INTRODUCTION

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

The financial information contained in this report, for the fiscal year ending June 30, 2021 is based on unaudited year-end results. The agency’s external auditor, Moss Adams LLP, will complete their annual audit in September. As in the past, our auditors will discuss their findings and any recommendations with the Finance and Audit Committee and the full Board in September.

I. TRIMET FINANCES AND ADMINISTRATIVE ACTIVITIES

A. SERVICE AND RIDERSHIP RESULTS

FY2021 annual fixed route boardings: In FY2021, TriMet’s fixed route system carried 39.9 million boardings, which represented a decrease of (-48.8%) from FY2020. Boardings for each day type, with weekday boardings (120,887) were down (-50.9%) and weekend boardings (88,703 Saturday, 75,326 Sunday) (-39.9%) and (-38.5%), respectively. The sharp decline of ridership in FY2021 as large numbers of riders shelter at home due to COVID-19.

FY2021 annual MAX boardings: MAX carried 14.8 million boardings, down (-51.9%) from FY2020. MAX averaged 43,731 weekday (-54.2%), 35,621 Saturday (-43.9%) and 30,605 Sunday (-41.6%) rides.

FY2021 annual bus boardings: Buses carried 25.0 million boardings in FY2021, a decrease of (-46.6%) from FY2020. Buses averaged 76,826 weekday (-48.7%), 53,083 Saturday (-36.9%) and 44,721 Sunday (-36.2%) rides in FY2021.

FY2021 annual WES boardings: WES carried 84,345 boardings in FY2021 and averaged 330 daily rides (-69.0%). West trains run every 45 minutes on weekdays during morning and afternoon rush hours. The decline in WES ridership was largely impacted by COVID-19.

LIFT/CAB: In FY2021, LIFT/Cab carried 265,540 rides, a decrease of (-63.3%) from the prior year. The significant declined in LIFT/Cab ridership was due to COVID-19.
B. REVENUES, EXPENSES AND NET POSITION


Statement of Revenues, Expenses, and Changes in Net Position
For fiscal years Ending June 30, 2021 and 2020

<table>
<thead>
<tr>
<th></th>
<th>--Unaudited--</th>
<th>--Audited--</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>June 30, 2021**</td>
<td>June 30, 2020</td>
</tr>
<tr>
<td>Operating revenues:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passenger revenue</td>
<td>$ 38,479</td>
<td>$ 93,558</td>
</tr>
<tr>
<td>Auxiliary transportation and other revenue</td>
<td>21,173</td>
<td>21,377</td>
</tr>
<tr>
<td>Total operating revenues</td>
<td>59,652</td>
<td>114,935</td>
</tr>
<tr>
<td>Operating expenses:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labor</td>
<td>200,552</td>
<td>199,933</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>229,168</td>
<td>225,604</td>
</tr>
<tr>
<td>Materials and services</td>
<td>102,642</td>
<td>120,193</td>
</tr>
<tr>
<td>Utilities</td>
<td>10,514</td>
<td>10,886</td>
</tr>
<tr>
<td>Purchased transportation</td>
<td>15,817</td>
<td>26,497</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>138,966</td>
<td>137,472</td>
</tr>
<tr>
<td>Other operating expense</td>
<td>16,098</td>
<td>17,269</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>713,756</td>
<td>737,854</td>
</tr>
<tr>
<td>Operating loss</td>
<td>(654,105)</td>
<td>(622,919)</td>
</tr>
<tr>
<td>Non-operating revenues and (expenses):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payroll and other tax revenue</td>
<td>401,420</td>
<td>398,353</td>
</tr>
<tr>
<td>Grant revenue</td>
<td>68,283</td>
<td>110,065</td>
</tr>
<tr>
<td>Grant revenue - CARES/CRRSAA Act</td>
<td>201,226</td>
<td>118,200</td>
</tr>
<tr>
<td>Interest income</td>
<td>14,481</td>
<td>17,953</td>
</tr>
<tr>
<td>Net leveraged lease income (expense)</td>
<td>738</td>
<td>844</td>
</tr>
<tr>
<td>Gain or (loss) on disposal of capital asset</td>
<td>1,288</td>
<td>4,599</td>
</tr>
<tr>
<td>Interest expense</td>
<td>(28,702)</td>
<td>(28,792)</td>
</tr>
<tr>
<td>Funding exchanges, special payments</td>
<td>(2,953)</td>
<td>(14,189)</td>
</tr>
<tr>
<td>Total non-operating revenues, net</td>
<td>655,781</td>
<td>607,033</td>
</tr>
<tr>
<td>Loss before contributions</td>
<td>1,676</td>
<td>(15,886)</td>
</tr>
<tr>
<td>Capital contributions</td>
<td>47,740</td>
<td>35,581</td>
</tr>
<tr>
<td>Changes in net position</td>
<td>49,416</td>
<td>19,695</td>
</tr>
<tr>
<td>Total net position - beginning</td>
<td>1,851,453</td>
<td>1,831,758</td>
</tr>
<tr>
<td>Total net position - ending</td>
<td>$ 1,900,869</td>
<td>$ 1,851,453</td>
</tr>
</tbody>
</table>

