU	FT		154,488	20	124,972	187,457
Manager, Service Planning & Development	2.00	NU	FT		229,994	17	97,654	146,480
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT		90,518	14	75,773	113,660
Planner, Senior	1.00	NU	FT		90,293	14	75,773	113,660
Coordinator, Senior, Operating Projects	1.00	NU	FT		101,989	14	75,773	113,660
Planner	3.00	NU	FT		246,392	12	63,738	95,605
Planner, Associate	1.00	NU	FT		64,168	10	53,458	80,185
Assistant, Administrative	1.00	NU	FT		45,973	7	40,810	61,215
Total	11.00				1,023,815			

Design & Construction Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Design and Construction	1.00	NU	FT		178,503	22	146,743	220,116
Manager, Eng & Const Vehicle Engineering	1.00	NU	FT		131,234	20	124,972	187,457
Manager, Eng & Const Rail Systems	1.00	NU	FT		144,001	19	115,201	172,803
Manager, Engineering and Construction	2.00	NU	FT		258,008	19	115,201	172,803
Project Manager, Principal, Eng & Const	2.00	NU	FT		265,256	18	106,102	159,154
Project Manager, Principal, Eng & Const	1.00	NU	FT	✓	141,389	18	106,102	159,154
Project Manager, Senior, Eng & Const Systems	4.00	NU	FT		500,335	17	97,654	146,480
Project Manager, Senior, Eng & Const	6.00	NU	FT		984,855	17	97,654	146,480
Project Manager, Senior, Eng & Const	3.00	NU	FT	✓	120,196	17	97,654	146,480
Project Manager, Eng & Const Systems	3.00	NU	FT		347,985	16	89,803	134,705
Project Manager, Eng & Const Vehicles	2.00	NU	FT		230,503	16	89,803	134,705
Project Manager, Eng & Const	2.00	NU	FT		221,309	16	89,803	134,705
Project Manager, Eng & Const	1.00	NU	FT	✓	112,253	16	89,803	134,705
Project Coordinator, Eng & Const	1.00	NU	FT		78,726	12	63,738	95,605
Project Coordinator, Eng & Const	1.00	NU	FT	✓	79,671	12	63,738	95,605
Assistant, Senior Administrative	3.00	NU	FT		195,740	9	48,891	73,335
Total	34.00				3,989,964			

Engineering & Construction Personnel Profile

Major Projects Department	Total FTE	Union (U)/ Non-Union (NU)	Full-Time (FT)/ Part-Time (PT)	Limited Term	Base Salary	Pay Code (U)/ Grade (NU)	Min	Max
Director, Major Projects	1.00	NU	FT		175,394	22	146,743	220,116
Manager, Small Starts Projects	2.00	NU	FT		276,525	19	115,201	172,803
Manager, Capital Planning	1.00	NU	FT		140,208	18	106,102	159,154
Project Manager, Principal, Eng & Const	3.00	NU	FT		386,232	18	106,102	159,154
Project Manager, Principal, Eng & Const	2.00	NU	FT	✓	272,675	18	106,102	159,154
Project Manager, Senior, Eng & Const	6.00	NU	FT		772,191	17	97,654	146,480
Project Manager, Senior, Eng & Const	5.00	NU	FT	✓	628,287	17	97,654	146,480
Project Manager, Eng & Const	1.00	NU	FT	✓	112,253	16	89,803	134,705
Coordinator, Senior, Environmental Permits	1.00	NU	FT		101,980	14	75,773	113,660
Assistant, Senior Administrative	1.00	NU	FT		68,421	9	48,891	73,335
Assistant, Administrative	1.00	NU	FT		54,289	7	40,810	61,215
Total	24.00				2,988,455			

Capital Improvement Program

Capital expenditures are defined as the acquisition or construction of a major capital asset that has a useful life of greater than one year. The projects included in the Capital Improvement Program (CIP) list are approved by the Capital Program Committee (CPC), TriMet General Manager and the Board of Directors when adopted in the budget. The projects are managed dynamically throughout the fiscal year under the direction of the CPC.

CIP PROCESS

To determine the projects to be funded in the upcoming fiscal year and reported in the CIP list, the 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.

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

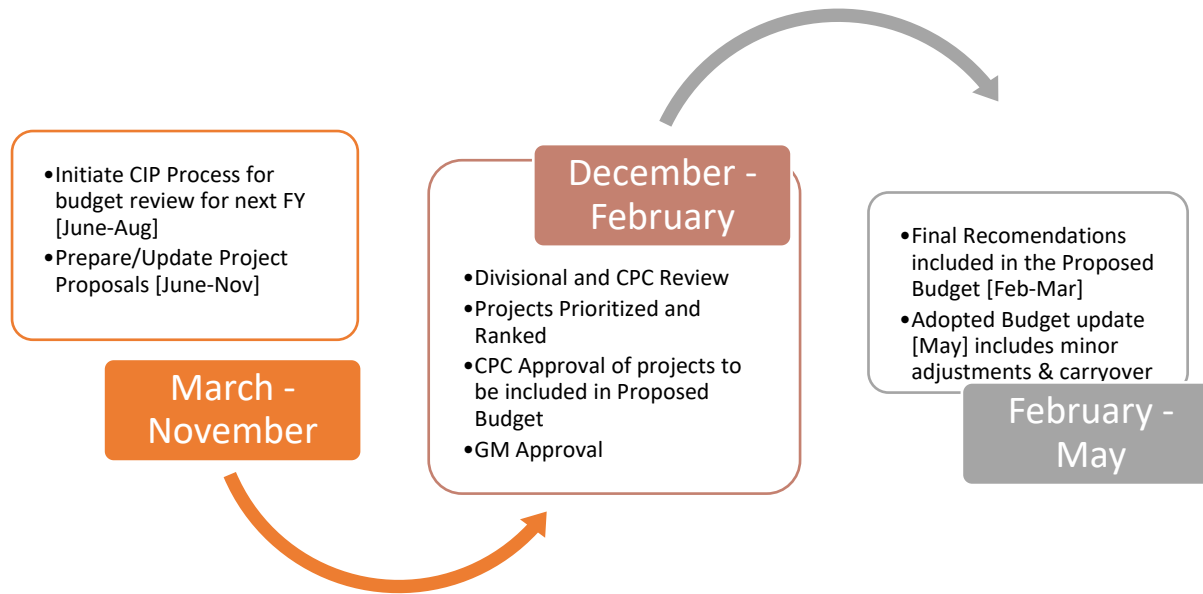
Agency Classification groups the projects in one of five categories as listed in the chart to the left. Classification 1 and 2 are both considered “High Priority” categories. Classification 1 reflect projects that help meet externally mandated work efforts – such as those dictated by Federal or State agencies – or that the agency has committed to by allowing construction or procurement activities to be initiated. Classification 2 reflects projects that are deemed essential for State of Good Repair (SGR) or safety & service reliability priorities. Classification 3 includes discretionary projects that reflect other, non-urgent projects that the agency would like to 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 work that will need to be considered.

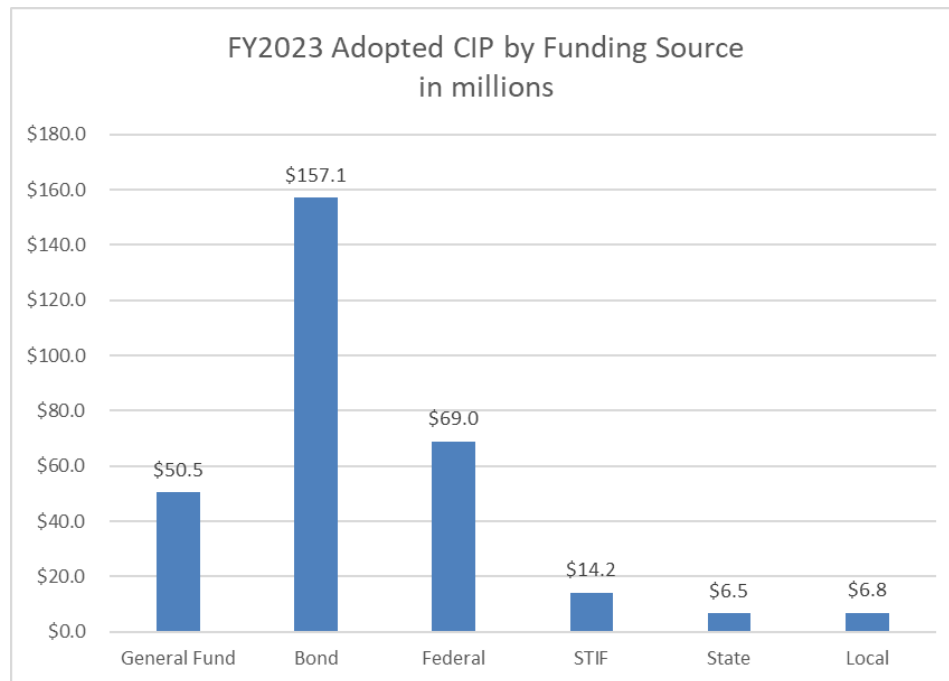
MODA prioritization evaluates each project by a series of agency-specific criteria. The criterion used for this prioritization – reflected in the chart to the right – were developed by a special committee of agency employees working with an external contractor to evaluate and rank each project relative to agency values. 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 the budget.

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

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 project list aligns with the available funding, the proposed CIP plan is approved by the CPC and then presented to the General Manager for final approval. The final CIP list is included in the agency’s budget for the upcoming year which is approved by the Board of Directors when the budget is adopted. The annual timeline for this process is detailed in the graphic displayed on the next page.



CIP FUNDING



The FY2023 CIP Adopted Budget totals \$304.1 million with a mix of general fund contributions, bond proceeds, federal, state and local funding. Bond proceeds totaling \$157.1 million reflect the greatest funding source for the agency which stems from bond issuances in 2019 and 2021. Federal funding is the second largest funding source at \$69.0 million. The majority of the federal spending is attributable to the Red Line Extension & Reliability project, a service enhancement project that extends our Red Line airport service further west and increases reliability of all of our MAX lines. General fund contributions – the 3rd largest funding source at \$50.5 million –predominantly consist of payroll taxes and passenger fares that have taken a dip due to the pandemic. However, as the pandemic eases and the economy begins to recover the general fund resources are projected to increase and, thus, more investments in capital may occur. STIF funding, which comes in the form of a state grant, funds 8 projects in the FY2023 budget, totaling \$14.2 million. State & Local funding from other agencies in the region fully or partially fund 11 projects, accounting for \$13.3 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, STIF, state and local 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.

MAJOR INVESTMENTS FOR FY2023

Non-Recurring Capital Investments (System Expansions & Enhancements):

- *Division Transit Project.* The FY2023 Adopted Budget includes \$12.4 million of funding to complete construction. Revenue service is anticipated to begin in September 2022.
- *A Better Red Project (MAX Red Line Extension & Reliability Improvements).* The FY2023 Adopted Budget includes \$86.5 million of funding to continue construction to extend the MAX Red Line west to Fair Complex/Hillsboro Airport Station and improve sections of the line to provide system wide reliability improvements.
- *Portland-Milwaukie Light Rail.* There is \$6.4 million in the FY2023 Adopted Budget to finish development around the MAX Orange Line, connecting Portland and Milwaukie. The development will add two floors to the Park Avenue Park & Ride facility.
- *Electric Vehicle Charging Infrastructure.* The agency committed \$3.5 million in the FY2023 Adopted Budget to further develop the charging infrastructure at the Powell bus facility to support electric buses in the future.
- *Hollywood Transit Center Transit Oriented Development & Substation Replacement.* There is \$0.4 million in this budget committed to this project to work with local partners and create transit-oriented development in the Hollywood District of downtown Portland.
- *Columbia Bus Base.* Due to COVID impacts, the *Columbia Bus Base* has had most design and construction efforts delayed, pushing back the expectation of having the complete Bus facility fully operating until FY2025 or beyond. The FY2023 Adopted Budget includes \$9.0 million to complete work for one of the buildings in the facility to be utilized by the Stores team to manage agency inventory.