** Fiscal year 2021 includes an average for June 2021 plus actuals for the prior eleven months
GASB #87 Leases, effective for FY21, is not included in above.
II. ADMINISTRATIVE ACTIVITIES

A. OFFICE OF THE GENERAL MANAGER

In FY2021, the Office of the General Manager (OGM) provided overall organizational leadership and support to the Executive Team and the Board of Directors with the information needed to make decisions that advanced TriMet’s vision, mission, values and fiscal stability. These included:

- The OGM ensured agency goals are on track and in accordance with the Business Plan, with 26 Key Strategic Actions completed and others refined for clearer implementation.
- 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.
- Led efforts to strengthen staff diversity, succession planning, training and continued advancing of safety, improving service, continued use of Hop and greater use of Low-Income Fare, capital improvement delivery, equity initiatives, community engagement, and a fiscally responsible labor agreement.
- The OGM also led and prepared for internal Executive Team meetings, conducted outreach to key agency stakeholders and represented the agency in regional, state and national forums.
- The OGM worked to ensure key initiatives were staffed and resourced to succeed and that agency efforts were coordinated.
- Directed agency staff in effective use and distribution of Keep Oregon Moving funds to enhance mobility in the region especially for low-income and minority populations and during the added challenge of provide safe and reliable mobility to essential workers.
- Directed acquisition of new battery electric buses to proceed on path to stop operating diesel fixed-route buses by or before 2040.
- Continued pursuit of TriMet’s role as a mobility agency including further development of usability of multi-modal trip planner for general public use.

Internal Audit: In FY2021, Internal Audit continued to maintain a dynamic risk based audit plan to allocate audit hours for coverage of significant and moderate risk areas, as well as required regulatory audits and management requests. The department completed the following projects and audits:

- MOW Track (Preventative Maintenance)
- Sensitive Employee Information Stored on Mobile and Other Media Devices
- Audit Follow-up Review of Road Call Reporting and Monitoring and Tool Calibration
- Drug & Alcohol Testing: Random, Post-Accident & Safety-Sensitive Contractors
- Rule Violations Audit Follow-up Review
- SIP Transit Equity Audit Follow-Up Review
- Buy America Audit for the Gillig Buses – Audit completed by Vehicle Technical Consultant (TriMet’s third party vendor) was reviewed to ensure the vendor’s process is consistent with TriMet’s expectation and to facilitate regulatory compliance.
- Updated Internal Audit’s Risk Assessment Worksheets (completed biennially)
- E&C Project Development & Delivery Practices - Lessons Learned Review (substantially complete)
- Limited Scope Review - LIFT Fare Processing (substantially complete)
- Human Resources Complaint Policy Review (in progress)
Internal Audit consulted on various projects, completed other audit follow-up verifications and reviews of management action plans to ensure corrective actions were completed and consistent with management’s expectations, and issued Semi-Annual Management Action Plan Status Reports. Additionally, the department continues to serve on TriMet’s Accountability Committee, which was formed to enhance the agency’s transparency efforts in order to strengthen and promote public participation and collaboration. Internal Audit also investigated EthicsPoint Hotline reports of potential fraud, waste or abuse.
B. CHIEF OPERATING OFFICER (COO) DIVISION

Operations Planning & Development (OPD) Department: OPD includes the Service Performance & Analysis group. During FY2021, OPD delivered operations’ submissions for development of the FY2022 budget, updated intergovernmental agreements with Portland Mall Management, Inc. to maintain the downtown transit mall and the City of Portland for streetcar operations and met FTA and FRA reporting requirements including the National Transit Database. In FY2021, OPD oversaw the Bus and Rail Replacement Service Team (BRRST), which was responsible for the planning, scheduling, and executing of four MAX improvement projects. These improvement projects included the Steel Bridge project, Gresham Phase II, 33rd Avenue Curves completion, and the Gateway Crossings. The OPD department also oversaw the Readiness for Service Team, which helped direct the team working on the Division Transit Project and Red Line Extension projects. The Service Performance & Analysis group delivered regular performance reports and project based analyses to assist the Transportation and Maintenance Divisions to improve performance related to safety, service reliability and customer experience. Service Performance & Analysis also partnered with operations departments to modernize business processes to improve the quality of data collected, increase visualization of data and create process efficiencies.

Business Planning & Asset Management (BP&AM) Department: During FY2021, BP&AM delivered a complete, updated TriMet Business Plan for FY2022-FY2026. BP&AM met the FTA and internal requirements for asset management inventory, condition assessments and reporting deadlines for the National Transit Database and the annual reporting and budgeting cycle During FY2021, BP&AM continued the procurement and implementation of an Enterprise Asset Management System (EAMS). This cross-divisional effort aims to procure a software solution and prepare business procedures to improve TriMet’s ability to capture and analyze data that enhance our ability to manage risk, optimize lifecycle management, and manage all substantial assets across the agency. The procurement has been put on hold pending funding availability, but efforts continue to ready maintenance and other work groups to enhance business practices and current data capture and use to maximize the benefit in the long run. The department continues to support bus electrification efforts, bus garage planning and other needs supporting delivery of HB2017 funded services. In FY2022 and beyond, BP&AM will deliver a new, updated TriMet Business Plan with a five-year planning horizon, coordinate the tracking of performance and the implementation of Key Strategic Actions from the Plan. BP&AM will also continue to coordinate the agency-wide asset inventory, condition assessments and reporting necessary to meet FTA and internal requirements. BP&AM also supports TriMet’s sustainability efforts, providing leadership to the Sustainability Team and guidance and direction for the efforts that recently resulted in TriMet using renewable electricity for all light rail and facilities owned and operated by TriMet as well as ongoing efforts to use renewable diesel for fixed-route and paratransit buses.

Operations Training and Development Department (OT&D): The OT&D Department has been within the COO Division since January 1, 2020. OT&D is responsible for managing and implementing all aspects of TriMet’s in-house training in Transportation and Maintenance for both union and non-union staff as well as the State of Oregon Apprenticeship Programs. With the new labor agreement, six (6) State of Oregon BOLI apprenticeships will be discontinued, and the Bus Mechanic apprenticeship will be revised from a traditional time-based to a competency-based program. The department also establishes and implements standards and practices, which support TriMet’s Safety Management System. The Leadership of this department, includes Director, Senior Manager and, as of 2/1/2021, the LMS Program Manager position. During FY2021, OT&D has focused on incorporating Instructional Design (ID) best practices and Curriculum Design (CD) best practices to align OT&D with Adult Learning best practices, diversity, equity, inclusion, and accessibility. There is an established curriculum development, review, and approval process, ensuring all learning content contains specific learning objectives, structured and well documented presentations/learning activities and defensible testing mechanisms to validate transfer of knowledge. Concurrently, OT&D has rolled out, in partnership with Creative Services, an OT&D brand identity complete with templates to ensure all training processes and materials are consistent and
OT&D has made great progress in partnership with the Legal Services Record’s Governance team in establishing a folder structure for the entire division that will be compatible with the future implementation of the Enterprise Content Management (ECM) platform for agency wide records governance. The Rail Training team has fully transition to the new structure, Field Ops/OCC is in progress, Bus and Maintenance Training will be in transition towards the latter part of FY2021. The OT&D Division has also transitioned to a new structure for filing electronic employee-specific records within the Labor Relations Human Resources (LRHR) department’s filing structure. All verticals within OT&D are working within the parameters set forth by LRHR for employee training records.