Recurring Capital Investments:

Vehicle Purchases:

- *Light Rail Vehicles (LRV).* The FY2023 Adopted Budget includes \$57.2 million for the construction of the new Type 6 LRVs. The first new LRV is expected to be received in the spring of 2022 with new vehicles continuing to be delivered through the end of calendar 2023.
- *Buses.* Due to pandemic impacts, the bus maintenance team is minimizing bus purchases over the next couple of years, focusing solely on necessary replacements. With the pandemic-influenced approach, the FY2023 budget does not include any new bus purchases.
- *ATP Vehicles.* The paratransit department of the agency is leveraging significant state grants, with \$7.2 million in this Adopted Budget to replace 42 of their aging vehicles.
- *Non-Revenue Vehicles (NRVs).* There is \$3.3 million included in the FY2023 Adopted Budget to replace NRVs that are approaching the end of their useful life in addition to purchasing expansion NRVs to enhance service support.

State of Good Repair (SGR):

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. The agency adopted 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 FY2023 Adopted Budget dedicates \$87.1M million towards SGR projects, which is 35.4% 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:

- *Operating Facilities.* In addition to the Electric Vehicle Charging Infrastructure and Columbia Bus Base expansion work noted above, work continues on the Powell Maintenance Facility overhaul, which is expected to be completed this fiscal year. This includes \$34.1 million funded in FY2023 Adopted Budget.
- *IT Infrastructure.* The FY2023 Adopted Budget includes \$9.9 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.

Other Capital Projects:

- *Safety Enhancements.* In addition to spending dedicated to safety and security imbedded in the other projects, the FY2023 Adopted Budget includes \$8.2 million for 7 projects specifically focused on improving safety and security for bus and rail facilities, including infrastructure improvements impacting vehicles and passengers.
- *Transit Enhancement Projects.* In addition to the Division Transit and the Hollywood Transit Center TOD projects noted above, there is \$18.0 million budgeted in FY2023 for 10 projects that work in partnership with state and local agencies to create priority treatments along the agency's Frequent Service bus network, decrease bus & MAX travel time, increase development around the transit alignment (Transit-Oriented Development, or TOD), and increase service safety, accessibility, & reliability.



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 chart below shows the expected operating impacts for all CIP projects funded in the FY2023 budget. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

FY2023 CIP Impacts on Operations						
Div	PN	Project Name	Impact on Operating Costs	Is the Impact One-Time Only or Continuous?	Estimated FY2023 impact	Notes
EC	1146	Division Transit Project	Increases FY2023 Operations	Continuous	\$10M-\$12M	Includes personnel and M&S costs from Sept 2022 to Jul 2023; however, costs are being offset by Line 2 - Division elimination
EC	1161	PMIS Replacement	No FY2023 impact; Operating cost reduction expected FY2024+			Only design in FY2023; operating efficiencies expected as project is completed
EC	2045	MAX Station Optimization	Reduces Operating costs	Continuous	\$10K-\$50K	Reduced platform maintenance expenses
EC	3651	Portland-Milwaukie Light Rail	No FY2023 impact; Operating cost increase expected FY2025+			Additional maintenance cost once project completed
FA	1175	Fixed Route Farebox Replacement	No FY2023 impact; Operating cost reduction expected FY2024+			Additional FTE expected with completion
FA	1176	Hop Fastpass	No FY2023 impact; Operating cost increase expected FY2024+			Additional software licensing & maintenance expense expected after project completed
FA	7544	eFare	Increases FY2023 Operations	Continuous	\$400K-\$700K	Software & annual maintenance costs
IT	1174	NextGen Transit Signal Priority	No FY2023 impact; Operating cost reduction expected FY2025+			Additional software licensing & maintenance expense expected after project completed
MT	3687	LRV Fleet Replacement & Expansion	Increases FY2023 Operations	One-time Only	\$10K-\$50K	Cost for on-call inspector
MT	4001	NRV Replacement & Major Repairs	Increases FY2023 Operations	Continuous	\$10K-\$50K	Additional maintenance cost for expansion vehicles
MT	5615	Electric Vehicle Charging Infrastructure - Powell	Increases FY2023 Operations	Continuous	\$100K-\$150K	Ongoing maintenance, licensing, and parts for charging units
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2023 Operations	Continuous	\$10K-\$50K	Additional maint for new equip
MT	7587	Rail MOW Equipment Acquisition	Increases FY2023 Operations	Continuous	\$10K-\$50K	Additional maint for new equip
SS	1130	Vehicle Borne CCTV	Reduces Operating costs	Continuous	\$5K-\$10K	More efficient data transfers
TR	3614	Cross Mall Turn Back	No FY2023 impact; Operating cost increase expected FY2026+			Additional maintenance cost once project completed
TR	7581	WES RDC	No FY2023 impact; Operating cost increase expected FY2024+			Maint cost increase

FIVE YEAR CIP FORECAST SUMMARY

The five year CIP forecast for the agency totals \$895.8 million for FY2023 to FY2027. This includes forecast 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 many 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 each year for the next year's budget. The forecasts for FY2024 to FY2027 is for planning purposes only and will be fully evaluated and approved by the CPC in year of expenditure, by which resource availability and needs are put into alignment.

Five Year CIP by Funding Source - The summary below demonstrates the expected resource coverage for CIP projects over the next 5 years. As noted in the To Be Determined (TBD) line, there are a few projects with unsecured funding. This is expected to be covered by a mix of additional General Fund that comes available due to additional payroll tax or fare revenue, or additional grants procured from Federal, State, or Local sources.

Fund Type	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
General Fund	\$50,501,037	\$30,000,000	\$30,000,000	\$30,000,000	\$30,000,000	\$170,501,037
Bond	\$157,056,313	\$91,360,000	\$95,930,000	\$66,100,000	\$30,950,000	\$441,396,313
STIF	\$14,163,775	\$25,670,000	\$20,910,000	\$8,150,000	\$5,110,000	\$74,003,775
Federal	\$68,976,394	\$40,430,000	\$3,500,000	\$3,500,000	\$3,500,000	\$119,906,394
State	\$6,526,822	\$5,040,000	\$3,420,000	\$5,040,000	\$5,040,000	\$25,066,822
Local	\$6,834,704	\$8,690,000	\$130,000	\$130,000	\$130,000	\$15,914,704
TBD	\$0	\$21,960,000	\$16,780,000	\$5,550,000	\$4,710,000	\$49,000,000
TOTAL	\$304,059,046	\$223,150,000	\$170,670,000	\$118,470,000	\$79,440,000	\$895,789,046

Five Year CIP by Program - The summary below depicts the forecasted expenditure by program over the next 5 years.

Program	FY2023	FY2024	FY2025	FY2026	FY2027	TOTAL
Equipment	\$8,347,709	\$5,650,000	\$3,440,000	\$3,910,000	\$6,680,000	\$28,027,709
Facilities	\$68,165,514	\$60,420,000	\$79,010,000	\$40,740,000	\$29,240,000	\$277,575,514
Fleet	\$73,947,212	\$42,510,000	\$46,910,000	\$40,910,000	\$13,750,000	\$218,027,212
Information Technology	\$19,404,919	\$13,430,000	\$10,390,000	\$15,790,000	\$11,470,000	\$70,484,919
Infrastructure	\$18,761,458	\$20,950,000	\$25,290,000	\$16,990,000	\$18,170,000	\$100,161,458
Other Projects	\$453,471	\$130,000	\$130,000	\$130,000	\$130,000	\$973,471
Planning/Studies	\$2,063,093	\$2,280,000	\$2,280,000	\$0	\$0	\$6,623,093
Safety & Security	\$7,605,978	\$4,850,000	\$200,000	\$0	\$0	\$12,655,978
System Expansion	\$105,309,693	\$72,930,000	\$3,020,000	\$0	\$0	\$181,259,693
TOTAL	\$304,059,046	\$223,150,000	\$170,670,000	\$118,470,000	\$79,440,000	\$895,789,046

CIP Resources

	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	9,455,654	15,144,166	46,970,721	31,216,593	26,932,790	26,932,790	27,525,302
Federal Transit Administration Grants, Programmed	26,125,247	33,519,649	72,246,887	102,652,852	72,358,194	72,358,194	68,976,394
Revenue Bond Proceeds	158,794,086	125,600,787	158,885,778	98,069,061	109,423,566	109,423,566	157,056,313
Operating Resources Dedicated for Capital*	24,854,764	15,964,924	89,801,314	13,612,690	37,419,988	37,419,988	50,501,037
Total CIP Resources	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046

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

CIP Requirements

Operating	FY2020	FY2021	FY2022	FY2022	FY2023		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division	541,375	181,623	30,000	30,000			
Transportation Division	4,497,895	-19,353			6,444,980	6,444,980	8,279,709
Safety & Security Division	7,705,742	8,010,050	6,035,714	4,194,445	7,769,731	7,769,731	8,513,429
Maintenance Division	114,950,607	91,372,284	163,782,302	95,557,872	77,694,067	77,694,067	124,151,297
Information Technology Division	1,740,785	4,223,160	15,367,656	9,042,183	9,201,169	9,201,169	14,656,134
Public Affairs Division	1,180,617	1,140,945	1,866,666	1,161,474	1,166,666	1,166,666	1,820,003
Finance & Administrative Services Division	3,660,701	2,950,701	4,273,261	394,858	2,593,368	2,593,368	4,864,185
Legal Services Division	675,557	592,842	4,748,889	752,302	3,810,457	3,810,457	11,250,879
Engineering & Construction Division	84,276,472	81,777,274	171,800,212	134,418,062	137,454,100	137,454,100	130,523,410
Total CIP Requirements	\$219,229,751	\$190,229,526	\$367,904,700	\$245,551,196	\$246,134,538	\$246,134,538	\$304,059,046