OT&D is also working to enhance the educator skills of instructors throughout the department, conducting seminars on adult learning behaviors, learning theory, and curriculum development, this will remain a priority in FY2022. In partnership with HR and E3, OT&D is working with creative services to establish a web presence on TriNet with the goal of outlining training opportunities and presenting a dashboard of key performance indicators. During FY2021, OT&D completed a strategic plan, fully aligned with TriMet’s business plan that informs a long-term path forward. The District has decided to implement this strategic plan with a phased approach, allowing for flexible consideration of overarching organizational priorities.

In December 2020, OT&D held a soft launch of the Oracle Learning Module, or Learning Management System (LMS) with Operations Training and HR E3. In FY2021 and FY2022 the LMS Program will focus efforts on supporting all departments and division to the LMS platform.

OT&D is working to develop a virtual reality training platform that, when completed, will increase training opportunities for rail operators and, in the future, potentially Maintenance of Way (MOW), Rail Equipment Maintenance (REM) and Roadway Worker Protection (RWP).

During FY2021, the following trainings were completed:

<table>
<thead>
<tr>
<th>Training Type</th>
<th># Trained/Graduated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rail IOC</td>
<td>40 Graduated</td>
</tr>
<tr>
<td>Rail Recertification</td>
<td>203 Completed</td>
</tr>
<tr>
<td>Rail Return to Work</td>
<td>40 Completed</td>
</tr>
<tr>
<td>Field Ops &amp; OCC Return to Work</td>
<td>8 Completed</td>
</tr>
<tr>
<td>Control IOC</td>
<td>5 Graduated</td>
</tr>
<tr>
<td>Control Recertification</td>
<td>28 Completed</td>
</tr>
<tr>
<td>Dispatch IOC</td>
<td>5 Graduated</td>
</tr>
<tr>
<td>Dispatch Recertification</td>
<td>17 Completed</td>
</tr>
<tr>
<td>Field Ops IOC</td>
<td>8 Rail/8 Road</td>
</tr>
<tr>
<td>Fare Inspectors</td>
<td>8 Graduated</td>
</tr>
<tr>
<td>Fare Inspector Recertification</td>
<td>19 Completed</td>
</tr>
<tr>
<td>Bus IOC*</td>
<td>91 began training/79 Graduated</td>
</tr>
<tr>
<td>Bus Recertification</td>
<td>1133 Completed</td>
</tr>
<tr>
<td>Bus Return to Work</td>
<td>232 Completed</td>
</tr>
<tr>
<td>Bus Training, Supervisor training,</td>
<td></td>
</tr>
<tr>
<td>CDL Service Worker training, etc.</td>
<td>151 Completed</td>
</tr>
</tbody>
</table>

* Initial operator training suspended for 8 months during pandemic.
C. TRANSPORTATION DIVISION

Service Delivery: For each of the service changes start dates listed below, the Transportation division prepared service change schedules and operator assignments. Operator needs were monitored throughout the hiring freeze and escalated to leadership for hiring approval. As impending shortages were recognized, more intense efforts were taken to strategize addressing the issue.

The impacted routes included Fall 2020 – Routes 11, 16, 70, 72, and 96. In additional to the Fall service revisions, weekday service was restored on Routes 4, 9, 12, 15, 17, 21, 30, 33, 35, 52, 54, 56, 62, 67, 70, 71, 75, 76, 77 and 78 equating to an increase of 9.2% in vehicle hours. Winter 2020 – Routes 33, 38 and 99. Spring 2021 – Routes 2, 8, 9, 12, 15, 17, 33, 35, 38, 48, 56, 71, 72, and 193. Summer 2021 – Routes 20, 24, 33, 52, 54, 56, 96, and 154. In addition to the regularly scheduled signups, rail schedules were prepared and operator assignments created for the MAX 33rd Curves and South Gateway Closure projects.

Scheduling staff continues to monitor vehicle running times and will make the necessary adjustments as resources are available. As pandemic restrictions are lifted throughout TriMet’s service area, ridership levels will continue be monitored and adjusted accordingly.

Audit involvement: The Rail Operating Rules Committee (RORC) is continuing to improve rail system safety and is currently involved in several initiatives. The team has been working to develop and publish an updated rail operating rulebook that was recently approved by TCRC and will be training during Fall 2021. Additionally, there are initiatives related to train orders, doors off platforms, and a number of process improvements that the RORC is overseeing. MAX Rule Violations are still seeing a long-term downward trend. The Rail Transportation Department has also published a Rule Violation Policy for the first time which will ensure consistent and transparent procedures for operators involved in rule violations.

Powell Construction: In Summer of 2021, construction continued at Powell garage to completely remodel the facility and increase the yard capacity in anticipation of the Division Transit Project. Transportation has moved out of the building and into 2 trailers on the south end of the yard. The entrance off 98th St. is closed, a new entrance on the south end of the yard on 99th St. is now open. The new wash and maintenance bays are now functional.

Future Fixed Route Operations: During FY2021, The Transportation and Maintenance divisions worked closely with other TriMet divisions on multiple, interrelated efforts pertaining to future fixed route operations:

- Division Transit Project (DTP) – Platforms are under construction on Division to support DTP; two new platforms are open.

- FY2021 Bus Maintenance was successfully able to occupy the phase 1 Powell Garage Replacement Project Building as well as the New Fuel House. Powell Garage now has the capability of servicing a small fleet of 60’ buses as well as fuel 4 buses simultaneously, an agency first.

- Non-Diesel Buses- Agency call to action to shift to a renewable diesel blend to fuel all diesel buses was delayed due to the budget impacts stemming from the COVID-19 pandemic. Beginning next Fiscal year, all buses and LIFT paratransit vehicles will run on renewable diesel.

LIFT changes: During FY2021, LIFT undertook a number of initiatives to improve customer experience and efficiencies. LIFT started a Grocery & Goods delivery program at the onset of the COVID-19 pandemic to allow vulnerable LIFT riders to stay home and stay safe. The program enabled LIFT riders to
order groceries online and coordinate with LIFT reservations to schedule a LIFT bus to pick up and deliver the groceries to their home. LIFT also provided six months of service to Meals on Wheels, making and delivering home delivered meals to homebound older adults and people experiencing disability.

To improve program efficiencies, LIFT implemented the Street Routing module in Trapeze, resulting in improved on-time performance and increased passengers per service hour. In an effort to encourage a return to riding, LIFT also launched a new Same Day Service pilot project to help fill the intraday slack in service routes (under normal ADA service, customers must reserve their trips at least the prior day to receive service). The LIFT Team also completed their 5-Year Strategic Plan, consistent with the Agency’s Business Plan, which included a five year IT strategy, as well.

The TriMet LIFT eligibility team changed their entire in-person eligibility assessment model during COVID, to provide ‘virtual’ interviews over the phone and video. The creativity in this approach allowed customers to continue receiving eligibility determinations throughout COVID, even with the contracted eligibility assessors from MTM on layoff. The LIFT Eligibility team took affirmative steps to reduce their carbon footprint by going paperless. Now all documents that support customer eligibility decisions are either sent to the Eligibility team electronically (with an electronic signature), or are immediately scanned and stored electronically, better enabling the eligibility team to serve customers remotely.

LIFT undertook considerable efforts to ensure equitable access to LIFT services for customers whose primary language is not English. This involved converting all foundational LIFT forms, brochures, eligibility application and other customer information into the alternate formats most frequently requested by customers. We also began recruiting for bilingual staff in the LIFT call center.

**FRA Certification:** During FY2021, WES submitted to the Federal Railroad Administration (FRA) the System Safety Program Plan required per the Code of Federal Regulations 49CFR270 and the Training, Qualification and Oversight Program as required per Code of Federal Regulations 49CFR243. WES Maintenance Operations continued the Diesel Multiple Unit (DMU) transmission overhaul program whereby transmissions are shipped to Heidenheim Germany for rebuild and as of FY2021 have achieved overhaul on 67% of the DMU fleet.
D. SAFETY & SECURITY DIVISION

Safety Management System (SMS): TriMet developed a Public Transit Agency Safety Plan (PTASP) that conforms to the Federal Transit Administration’s SMS framework. Efforts in the next fiscal year will focus on implementing the former System Safety Program Plan (SSPP) to the Agency Safety Plan. The plan will be adopted by December 2021. The Safety Manager position was filled in FY2020. This position will assist with the implementation of the agency-wide Safety Management System (SMS). A System Safety Specialist position was approved mid-year FY2021. This position is limited term through June 2022 and is assigned to Engineering and Construction.