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2023	Comments
Transportation Division							
PRJ_3614 Cross-Mall Turnback Connector			731,526			731,526	
PRJ_4049 ATP Fleet Expansion / Replacement	5,041,719				2,110,051	7,151,770	STIF, State 5310, STF, 2021 Bond
PRJ_7581 WES DMU Fleet			396,413			396,413	
Total Transportation Division	\$5,041,719		\$1,127,939		\$2,110,051	\$8,279,709	
Safety & Security Division							
PRJ_1112 Security Fencing				200,000		200,000	
PRJ_1124 Operator Safety & Rider Awareness		124,125		47,560		171,685	Fed Sec 5312 Transit Public Safety
PRJ_1130 Vehicle Borne CCTV Systems					3,598,408	3,598,408	2021 Bond
PRJ_1133 CCTV & Intrusion Detection		596,100				596,100	FEMA Transit Security Grant
PRJ_1151 Security Funds for Transit Enhancement	662,000	376,853				1,038,853	STIF Funds
PRJ_4077 Transit Police NRV's			246,000	600,000		846,000	
PRJ_4548 Master Key Schema, Development & Implementation			350,000			350,000	
PRJ_5606 Rail Crossing Safety Enhancements		276,246	1,352,500	83,637		1,712,383	Fed Regional STBG FHWA Flex
Total Safety & Security Division	\$662,000	\$1,373,324	\$1,948,500	\$931,197	\$3,598,408	\$8,513,429	
Maintenance Division							
PRJ_3687 LRV Fleet Replacement/Expansion					57,245,259	57,245,259	2021 Bond
PRJ_4001 Non-Revenue Vehicle Replacement			2,159,045		1,150,794	3,309,839	2019 & 2021 Bonds
PRJ_4006 Bus Shop Equipment - Center			1,027,785	51,500		1,079,285	
PRJ_4058 Diesel Bus Purchases					45,977	45,977	2019 Bond
PRJ_4060 Bus Refurbishments - Diesel to Electric					2,837,083	2,837,083	2019 Bond
PRJ_4076 Powell Maintenance Facility					34,106,447	34,106,447	2021 Bond
PRJ_4078 Emergency Back-up Power			1,068,900			1,068,900	
PRJ_4604 HVAC Systems			712,008	68,276		780,284	
PRJ_4613 Type 1 Substation Replacement			1,200,000			1,200,000	
PRJ_4652 Building Area/Components Replacement			223,469	68,550		292,019	
PRJ_4653 Electrical Equipment & Systems Replacement			820,123	224,160		1,044,283	
PRJ_4654 Lifting Equipment & Systems Replacement			147,108	80,405		227,513	
PRJ_4655 Other Building Systems & Equipment			207,125	18,427		225,552	
PRJ_4657 Bldg. Area & Components - Layover			218,745	14,342		233,087	
PRJ_4658 Safety-Hazmat Systems			79,192	32,678		111,870	
PRJ_4659 Site-Property Systems			592,230	27,298		619,528	
PRJ_4683 Asphalt Pavement Maintenance Program			100,000			100,000	
PRJ_4805 Facilities System Masterplan	573,004		200,000			773,004	STIF Funds
PRJ_5508 Bus Stop Development	495,000	234,343	126,000	265,657		1,121,000	STIF Funds
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	1,474,820	2,003,841				3,478,661	STIF Funds
PRJ_5626 Electric Bus Purchases		38,710			40,290	79,000	Fed Sec 5339(c) Low or No, 2019 Bond
PRJ_6204 Washington Park ECS			596,811	139,562		736,373	
PRJ_6402 Signal System Relay to PLC				50,733		50,733	

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2023	Comments
PRJ_6403 Track Rehab Program			2,225,500	70,000		2,295,500	2019 & 2021 Bonds
PRJ_6404 Arc Flash Implementation Program				136,033		136,033	
PRJ_7503 Light Rail Shop Equipment Repl.					4,341,463	4,341,463	
PRJ_7504 Rail Maintenance Equipment			1,163,700			1,163,700	
PRJ_7508 Type 1 LRV Decommissioning			541,871			541,871	
PRJ_7535 Light Rail Electrification & Signaling Systems			2,515,000			2,515,000	
PRJ_7559 Light Rail Track and Structures			1,500,000			1,500,000	
PRJ_7587 Rail MOW Equipment Acquisition			550,000			550,000	
PRJ_7592 Ruby Junction Expansion					342,033	342,033	
Total Maintenance Division	\$2,542,824	\$2,276,894	\$17,974,612	\$1,247,621	\$100,109,346	\$124,151,297	
Information Technology Division							
PRJ_1042 Mobile Router Replacement			1,346,667		39,287	1,385,954	2019 Bond
PRJ_1070 Servers Replacement			1,547,424	500,000		2,047,424	
PRJ_1091 Desktop Computing Replacement			1,257,825			1,257,825	
PRJ_1095 Data Communications System Replacement			1,089,028			1,089,028	
PRJ_1131 Communication Environment Replacement - capital			1,078,225			1,078,225	
PRJ_1152 Radio & Microwave Communication Systems			2,400,000	652,609		3,052,609	
PRJ_1174 NextGen Transit Signal Priority	178,340	1,581,598	303,660		2,681,471	4,745,069	State ATCMTD Grant, 2019 & 2021 Bonds
Total Information Technology Division	\$178,340	\$1,581,598	\$9,022,829	\$1,152,609	\$2,720,758	\$14,656,134	
Public Affairs Division							
PRJ_6021 Transit Tracker Project	666,666		500,000	653,337		1,820,003	STIF Funds
Total Public Affairs Division	\$666,666		\$500,000	\$653,337		\$1,820,003	
Finance & Administrative Services Division							
PRJ_1166 TVM Refurbishment or Replacement					144,350	144,350	2019 Bond
PRJ_1175 Fixed Route Bus Farebox Replacement			1,494,000			1,494,000	
PRJ_1176 Hop Fastpass 2.0			308,817	100,000		408,817	
PRJ_7544 eFare			441,152		2,375,866	2,817,018	2019 Bond
Total Finance & Administrative Services Division			\$2,243,969	\$100,000	\$2,520,216	\$4,864,185	
Legal Services Division							
PRJ_1147 ECM Implementation Project			300,328	502,036		802,364	
PRJ_1178 Downtown Admin Relocation			10,000,000			10,000,000	
PRJ_7595 Hollywood TC TOD & Substation Replacement	38,911				409,604	448,515	Bridge Housing, 2019 Bond
Total Legal Services Division	\$38,911		\$10,300,328	\$502,036	\$409,604	\$11,250,879	

Adopted CIP Funding Detail

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2023	Comments
Engineering & Construction Division							
PRJ_1146 Division Transit Project	2,637,765	5,592,256			4,158,924	12,388,945	Fed Sec 5309, 2019 & 2021 Bonds
PRJ_1161 PMIS Upgrade			527,313	193,274		720,587	
PRJ_2045 MAX Station Optimization			694,545			694,545	
PRJ_2048 Garage, Layover, and TC Expansion	1,800,000	1,894,053				3,694,053	STIF Funds
PRJ_3642 Timber Gate Artwork Restoration			12,429	201,562		213,991	
PRJ_3651 Portland-Milwaukie Light Rail Project	5,700,000				693,548	6,393,548	Fed Sec 5309 New Starts, 2021 Bond
PRJ_3673 162nd Ave Pedestrian Access Improvements		376,717				376,717	Fed Sec 5307 UZA, City of Portland
PRJ_4638 Red Line Extension and Reliability Improvements	55,152,462				31,349,738	86,502,200	Fed Sec 5309 SS, Local, 2021 Bond
PRJ_4639 Steel Bridge Transit Improvements					18,000	18,000	2019 Bond
PRJ_5025 Rail Reliability			821,438			821,438	
PRJ_5581 Willamette Shore Trolley			120,000			120,000	
PRJ_5597 TV Highway Transit Improvements	343,749	139,696				483,445	Metro
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			161,470	31,220		192,690	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		859,152		32,809		891,961	Fed Reg STBG FHWA Flex Funds, Local
PRJ_5624 Southwest Corridor					25,000	25,000	2018 GARVEE Bond
PRJ_7201 Third Party Recovery	1,139,480	270,089				1,409,569	Local
PRJ_7202 Third Party Project Betterment	1,025,640					1,025,640	Port of Portland
PRJ_7215 Enhanced Transit Concepts - Other Projects		3,708,361				3,708,361	STIF Funds
PRJ_7218 Enhanced Transit Concepts	1,500,000				309,818	1,809,818	METRO, 2018 GARVEE Bond
PRJ_7591 Columbia Bus Base					9,032,902	9,032,902	2021 Bond
Total Engineering & Construction Division	\$69,299,096	\$12,840,324	\$2,337,195	\$458,865	\$45,587,930	\$130,523,410	
Total Capital Improvement Program (CIP) Requirements	\$78,429,556	\$18,072,140	\$45,455,372	\$5,045,665	\$157,056,313	\$304,059,046	

CIP - Chief Operating Officer

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1135 Learning Management System (LMS) - EBS Oracle Learning Management			30,000	30,000	
PRJ_1139 Operator Training Equipment	457,380	25,257			
PRJ_1500 Enterprise Asset Management System	83,995	156,366			
Total Chief Operating Officer	\$541,375	\$181,623	\$30,000	\$30,000	

CIP - Transportation

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_3614 Cross-Mall Turnback Connector					731,526
PRJ_4049 ATP Fleet Expansion / Replacement	4,026,732	4,694			7,151,770
PRJ_4518 Workstations	51,675				
PRJ_4689 LIFT Automated Customer Information	296,696				
PRJ_6206 Back-up OCC	2,034				
PRJ_7581 WES DMU Fleet					396,413
PRJ_7585 WES Vehicle & Shop Equipment Replacement	120,758	98,500			
PRJ_7589 Vehicle Intrusions		-122,547			
Total Transportation	\$4,497,896	-\$19,353			\$8,279,709

CIP - Safety & Security

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1112 Security Fencing			200,000		200,000
PRJ_1124 Operator Safety & Rider Awareness		3,017	205,144	33,459	171,685
PRJ_1129 Network CCTV Systems	950,176	2,112			
PRJ_1130 Vehicle Borne CCTV Systems	856,265	1,897,876	1,182,530	152,716	3,598,408
PRJ_1133 CCTV & Intrusion Detection			976,000	379,901	596,100
PRJ_1136 E-Citation	76,535				
PRJ_1151 Security Funds for Transit Enhancement		277,134	936,522	559,670	1,038,853
PRJ_1154 Access Control Equipment & Mapping		79,000			
PRJ_2504 Safety & Security Facility Relocation	3,539,885	3,235,933		4,046	
PRJ_2507 Bus Operator Protective Barriers	493,551	1,842,701			
PRJ_4077 Transit Police NRV's		10,645		310,736	846,000
PRJ_4548 Master Key Schema, Development & Implementation			150,000		350,000
PRJ_4596 COVID-19 Equipment and Upgrades	411,627	163,020			
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel		115			
PRJ_5606 Rail Crossing Safety Enhancements	980,694	373,198	2,385,518	1,688,407	1,712,383
PRJ_7563 Positive Train Control	393,521				
PRJ_7589 Vehicle Intrusions	3,488	122,547			
PRJ_9110 Reimagine Public Safety		2,752		1,065,510	
Total Safety & Security	\$7,705,742	\$8,010,050	\$6,035,714	\$4,194,445	\$8,513,429

CIP - Maintenance

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_3687 LRV Fleet Replacement/Expansion	15,616,225	11,835,544	71,151,951	39,523,528	57,245,259
PRJ_4001 Non-Revenue Vehicle Replacement	1,579,320	416,607	1,593,500	793,890	3,309,839
PRJ_4006 Bus Shop Equipment - Center	366,182	448,696	233,490	181,990	1,079,285
PRJ_4058 Diesel Bus Purchases	38,086,776	22,065,403	3,423,695	20,671	45,977
PRJ_4059 Bus Refurbishments - Diesel to Diesel		299,799	4,732,701		
PRJ_4060 Bus Refurbishments - Diesel to Electric	21,807	2,928,954	4,470,555	2,234,520	2,837,083
PRJ_4076 Powell Maintenance Facility	36,441,276	32,132,269	43,670,120	25,457,331	34,106,447
PRJ_4077 Transit Police NRV's		442,093			
PRJ_4078 Emergency Back-up Power					1,068,900
PRJ_4547 Hoist Equipment Rebuild/Refurbish	635,907				
PRJ_4604 HVAC Systems	124,559	211,882	301,061	232,785	780,284
PRJ_4613 Type 1 Substation Replacement		177	680,210	323,283	1,200,000
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel		-2,138			
PRJ_4652 Building Area/Components Replacement	116,375	48,092	302,269	233,719	292,019
PRJ_4653 Electrical Equipment & Systems Replacement	116,336	2,271,644	988,430	764,271	1,044,283
PRJ_4654 Lifting Equipment & Systems Replacement	27,765	55,134	354,542	274,138	227,513
PRJ_4655 Other Building Systems & Equipment	89,651	13,589	81,251	62,825	225,552
PRJ_4657 Bldg. Area & Components - Layover	3,300	11,038	63,240	48,898	233,087
PRJ_4658 Safety-Hazmat Systems		3,195	144,090	111,413	111,870
PRJ_4659 Site-Property Systems	246,041	384,956	120,367	93,070	619,528
PRJ_4662 Elevator End of Life Replacement/Refurbishment	4,192,437	359,741			
PRJ_4663 Facility System Remodel	44				
PRJ_4676 Cleveland Crew Room Renovation	4,769,733	1,456,875		-723	
PRJ_4683 Asphalt Pavement Maintenance Program					100,000
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA)	223	58,894			
PRJ_4686 MAX Platform RP Valve Retrofits	26				
PRJ_4694 RJ Exterior Lighting Improvement	7,205				
PRJ_4706 Water Intrusion Analysis	115,423				
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]	973,826	182,631			
PRJ_4709 Center Vacuum Replacement	10,098				
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement	3,638	262,608			
PRJ_4802 Nela LIFT Parking Lot Lighting	101				
PRJ_4803 West Portal Lighting	26				
PRJ_4805 Facilities System Masterplan	476,517	332,286	509,300	574,747	773,004

CIP - Maintenance

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_5508 Bus Stop Development	417,040	183,795	716,769	174,534	1,121,000
PRJ_5599 Lloyd District Transit Hub	15,144	6,871			
PRJ_5614 End-Of-Route Permanent Operator Restrooms	19,787	172			
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	2,217,354	3,045,341	8,684,046	6,614,423	3,478,661
PRJ_5626 Electric Bus Purchases	1,440,398	-64,119	4,197,724	5,202,176	79,000
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	283,655	452,253		4,322	
PRJ_5630 Electric Vehicle Charging Infrastructure-Other	-1,150				
PRJ_6001 Electric Vehicle Charging Infrastructure Columbia Bus Base		783	144,870	209,870	
PRJ_6204 Robertson Tunnel Digital Controls		183	406,899	267,337	736,373
PRJ_6205 LRV Overhaul - Travel Only	45,662	1,162			
PRJ_6402 Signal System Relay to PLC	22,959	31,174	188,600	79,095	50,733
PRJ_6403 Track Rehab Program	2,381,901	2,231,446	3,482,447	1,828,478	2,295,500
PRJ_6404 Arc Flash Implementation Program	173,174	192,973	500,000	208,639	136,033
PRJ_6405 185th/Willow Creek P&R Repair	1,125				
PRJ_6406 Platform Water Svc Restoration - Parkrose & 102nd	15,106				
PRJ_7503 Light Rail Shop Equipment Repl.	101,943	67,547	3,714,550	2,777,824	4,341,463
PRJ_7504 Rail Maintenance Equipment	191,211	517,808	476,869	148,885	1,163,700
PRJ_7508 Type 1 LRV Decommissioning			135,246	48,168	541,871
PRJ_7535 Light Rail Electrification & Signaling Systems	341,470	786,983	1,550,810	1,268,047	2,515,000
PRJ_7559 Light Rail Track and Structures	1,204,783	1,160,924	262,678	270,853	1,500,000
PRJ_7561 MOW Equipment Replacement	10,319	760		13,451	
PRJ_7586 Ultrasonic Rail Testing and Repairs		409,075		277,637	
PRJ_7587 Rail MOW Equipment Acquisition	62,562	282,039	125,000	225,000	550,000
PRJ_7588 Ruby Junction Truck Shop Expansion	15,834	15,327		5,604	
PRJ_7592 Ruby Junction Expansion	1,923,403	5,829,818	6,375,022	5,003,173	342,033
PRJ_7593 WES Maintenance Pit Fall Protection	46,110				
Total Maintenance	\$114,950,607	\$91,372,284	\$163,782,302	\$95,557,872	\$124,151,297

CIP - Information Technology

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1014 Data communication - Cable Plant	2,336				
PRJ_1022 Lift Data Com Upgrade 3G to 4G	291,050	76,918			
PRJ_1042 Mobile Router Replacement		240,817	2,632,355	2,413,230	1,385,954
PRJ_1051 Unix Workstation		2,365			
PRJ_1054 Bus Dispatch Replacement	181,727	70,095			
PRJ_1070 Servers Replacement	167,555	662,944	1,361,750	428,107	2,047,424
PRJ_1091 Desktop Computing Replacement	2,693	511,303	1,065,542	1,020,295	1,257,825
PRJ_1095 Data Communications System Replacement		923,661	1,353,110	1,344,949	1,089,028
PRJ_1108 FMIS / MMIS System	3,806				
PRJ_1131 Communication Environment Replacement - capital		291,068	289,575	263,507	1,078,225
PRJ_1135 Learning Management System (LMS) - EBS Oracle Learning Management		95,914			
PRJ_1139 Operator Training Equipment	10,456				
PRJ_1147 ECM Implementation Project	1,918				
PRJ_1152 Radio & Microwave Communication Systems	532,841	123,262	2,719,563	2,066,954	3,052,609
PRJ_1153 ROOT	42,857				
PRJ_1171 Network ReDesign	499,138				
PRJ_1174 NextGen Transit Signal Priority		614,118	5,183,092	745,814	4,745,069
PRJ_1177 DTP Fiber Betterment	4,399	610,695	762,669	759,327	
Total Information Technology	\$1,740,785	\$4,223,160	\$15,367,656	\$9,042,183	\$14,656,134

CIP - Public Affairs

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1146 Division Transit Project	-1,461				
PRJ_2044 Bike & Ride eFare Integration	594				
PRJ_2045 MAX Station Optimization	161,247	100,592			
PRJ_2048 Garage, Layover, and TC Expansion	6,350	174,897			
PRJ_2902 Bike to Transit Facilities	-11,000				
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	124,043	3,439			
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	37,176	55,662			
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	137,228	26,569			
PRJ_6021 Transit Tracker Project	726,440	779,786	1,866,666	1,161,474	1,820,003
Total Public Affairs	\$1,180,617	\$1,140,945	\$1,866,666	\$1,161,474	\$1,820,003

CIP - Finance & Administrative Services

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1021 Accpac Accounts Receivable system	13,400				
PRJ_1104 Inventory Management	96,655				
PRJ_1138 Finance/Procurment Digital Imaging System	20,001				
PRJ_1156 Fare Revenue Equipment Replacement	8,065				
PRJ_1160 Asset Management	190,839	23,887			
PRJ_1166 TVM Refurbishment or Replacement	42,573	38,420	523,748	91,470	144,350
PRJ_1172 Low Income Fare Program Startup	8,072				
PRJ_1175 Fixed Route Bus Farebox Replacement	19,336	357,346	453,632	181,950	1,494,000
PRJ_1176 Hop Fastpass 2.0	28,528	36,751	498,302	20,601	408,817
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	14,120				
PRJ_4705 TriMet Ticket Office Upgrades	292,471	1,770,849		20	
PRJ_7544 eFare	2,926,641	723,449	2,797,579	100,817	2,817,018
Total Finance & Administrative Services	\$3,660,701	\$2,950,701	\$4,273,261	\$394,858	\$4,864,185

CIP - Legal Services

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1147 ECM Implementation Project	675,557	592,842	868,967	293,339	802,364
PRJ_1178 Downtown Admin Relocation					10,000,000
PRJ_7595 Hollywood TC TOD & Substation Replacement			3,879,922	458,963	448,515
Total Legal Services	\$675,557	\$592,842	\$4,748,889	\$752,302	\$11,250,879

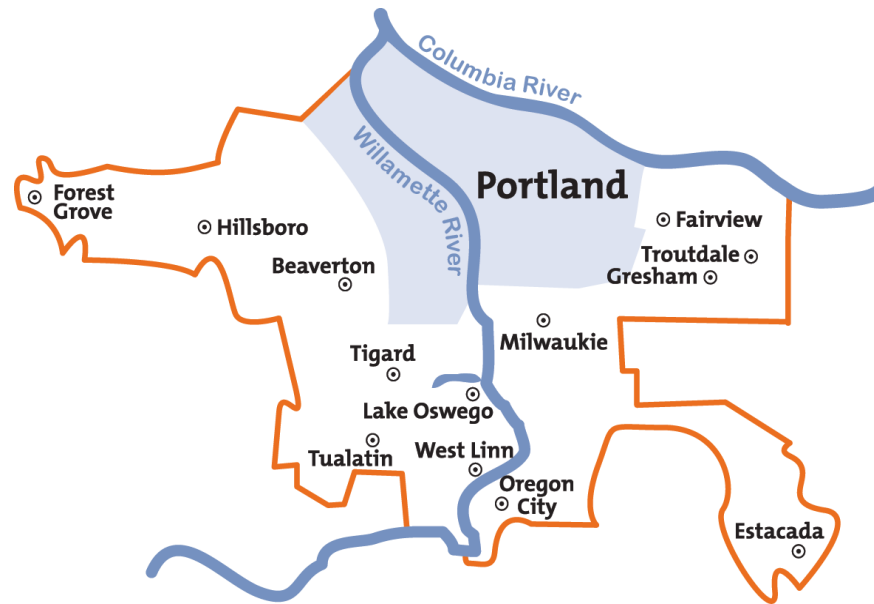
CIP - Engineering & Construction

Expense Category	FY2020 Actual	FY2021 Actual	FY2022 Budget	FY2022 Estimate	FY2023 Budget
PRJ_1146 Division Transit Project	21,178,522	41,952,388	91,909,596	71,105,933	12,388,945
PRJ_1161 PMIS Upgrade		13,600	450,153	123,847	720,587
PRJ_2045 MAX Station Optimization			359,097	214,966	694,545
PRJ_2048 Garage, Layover, and TC Expansion			3,000,000	1,105,947	3,694,053
PRJ_3642 Timber Gate Artwork Restoration		4,904		286,233	213,991
PRJ_3651 Portland-Milwaukie Light Rail Project	8,696,796	6,077,905	4,192,741	409,480	6,393,548
PRJ_3673 162nd Ave Pedestrian Access Improvements	242,612	110,455	452,827		376,717
PRJ_4075 Blue Line Station Rehab	173,805	-12			
PRJ_4076 Powell Maintenance Facility		35			
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel		1,770			
PRJ_4638 Red Line Extension and Reliability Improvements	6,250,201	10,140,778	44,306,525	52,788,460	86,502,200
PRJ_4639 Steel Bridge Transit Improvements	7,057,201	11,507,541	992,577	607,442	18,000
PRJ_4676 Cleveland Crew Room Renovation	46,760				
PRJ_5025 Rail Reliability	693,275	377,715	894,600	786,684	821,438
PRJ_5581 Willamette Shore Trolley		9,968		100,000	120,000
PRJ_5597 TV Highway Transit Improvements			178,357	38,661	483,445
PRJ_5621 Barber-99W Corridor Safety & Access to Transit			351,784	219,479	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			199,643	9,413	192,690
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,744,988	34,216	891,961
PRJ_5624 Southwest Corridor	33,947,808	6,624,275	390,300	791,158	25,000
PRJ_6403 Track Rehab Program		9,942			
PRJ_7201 Third Party Recovery	62,283	170,385	1,028,487	758,398	1,409,569
PRJ_7202 Third Party Project Betterment		141,745		135,000	1,025,640
PRJ_7215 Enhanced Transit Concepts - Other Projects	303,644	522,748	8,939,779	1,030,128	3,708,361
PRJ_7218 Enhanced Transit Concepts	1,748,716	808,394	1,165,111	417,066	1,809,818
PRJ_7581 WES DMU Fleet	-3,690				
PRJ_7590 Track Geometry & Testing	572				
PRJ_7591 Columbia Bus Base	3,810,172	3,128,294	11,243,647	3,455,551	9,032,902
PRJ_7593 WES Maintenance Pit Fall Protection	12,796				
PRJ_7594 Rail Reliability Vehicle Engineering	54,999	-102			
PRJ_7595 Hollywood TC TOD & Substation Replacement		174,546			
Total Engineering & Construction	\$84,276,472	\$81,777,274	\$171,800,212	\$134,418,062	\$130,523,410



[This Page Left Intentionally Blank]

TriMet Service District Area



TriMet provides bus, light rail and commuter rail service 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:

382 square miles

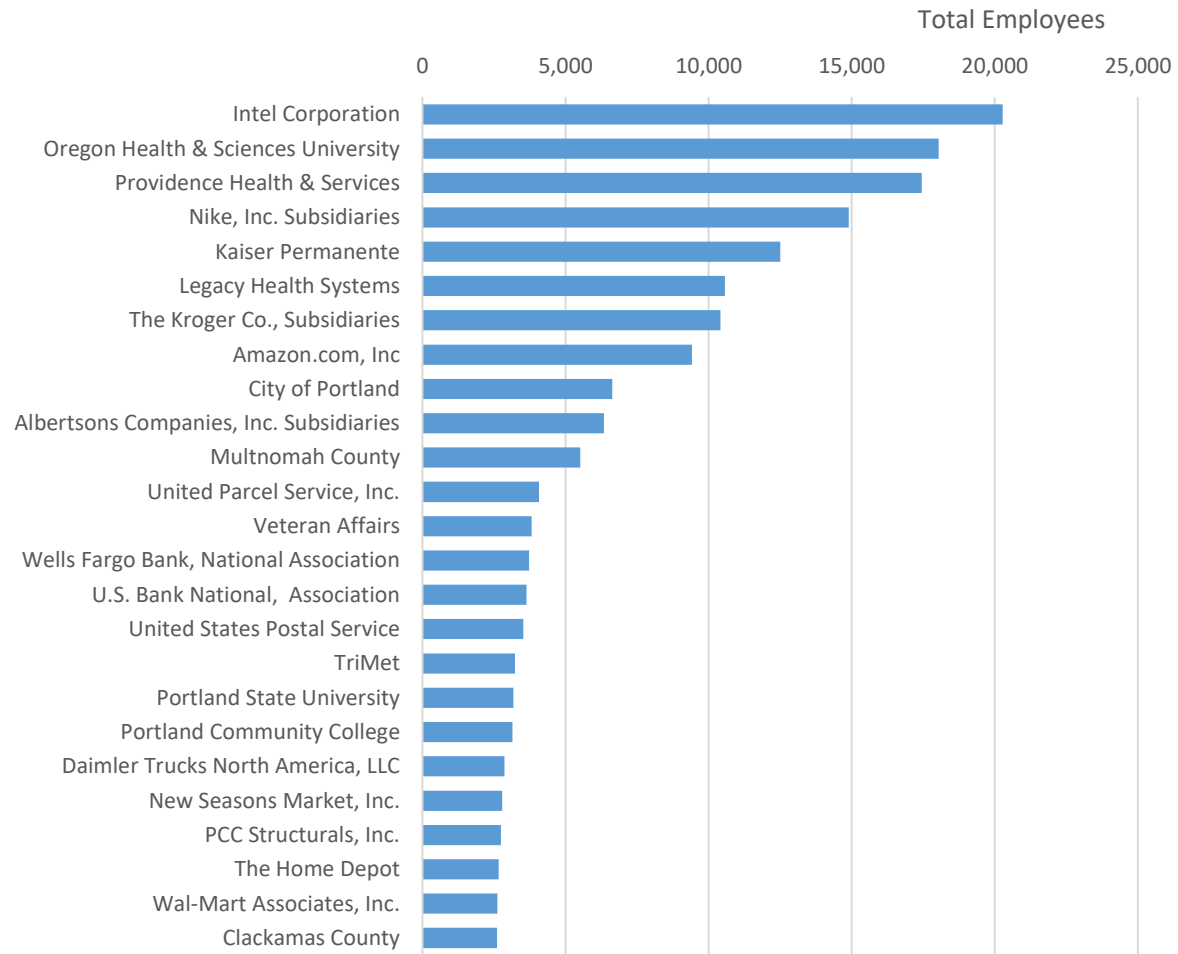
1,570,254 population

24 population rank out of 498 UZAs

524 UZA square miles

Covering 14 cities within 3 counties

Top 25 Largest Employers in TriMet

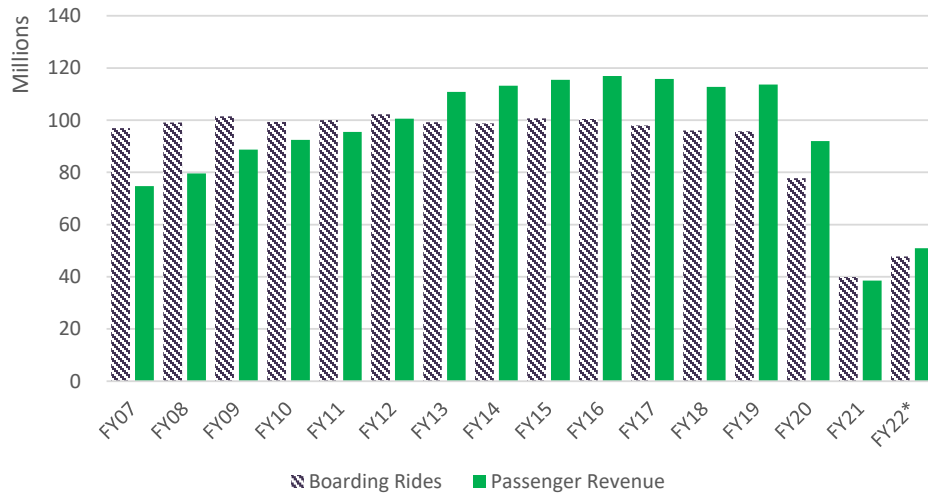


Source: 2020 Quarterly Census of Employment Wages

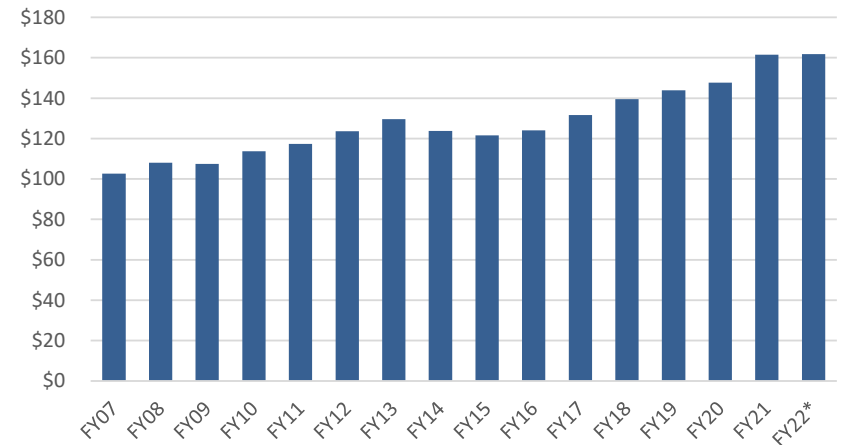
Ridership and Expense (Fixed Route)¹

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Passenger Rev ¹ (Unadj. CPI)	Percent Change	Fixed Route Vehicle Hrs	Percent Change	Operations Costs ² (Unadj. CPI)	Percent Change	Operations Costs/ Vehicle Hrs	Percent Change
FY07	96,918,000	1.2%	\$74,765,119	10.7%	2,206,416	0.7%	\$226,422,300	2.5%	\$103	1.8%
FY08	99,098,400	2.2%	\$79,638,881	6.5%	2,231,064	1.1%	\$240,968,164	6.4%	\$108	5.2%
FY09	101,466,746	2.4%	\$88,726,972	11.4%	2,268,049	1.7%	\$243,669,632	1.1%	\$107	-0.5%
FY10	99,337,044	-2.1%	\$92,414,344	4.2%	2,195,934	-3.2%	\$249,553,677	2.4%	\$114	5.8%
FY11	100,002,660	0.7%	\$95,529,230	3.4%	2,038,392	-7.2%	\$239,271,929	-4.1%	\$117	3.3%
FY12	102,238,070	2.2%	\$100,587,848	5.3%	2,032,908	-0.3%	\$251,220,834	5.0%	\$124	5.3%
FY13	99,246,930	-2.9%	\$110,793,086	10.1%	2,026,056	-0.3%	\$262,522,672	4.5%	\$130	4.9%
FY14	98,775,270	-0.5%	\$113,229,366	2.2%	2,083,680	2.8%	\$257,937,448	-1.7%	\$124	-4.5%
FY15	100,711,776	2.0%	\$115,466,638	2.0%	2,175,552	4.4%	\$264,442,436	2.5%	\$122	-1.8%
FY16	100,478,770	-0.2%	\$116,941,160	1.3%	2,304,516	5.9%	\$285,729,992	8.0%	\$124	2.0%
FY17	97,968,810	-2.5%	\$115,781,791	-1.0%	2,351,724	2.0%	\$309,542,723	8.3%	\$132	6.2%
FY18	96,058,592	-1.9%	\$112,743,033	-2.6%	2,424,432	3.1%	\$338,136,674	9.2%	\$139	6.0%
FY19	95,687,824	-0.4%	\$113,619,068	0.8%	2,549,652	5.2%	\$366,983,958	8.5%	\$144	3.2%
FY20	77,781,945	-18.7%	\$91,977,052	-19.0%	2,528,364	-0.8%	\$373,367,397	1.7%	\$148	2.6%
FY21	39,857,490	-48.8%	\$38,507,275	-58.1%	2,361,852	-6.6%	\$381,414,857	2.2%	\$161	9.4%
FY22*	47,788,702	19.9%	\$51,000,000	32.4%	2,611,544	10.6%	\$422,608,847	10.8%	\$162	0.2%

Ridership and Passenger Revenue



Operations Costs per Vehicle Hour



1) Excludes Portland Streetcar and Demand Response

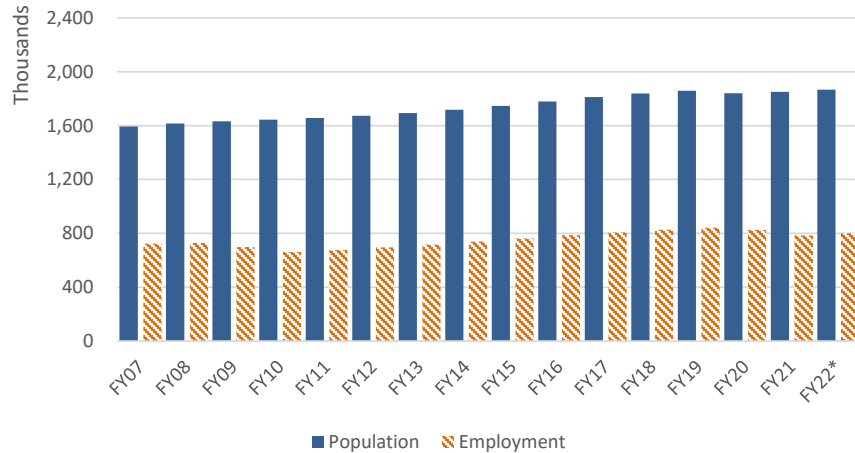
2) Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

* Data based on Adopted Budget.

Local Economic Statistics

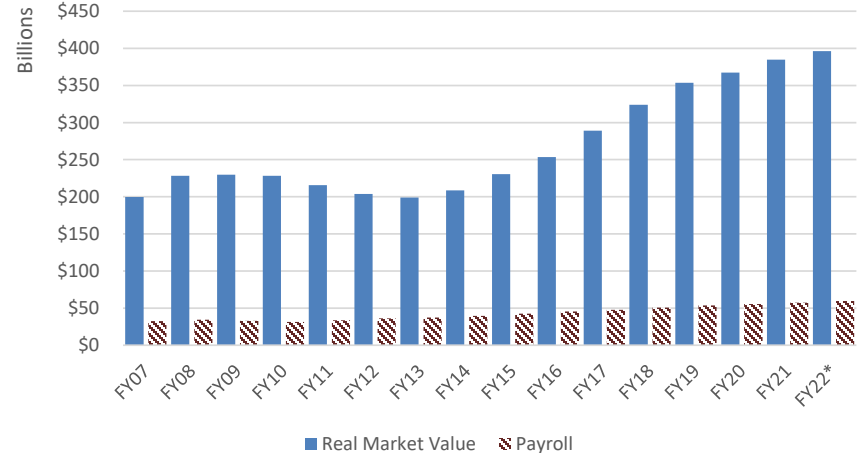
Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value (RMV)	Percent Change	Private Tri-County Payroll ¹	Percent Change
FY07	1,593,370	1.5%	722,409	2.6%	\$45,092	3.0%	\$199,710,358,000	16.3%	\$32,574,995,021	5.7%
FY08	1,614,465	1.3%	729,416	1.0%	\$46,938	4.1%	\$228,449,246,000	14.4%	\$34,237,622,643	5.1%
FY09	1,631,665	1.1%	696,879	-4.5%	\$46,961	0.0%	\$229,798,303,000	0.6%	\$32,725,984,271	-4.4%
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	1,851,024	0.6%	784,459	-4.9%	\$73,099	9.0%	\$384,656,389,000	4.7%	\$57,343,423,970	3.6%
FY22*	1,867,128	0.9%	800,148	2.0%	\$74,533	2.0%	\$396,196,080,670	3.0%	\$59,637,160,929	4.0%

Tri-County Population & Employment



Sources: PSU Reseach Center and Oregon Employment Department

Tri-County Property Value & Payroll



Source: Oregon Employment Department

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

* Data based on projection.

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Accountant	11	3.00	NU	211,818	58,387	87,582
Accountant, Senior	14	1.00	NU	100,029	75,773	113,660
Accountant, Senior	13	4.00	NU	359,664	69,520	104,280
Adjuster, Claims	11	2.00	NU	161,655	58,387	87,582
Administrative Assistant, Executive	11	1.00	NU	72,984	58,387	87,582
Administrator	14	1.00	NU	105,727	75,773	113,660
Administrator	13	1.00	NU	82,290	69,520	104,280
Administrator	12	5.00	NU	423,790	63,738	95,605
Administrator	11	1.00	NU	81,998	58,387	87,582
Administrator, Senior	14	3.00	NU	284,583	75,773	113,660
Administrator, Senior	13	5.00	NU	454,775	69,520	104,280
Analyst	14	2.00	NU	189,241	75,773	113,660
Analyst	13	11.00	NU	918,591	69,520	104,280
Analyst	12	5.00	NU	404,998	63,738	95,605
Analyst	11	3.00	NU	236,483	58,387	87,582
Analyst, Senior	17	4.00	NU	504,336	97,654	146,480
Analyst, Senior	16	9.00	NU	1,019,230	89,803	134,705
Analyst, Senior	15	3.00	NU	317,700	82,536	123,804
Analyst, Senior	14	8.00	NU	805,108	75,773	113,660
Analyst, Senior	13	1.00	NU	74,223	69,520	104,280
Analyst, Senior	12	1.00	NU	67,241	63,738	95,605
Apprentice Mechanic	934	6.00	U	359,316	48,838	68,453
Apprentice Plant Maint Mech	572	5.00	U	348,920	48,838	68,453
Assistant Manager	16	18.00	NU	2,066,893	89,803	134,705
Assistant Manager	15	63.00	NU	6,543,021	82,536	123,804
Assistant Manager	14	21.00	NU	2,008,675	75,773	113,660
Assistant Manager	13	3.00	NU	269,561	69,520	104,280
Assistant Manager	12	4.00	NU	326,806	63,738	95,605
Assistant Storekeeper	371	6.00	U	468,140	77,002	77,002
Assistant Supervisor	964	4.00	U	341,550	84,261	84,261
Assistant Supervisor	930	8.00	U	683,099	84,261	84,261
Assistant Supervisor	872	3.00	U	256,162	84,261	84,261

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Assistant Supervisor	736	1.00	U	79,625	58,947	78,582
Assistant Supervisor	590	2.00	U	187,283	92,435	92,435
Assistant Supervisor	566	3.00	U	280,924	92,435	92,435
Assistant Supervisor	564	2.00	U	178,784	88,234	88,234
Assistant Supervisor	556	3.00	U	268,176	88,234	88,234
Assistant, Administrative	8	1.00	NU	49,747	44,689	67,033
Assistant, Administrative	7	9.00	NU	470,576	40,810	61,215
Assistant, Executive Administrative	11	9.00	NU	712,616	58,387	87,582
Assistant, Senior	11	1.00	NU	76,541	58,387	87,582
Assistant, Senior Administrative	9	28.00	NU	1,818,839	48,891	73,335
Bus Body and Paint Technician	929	8.00	U	602,250	77,002	77,002
Bus Electronic Technician	928	7.00	U	526,968	77,002	77,002
Bus Mechanic	931	179.00	U	13,475,335	73,278	73,278
Business Analyst	14	1.00	NU	103,197	75,773	113,660
Business Analyst	12	1.00	NU	93,397	63,738	95,605
Business Analyst	11	1.00	NU	79,758	58,387	87,582
Business Analyst, Senior	15	1.00	NU	83,821	82,536	123,804
Buyer	432	1.00	U	61,449	60,653	80,870
Chief Information Officer	26	1.00	NU	239,313	200,361	300,542
Chief Operating Officer	26	1.00	NU	295,400	200,361	300,542
Chief Station Agent	830	4.00	U	367,446	67,995	90,667
Cleaner	938	4.00	U	181,543	34,278	60,216
Clerk	5	1.00	NU	46,280	33,971	50,957
Clerk	4	1.00	NU	42,132	30,941	46,412
Commuter Rail Maint Technician	888	8.00	U	602,250	73,278	73,278
Coordinator	876	2.00	U	149,760	57,574	76,752
Coordinator	819	4.00	U	367,446	67,995	90,667
Coordinator	437	1.00	U	83,166	62,213	82,950
Coordinator	13	5.00	NU	402,826	69,520	104,280
Coordinator	12	8.00	NU	648,459	63,738	95,605
Coordinator	11	11.00	NU	862,665	58,387	87,582
Coordinator	10	2.00	NU	150,229	53,458	80,185

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Coordinator, Senior	16	1.00	NU	123,479	89,803	134,705
Coordinator, Senior	15	1.00	NU	104,080	82,536	123,804
Coordinator, Senior	14	7.00	NU	679,358	75,773	113,660
Coordinator, Senior	13	6.00	NU	527,442	69,520	104,280
Coordinator, Senior	10	1.00	NU	73,534	53,458	80,185
Cost Estimator	13	1.00	NU	86,900	69,520	104,280
Cost Estimator, Senior	15	1.00	NU	107,547	82,536	123,804
Customer Experience Agent	714	9.00	U	454,112	40,477	53,581
Customer Safety Supervisor	342	22.00	U	1,890,595	64,771	86,362
Customer Service Representative	731	5.00	U	367,646	54,434	72,571
Database Architect, Senior	18	5.00	NU	716,382	106,102	159,154
Deputy General Counsel	18	2.00	NU	277,437	106,102	159,154
Deputy General Counsel, Senior	20	5.00	NU	787,116	124,972	187,457
Deputy General Counsel, Senior	17	3.00	NU	354,478	97,654	146,480
Designer, Web/Developer	12	2.00	NU	165,779	63,738	95,605
Developer, Senior	17	3.00	NU	425,339	97,654	146,480
Director	22	7.00	NU	1,270,613	146,743	220,116
Director	21	8.00	NU	1,409,349	135,483	203,226
Director	20	11.00	NU	1,672,574	124,972	187,457
Director	19	8.00	NU	1,172,828	115,201	172,803
Director	18	3.00	NU	431,519	106,102	159,154
Director	17	1.00	NU	102,292	97,654	146,480
Dispatcher	836	23.00	U	2,012,522	64,771	86,362
Diversity, Equity & Inclusion Partner	17	1.00	NU	122,068	97,654	146,480
Engineer	17	4.00	NU	477,165	97,654	146,480
Engineer	16	9.00	NU	1,062,494	89,803	134,705
Engineer	15	1.00	NU	113,487	82,536	123,804
Engineer	12	1.00	NU	88,775	63,738	95,605
Engineer, Associate	13	2.00	NU	180,424	69,520	104,280
Engineer, Principal	18	1.00	NU	145,891	106,102	159,154
Engineer, Senior	18	16.00	NU	2,174,531	106,102	159,154
Engineer, Senior	17	10.00	NU	1,280,413	97,654	146,480

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Engineer, Senior	16	4.00	NU	426,592	89,803	134,705
Executive Assistant, Senior	13	1.00	NU	99,264	69,520	104,280
Executive Assistant, Senior	12	1.00	NU	79,671	63,738	95,605
Executive Director	26	2.00	NU	510,828	200,361	300,542
Executive Director	25	1.00	NU	229,565	185,519	278,278
Executive Director	24	1.00	NU	214,723	171,778	257,668
Executive Director	23	2.00	NU	396,570	158,834	238,253
Executive Director	22	2.00	NU	392,006	146,743	220,116
Facilities Landscaper	974	5.00	U	305,730	52,354	69,805
Facilities Maintenance Trainer	915	2.00	U	170,775	84,261	84,261
Facilities Maintenance Worker	969	14.00	U	1,048,903	59,987	59,987
Fare Revenue Specialist	733	9.00	U	618,558	53,872	71,822
Field Technician	591	21.00	U	1,709,973	80,371	80,371
Finance Clerk	323	6.00	U	432,551	54,142	72,176
General Manager	30	1.00	NU	354,320	280,240	420,362
Graphic Designer	11	3.00	NU	221,432	58,387	87,582
Helper	933	4.00	U	277,387	68,453	68,453
Helper	533	17.00	U	1,161,798	68,453	68,453
HR Business Partner	17	1.00	NU	121,931	97,654	146,480
HR Generalist	12	4.00	NU	292,164	63,738	95,605
HR Investigator	17	1.00	NU	121,098	97,654	146,480
Internal Auditor, Senior	15	1.00	NU	105,400	82,536	123,804
Junior Tireman	942	3.00	U	121,867	39,728	69,805
Lead Customer Safety Supervisor	341	2.00	U	183,723	67,995	90,667
Lead Supervisor	489	6.00	U	551,169	67,995	90,667
LRV Body & Paint Technician	553	9.00	U	668,171	57,158	73,278
LRV Electronics Technician	578	2.00	U	154,003	77,002	77,002
LRV Overhaul Technician	577	40.00	U	3,080,064	77,002	77,002
LRV Technician	551	84.00	U	6,323,621	73,278	73,278
LRV Technician Trainee	574	15.00	U	914,722	55,661	69,992
Mail Services Clerk	356	1.00	U	61,293	45,386	60,507
Maintenance Mechanic	932	9.00	U	606,055	39,728	69,805

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Maintenance Mechanic	532	3.00	U	210,109	39,728	69,805
Maintenance of Way Laborer	561	14.00	U	1,019,131	40,934	71,843
Maintenance Trainer	918	6.00	U	512,324	84,261	84,261
Manager	20	6.00	NU	943,640	124,972	187,457
Manager	19	10.00	NU	1,432,841	115,201	172,803
Manager	18	7.00	NU	967,560	106,102	159,154
Manager	17	27.00	NU	3,250,218	97,654	146,480
Manager	16	31.00	NU	3,530,004	89,803	134,705
Manager	15	9.00	NU	929,782	82,536	123,804
Manager	13	2.00	NU	180,867	69,520	104,280
Mini Run Operator	881	238.50	U	14,243,391	35,360	68,453
MMIS Clerk	937	8.00	U	482,334	36,338	67,246
MMIS Clerk	543	5.00	U	263,815	36,338	67,246
Moneyroom Clerk	331	3.80	U	315,008	64,771	86,362
Moneyroom Supervisor	330	1.20	U	103,746	66,789	89,045
Network Engineer	16	1.00	NU	109,670	89,803	134,705
Operator	880	1104.00	U	72,987,819	37,669	68,453
Overhead Power Maintainer	531	21.00	U	1,709,973	80,371	80,371
Overhead Power Trainee	579	2.00	U	111,363	55,682	69,992
Paralegal Investigator	14	1.00	NU	98,924	75,773	113,660
Partsman	376	19.00	U	1,346,390	68,453	73,341
Planner	12	3.00	NU	246,392	63,738	95,605
Planner, Associate	10	1.00	NU	64,168	53,458	80,185
Planner, Senior	14	2.00	NU	191,823	75,773	113,660
Plant Maintenance Mechanic	968	19.00	U	1,430,343	73,278	73,278
Program Administrator	12	1.00	NU	89,535	63,738	95,605
Program Manager	19	1.00	NU	153,399	115,201	172,803
Program Manager	18	1.00	NU	132,628	106,102	159,154
Program Manager	17	3.00	NU	397,644	97,654	146,480
Program Manager	16	5.00	NU	628,153	89,803	134,705
Program Manager	15	2.00	NU	201,458	82,536	123,804
Program Scheduler	17	2.00	NU	259,462	97,654	146,480

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Project Coordinator	12	2.00	NU	158,397	63,738	95,605
Project Coordinator	11	1.00	NU	63,300	58,387	87,582
Project Manager	18	3.00	NU	412,301	106,102	159,154
Project Manager	17	4.00	NU	500,335	97,654	146,480
Project Manager	16	11.00	NU	1,265,922	89,803	134,705
Project Manager	15	1.00	NU	103,170	82,536	123,804
Project Manager, Assistant	14	3.00	NU	290,765	75,773	113,660
Project Manager, Assistant	12	1.00	NU	79,125	63,738	95,605
Project Manager, Principal	18	9.00	NU	1,198,180	106,102	159,154
Project Manager, Senior	17	24.00	NU	3,019,769	97,654	146,480
Project Manager, Senior	15	3.00	NU	311,392	82,536	123,804
Public Information Officer	14	2.00	NU	196,385	75,773	113,660
Rail Controller	538	28.00	U	2,450,026	86,362	86,362
Rail Operator	580	196.00	U	14,073,268	53,102	70,886
Recruiter	12	1.00	NU	71,740	63,738	95,605
Recruiter, Associate	10	3.00	NU	203,332	53,458	80,185
Representative	715	5.25	U	230,922	35,131	43,930
Representative	11	2.00	NU	149,308	58,387	87,582
Representative	10	1.00	NU	65,633	53,458	80,185
Representative, Senior	15	1.00	NU	104,132	82,536	123,804
Road Supervisor	834	35.00	U	3,062,533	64,771	86,362
Schedule Data Technician	867	3.00	U	262,503	64,771	86,362
Schedule Writer II	874	5.00	U	437,505	64,771	86,362
Senior Accounts Payable Clerk	322	1.00	U	81,850	60,590	80,787
Senior Buyer	373	5.00	U	429,162	84,718	84,718
Senior Manager	18	1.00	NU	131,381	106,102	159,154
Senior Partsman	372	4.00	U	297,232	73,341	73,341
Senior Payroll Clerk	340	3.00	U	245,550	60,590	80,787
Senior Storekeeper	368	1.00	U	81,939	80,870	80,870
Service Worker	947	10.00	U	613,819	39,562	57,283
Service Worker	946	5.00	U	317,021	39,562	57,283
Service Worker	945	83.00	U	4,474,062	39,562	57,283

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Service Worker	944	123.00	U	6,433,199	39,562	57,283
Signals Maintainer	541	24.00	U	1,865,619	76,731	76,731
Signals Maintainer Trainee	567	3.00	U	191,011	42,120	59,051
Signs & Shelters Field Worker	965	5.00	U	353,630	69,805	69,805
Specialist	732	8.00	U	666,549	61,672	82,222
Specialist	9	3.80	NU	254,585	48,891	73,335
Specialist, Senior	13	2.00	NU	185,645	69,520	104,280
Specialist, Senior	12	6.00	NU	489,071	63,738	95,605
Specialist, Senior	10	1.00	NU	75,882	53,458	80,185
Specialist, Senior	9	8.00	NU	501,100	48,891	73,335
Specialist, Senior	8	1.00	NU	48,922	44,689	67,033
Spotter	936	4.00	U	282,904	69,805	69,805
Station Agent	835	26.00	U	2,275,025	64,771	86,362
Streetcar Controller	539	4.00	U	350,004	88,296	88,296
Streetcar Journeyworker Mechanic	451	11.00	U	828,093	73,278	73,278
Streetcar Operator	488	56.00	U	4,021,706	53,102	70,886
Streetcar Signals Maintainer	541	1.00	U	77,734	76,731	76,731
Streetcar Superintendent	146	1.00	U	104,387	103,043	103,043
Streetcar Track Maintainer	540	1.00	U	77,734	76,731	76,731
Substation Maintainer	779	11.00	U	895,700	80,371	80,371
Substation Technician Trainee	571	1.00	U	69,347	55,682	76,232
Supervisor	840	3.00	U	275,585	67,995	90,667
Supervisor	716	1.00	U	85,944	63,627	84,822
Supervisor	710	2.00	U	171,887	63,627	84,822
Supervisor	536	37.00	U	3,237,535	86,362	86,362
Supervisor	15	1.00	NU	111,568	82,536	123,804
Supervisor	14	1.00	NU	94,200	75,773	113,660
Supervisor	9	1.00	NU	61,113	48,891	73,335
Technical Support Assistant	12	4.00	NU	305,872	63,738	95,605
Technical Writer, Senior	14	1.00	NU	103,991	75,773	113,660
Technician	11	1.00	NU	80,283	58,387	87,582
Technician	9	2.00	NU	61,113	48,891	73,335

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union (U)/ Non-Union (NU)	Base Salary	Min	Max
Technician, Senior	12	1.00	NU	84,836	63,738	95,605
Timekeeper	336	1.50	U	124,043	90,667	90,667
Tireman	941	5.00	U	361,372	72,363	72,363
Track Maintainer	540	17.00	U	1,321,480	76,731	76,731
Track Trainee	542	1.00	U	69,347	63,211	63,211
Trainer, Senior	14	4.00	NU	382,368	75,773	113,660
Training Supervisor	832	40.00	U	3,500,038	64,771	86,362
Wayside Cleaner	537	3.00	U	212,178	69,805	69,805
Wheel True Technician	552	4.00	U	307,822	75,962	75,962
		3,428.05		261,877,198		

Glossary

ACCOUNT: The classification of appropriation by type of expenditure or revenue.

ACCOUNTING PERIOD: The Agency's fiscal year is divided into 12 accounting periods. Each accounting period is one month long.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

AMORTIZATION: Amortization is the process of spreading out a loan into a series of fixed payments over time. You'll be paying off the loan's interest and principal in different amounts each month, although your total payment remains equal each period.

APPROPRIATION: The legal authority to spend funds designed for a specific purpose.

ASSET MANAGEMENT: The lifecycle management of physical assets to achieve the stated outputs of the enterprise by maintaining assets in a state of good repair.

AUDIT: An official inspection of an organization's accounts, typically by an outside Certified Public Accounting (CPA) firm.

BALANCED BUDGET: Oregon Administrative Rule 150-294.532(1)-(b), relating to Local Budget Law, states that the Agency "must construct its budget in a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures for all requirements for the Agency." A budget that meets these specifications is considered balanced.

BETTER RED PROJECT: The MAX Red Line Extension expanding the amount of service to Portland's Airport from the Fair Complex/Hillsboro Airport Station.

BOND SALE PROCEEDS: Money received from bond sales.

BUDGET: A financial, operating and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in TriMet's case is identical in composition to the TriMet Board of Directors, reviews the General Manager's Proposed Budget and votes to approve the budget.

BUDGET MESSAGE: A written explanation of the budget and the Agency's financial plan and priorities presented to the Budget Committee (Board of Directors) by the General Manager. The budget message is a requirement of Oregon Local Budget Law.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- **PROPOSED:** The General Manager's recommended budget as presented to the Budget Committee.
- **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah Tax Supervising & Conservation Commission. The Approved Budget occurs after the release of the General Manager's Proposed Budget and before the final Adopted Budget.
- **ADOPTED:** The budget as adopted by the Budget Committee. It is the Adopted Budget from which TriMet operates during the fiscal year.
- **REVISED:** The budget as amended by resolution, typically during a monthly review of actual to budget variances; and can occur throughout the fiscal year.

BUY AMERICA: This is the domestic content restrictions attached to US Department of Transportation grants for construction of transportation projects.

C-TRAN: Clark County Public Transit Benefit Area Authority, is a public transit agency serving Clark County, Washington.

CAPITAL BUDGET: The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

CAPITAL 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 a 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.

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.

ETHICS POINT: An incident reporting software program.

EXPENDITURE: The actual outlay or, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements, such as contingency and cash transfers.

FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance or direct appropriation to individuals. It includes funding awarded directly from federal agencies or indirectly through other units of state and local government.

FISCAL YEAR (FY): A twelve-month period beginning July 1 and ending June 30.

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 balance of funds including beginning fund balance plus resources less requirements. 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.

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.

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.

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.

TRAPEZE: Scheduling software for LIFT.

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:

AAP	Affirmative Action Plan	CSC	Customer Support Center
ADA	Americans with Disabilities Act	CY	Current Year
AIM CCS	Advanced Information Management Command Control Signaling	DB	Defined Benefit (pension)
AME	Approvals Management Engine	DBE	Disadvantaged Business Enterprise
ATCMTD	Advanced Transportation and Congestion Management Technologies Deployment	DC	Defined Contribution (pension)
APTA	American Public Transportation Association	DCD	Design & Construction Department
ATP	Accessible Transportation Programs Department	DEI	Diversity, Equity and Inclusion
ATU	Amalgamated Transit Union	DMAP	Division of Medical Assistance Programs
BEB	Battery-Electric Bus	DMU	Diesel Multiple Unit
BETC	Business Energy Tax Credit	DTP	Division Transit Project
BGA	Budget & Grants Administration Department	EAMS	Enterprise Asset Management System
BH	Benefits & HRIS Department	EAP	Employee Assistance Program
BM	Bus Maintenance Department	ECA	Engineering & Construction Administration Department
BOD	Board of Directors	ECM	Enterprise Content Management System
BOLI	Bureau of Labor and Industries (Oregon)	EEO	Equal Employment Opportunity
BPAM	Business Planning & Asset Management Department	eFare	Electronic fare payment system
BRT	Bus Rapid Transit (Rapid Bus Lines)	ePOS	Electronic Point of Sale at TriMet’s Ticket Office
BT	Bus Transportation Department	ES	Enterprise Systems Department
C	Compensation Department	FAS	Finance & Administrative Services Department
C.A.R.E.S	Customer Automated Ride Experience System	FAST	Fixing America’s Surface Transportation Act
CARES Act	Communication, Accountability, Responsiveness, Empathy, Solution Act	FEIS	Final Environmental Impact Statement
CAT	Committee on Accessible Transportation	FEMA	Federal Emergency Management Administration
CBO	Community Based Organization	FHWA	Federal Highway Administration
CCTV	Closed Circuit Television (security cameras)	FICA	Federal Insurance Contributions Act
CDL	Commercial Driver’s License	FMBR	Facilities Management Bus-Rail Department
CIO	Chief Information Officer	FMLA	Family and Medical Leave Act
CIP	Capital Improvement Program or Plan	FO	Field Operations
CIS	Customer Information Services Department	FRA	Federal Railroad Administration
CM	Communications & Marketing Department	FRAS	Fare Revenue & Administrative Services Department
CMAQ	Congestion Mitigation & Air Quality Program	FS	Financial Services Department
CMMS	Computerized Maintenance Management System	FTA	Federal Transit Administration
CMS	Competency Management System	FTE	Full-Time Equivalent
COVID-19	Coronavirus Disease (noting year when outbreak occurred)	FX Line	Frequent Express (high capacity bus service)
CPC	Capital Program Committee	FY	Fiscal Year
CPTED	Crime Prevention through Environmental Design	GAAP	Generally Accepted Accounting Principles
CR	Commuter Rail Department	GASB	Government Accounting Standards Board
CRRSAA	Coronavirus Response and Relief Supplemental Appropriations Act	GC	General Counsel
		GED	General Education Development

SD..... Service Delivery Department
SEM Security & Emergency Management Department
SES Safety & Environmental Services Department
SGR..... State of Good Repair
SIP Service Improvement Process
SME Subject Matter Expert
SMS Safety Management System
SOAR Security Operations Automation Response
SOP..... Standard Operating Procedure
SPF Salary Placement Form
SSA Safety & Security Administration Department
SSGA..... Small Starts Grant Agreement
STBG..... Surface Transportation Block Grant
STD..... Short Term Disability
STF Special Transportation Fund
STIF Statewide Transportation Improvement Fund
STIP Statewide Transportation Improvement Program
SUA Shared-Use Agreement
TA..... Transportation Administration Department
TAM Transit Asset Management
TC..... Transit Center
TEAC..... Transit Equity Advisory Committee
TEICA..... Transit Equity, Inclusion & Community Affairs Department
TM..... Talent Management Department
TOD Transit Oriented Development
TrAP Track Access Program
TriP\$..... TriMet Procurement System
TSCC Tax Supervising & Conservation Commission
TSP Transit Signal Priority
TTO..... TriMet's Ticket Office
TVM Ticket Vending Machine
U Union
UAAL Unfunded Actuarial Accrued Liability
UPS..... Uninterruptible Power Supply
UZA Urbanized Area
VT..... Vintage Trolley
WC Workers' Compensation
WES..... Westside Express Service
WWA..... Working and Wage Agreement (union)



[This Page Left Intentionally Blank]



The Oregonian
LEGAL AFFIDAVIT

AD#: 0010252407

State of Oregon,) ss
County of Multnomah)

Kate O'Neill being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The 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):
The Oregonian 02/23/2022

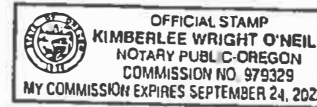
Kate O'Neill

Principal Clerk of the Publisher

Sworn to and subscribed before me this 25th day of February 2022

Kimberlee Wright O'Neill

Notary Public



TRIMET

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 23, 2022 at 9:00 A.M. The purpose of this meeting is to receive the budget message and Proposed Budget for the fiscal year July 1, 2022 to June 30, 2023, and to receive public comment. This notice will also be published on TriMet's website at www.trimet.org.

In light of continuing public health concerns related to COVID-19, under the provisions of ORS 192.670 the virtual meeting will be conducted online, rather than in person. The meeting will be streamed live at www.trimet.org/meetings/board/. Individuals who wish to testify in public forum can register at www.trimet.org/meetings/board/. Registration will be open from 8:30 A.M. to 9:00 A.M. on the day of the public meeting. Written testimony can be sent to BoardTestimony@trimet.org. Testimony received by noon on Tuesday, March 22, 2022 will be provided to the Budget Committee in advance of this public meeting.

A copy of the budget document may be viewed on or after March 9, 2022 on TriMet's website at www.trimet.org.

Dee Brookshire
Budget Officer

RESOLUTION NO. 22-03-12

RESOLUTION NO. 22-03-12 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET), ACTING AS THE
TRIMET BUDGET COMMITTEE, APPROVING THE PROPOSED FISCAL
YEAR 2023 ANNUAL BUDGET FOR SUBMISSION TO THE MULTNOMAH
COUNTY TAX SUPERVISING AND CONSERVATION COMMISSION

WHEREAS, TriMet develops and approves its Budget pursuant to ORS chapter 294; and

WHEREAS, pursuant to ORS 294.423, TriMet's Board of Directors constitutes TriMet's Budget Committee (Committee); and

WHEREAS, pursuant to ORS 294.331, TriMet's Chief Financial Officer serves as Budget Officer and primary liaison with the Multnomah County Tax Supervising and Conservation Commission (TSCC); and

WHEREAS, ORS 294.428 provides that the Committee shall approve the Proposed Budget as submitted by the Budget Officer or as revised by the Committee; and

WHEREAS, ORS 294.431 requires TriMet to submit its Proposed Budget to the TSCC;

NOW, THEREFORE, BE IT RESOLVED:

That the Proposed FY2023 Budget totaling \$1.82 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 23, 2022



Presiding Officer

Attest:



Recording Secretary

Approved as to Legal Sufficiency:



Legal Department



The Oregonian
LEGAL AFFIDAVIT

AL#: 0010300065

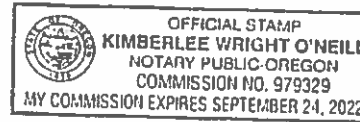
State of Oregon,) ss
County of Multnomah)

Kate O'Neill being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The 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):

The Oregonian 04/08/2022

Kate O'Neill

Principal Clerk of the Publisher



Sworn to and subscribed before me this 10th day of April 2022

Kimberlee Wright O'Neill

Notary Public

TRIMET

**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, 2022 to June 30, 2023. The Hearing will be held at the University of Oregon-Portland venue located at 70 NW Couch Street, Portland, Oregon on April 27, 2022, 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 office, 1800 SW 1st Avenue, Suite 300, Portland, Oregon 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:
\$1,821,468,969**



808 SW 3rd Ave, Suite 540
Portland, Oregon, 97204
(503) 988-3034
TSCC@multco.us
tscmultco.com



808 SW 3rd Ave, Suite 540
Portland, Oregon, 97204
(503) 988-3034
TSCC@multco.us
tscmultco.com

April 27, 2022

President Simmons and Board of Directors
Tri-County Metropolitan Transportation District
1800 SW 1st Avenue, Suite 300
Portland, Oregon 97201

RE: TriMet's FY 2022-23 Approved Budget Certification

Dear President Simmons and Directors:

The Tax Supervising and Conservation Commission met with the TriMet Board of Directors on April 27, 2022 to review, discuss and conduct a public hearing on TriMet's FY 2022-23 Approved Budget. This hearing was conducted pursuant to ORS 294.605 to 294.705 to confirm compliance with Oregon local budget law.

The budget was filed timely on March 24, 2022. The estimates (shown on the following page) were judged to be reasonable for the purpose shown and the document was found to be in substantial compliance with local budget law.

The TSCC hereby certifies by a majority vote of members of the commission that it has no recommendations or objections to make with respect to the budget.

Please file a complete copy of the adopted budget with the Commission no later than July 15, 2022. If extra time is needed for filing the adopted budget, please request an extension in writing.

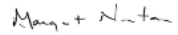
We appreciate having the opportunity to discuss this budget with you.

Yours very truly,
Tax Supervising & Conservation Commission


Harmony Quiroz, Chair


James Ofsink, Vice Chair


Dr. Mark Wubbald, Commissioner


Margo Norton, Commissioner


Matt Donahue, Commissioner

Commissioners | Harmony Quiroz, Chair | James Ofsink | Margo Norton | Dr. Mark Wubbald | Matt Donahue

TriMet			
	Total FY 2022-2023 Approved Budget:	\$	1,821,488,969
	Appropriations	Unappropriated Fund Balance	Total Budget
General Fund	1,034,748,568	786,740,401	1,821,488,969
Totals	1,034,748,568	786,740,401	1,821,488,969

Commissioners | Harmony Quiroz, Chair | James Ofsink | Margo Norton | Dr. Mark Wubbald | Matt Donahue

APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	1,295,137			1,295,137
Chief Operating Officer Division	13,097,357	-		13,097,357
Transportation Division	277,410,746	8,279,709		285,690,455
Safety & Security Division	44,839,239	8,513,429		53,352,668
Maintenance Division	164,076,814	124,151,297		288,228,111
Information Technology Division	28,321,293	14,656,134		42,977,427
Public Affairs Division	15,065,882	1,820,003		16,885,885
Finance & Administrative Services Division	32,626,123	4,864,185		37,490,308
Labor Relations & Human Resources Division	8,850,450			8,850,450
Legal Services Division	6,758,805	11,250,879		18,009,684
Engineering & Construction Division	8,879,203	130,523,410		139,402,613
Other Post Employment Benefits	84,544,748			84,544,748
Other Non-Operating Requirements			22,150,850	22,150,850
Debt Service	63,140,226			63,140,226
Contingency			35,687,909	35,687,909
Total Appropriation	\$748,906,023	\$304,059,046	\$57,838,759	1,110,803,828
Excludes Ending Fund Balance of				820,419,152

RESOLUTION NO. 22-05-31

**RESOLUTION NO. 22-05-31 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET) ADOPTING
THE FISCAL YEAR 2023 ANNUAL BUDGET AND APPROPRIATING
FUNDS**

WHEREAS, at a public meeting on March 23, 2022, the TriMet Board of Directors (Board) approved budget estimates for the period July 1, 2022 through June 30, 2023 (FY20223), 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 27, 2022, to review the TriMet FY2023 budget with the directors and staff of TriMet and to provide the public with an opportunity to ask questions and express views concerning such budget estimates; and

WHEREAS, the TSCC certified TriMet's FY2023 budget with no objections or recommendations; and

WHEREAS, the aggregate sum of the FY 2023 budget requirements for all funds is \$1,931,222,980.

NOW, THEREFORE, BE IT RESOLVED:

1. That TriMet's Budget Officer is authorized to make adjustments within, but not between, appropriations during the budget period.
2. That TriMet's FY2023 budget, as approved by the Board on March 23, 2022, and certified by the Multnomah County TSCC on April 27, 2022, and herein amended, is hereby adopted.

////

////

////


3. For the period July 1, 2022 through June 30, 2023, funds are appropriated as follows:

Office of the General Manager Division	\$1,295,137
Chief Operating Officer Division	13,097,357
Transportation Division	285,690,455
Safety & Security Division	53,352,668
Maintenance Division	288,228,111
Information Technology Division	42,977,427
Public Affairs Division	16,885,885
Finance & Administrative Services Division	37,490,308
Labor Relations & Human Resources Division	8,850,450
Legal Services Division	18,009,684
Engineering & Construction Division	139,402,613
Other Post-Employment Benefits	84,544,748
Other Non-Operating Requirements	22,150,850
Debt Service	63,140,226
Contingency	35,687,909
Total Appropriation	\$1,110,803,828
Fund Balance	820,419,152
Total Adopted Budget	\$1,931,222,980

Dated: May 25, 2022


 Presiding Officer

Attest:


 Recording Secretary

Approved as to Legal Sufficiency:


 Legal Department

TRI  MET

How life moves[®]

210320 · 80 · 11/21