At-grade crossing study and risk ranking modeling and methodology efforts continued into FY2021. A pilot study is currently underway for the TriMet Blue Line to better understand both industry best practices and opportunities for safety improvements at crossings.

Environmental Services: The Environmental Services department continued its efforts to ensure TriMet maintains compliance with all environmental permits, rules and regulations.

Internal Safety and Security Audits: TriMet continues to participate in the internal Safety & Security audits when required.

Security & Emergency Management: A targeted Baseline Assessment and Security Evaluation (BASE) of TriMet’s Security and Emergency Management programs was conducted by the Transportation Security Administration (TSA) in Spring 2021. The findings and recommendations were received in June 2021. A component of this BASE was used for the TSGP grant application. TriMet was awarded approximately $975,000 for the Department of Homeland Security grant project (Intrusion Detection) and waiting to determine if additional grant funding will be received for FY2022.

Fare Enforcement: The Fare Enforcement program continues to be further developed and expanded to incorporate new strategies, training and technology tools. De-escalation training was provided to all Fare Enforcement and Security staff supporting fare missions.

Drills and Exercises - Emergency Management Training: One discussion-based exercise was conducted by TSA staff as a pilot. Additional security training, along with Incident Command System training, will be conducted in FY2022. During the past year, real-time training was provided during our COVID, Wildland Fire, protesting and extreme weather events.

Operation RailSafe: Transit Police, Fare Inspectors and Union Pacific staff participated in Operation RailSafe missions. These missions provided highly visible operations to deter and detect criminal activity and disrupt terrorist pre-attack surveillance and other suspicious activity on both bus and rail transit services.

Canine Teams: TriMet continues to maintain its canine teams through a TSA grant.
E. MAINTENANCE DIVISION

**Bus Maintenance**: During FY21, 38 new fixed route buses went into service (4200 series), which finished the retirement of the 2700 series buses.

TriMet deployed five New Flyer 40-foot Battery Electric Xcelsior buses from Merlo Garage on Line 62 beginning in April 2019 with grant funding from FTA’s Section 5339(b) FY16 Low-No Emission Buses Program. After being idle for most of the fiscal year due to technical issues, these buses began to be redeployed in February 2021 and are showing promise. In their first two years on the road, these buses already saved 680,000 pounds of greenhouse gas emissions. A second Low-No grant was awarded in FY2018 to procure an additional five long-range battery-electric buses through a unique partnership between Gillig (bus manufacturer) and Cummins (propulsion manufacturer). The first Gillig electric bus arrived in May and is being tested for range and durability. The remaining 4 buses start production July 2021. These buses are expected to be deployed on Line 20-Burnside/Stark late this calendar year. A third grant awarded in FY2019 for three additional battery electric buses is on hold due to the cancellation of the production buses from Proterra.

A pilot bus refurbishment program is being conducted with Complete Coach Works (CCW). During FY2021, three 2012 Gillig 40-foot buses and one 2007 New Flyer 60-foot articulated bus were sent to CCW. These buses were converted from Cummins Diesel propulsion systems to CCW’s proprietary ZEPS system (40’ platforms) and the Voith proprietary propulsion system (60’ platform). The 60’ New Flyer is the first of its kind in the United States, as it will be the first bus with the Voith Propulsion System in the country and the first 60’ diesel bus to be refurbished into an electric bus. These buses are undergoing final road testing and validation efforts before delivery this summer. Additionally, five 2012 Gillig 40-foot buses were fully refurbished with Cummins ISL diesel power and entered revenue service.

Agency call-to-action to shift to a renewable diesel blend to fuel all diesel buses was delayed due to the budget impacts stemming from the COVID-19 pandemic. Beginning next Fiscal year, all buses and LIFT paratransit vehicles will run on renewable diesel.

In FY2021, Bus Maintenance was successfully able to occupy phase one of the Powell Garage Replacement Project and the new Fuel House. The Powell Bus Garage now has the capability of servicing a small fleet of 60’ buses, as well as fuel 4 buses simultaneously. This new arrangement is an agency first.

**Rail Equipment Maintenance (REM)**: REM is currently in the process of implementing a maintenance quality check (QC) inspection program. The QC program will require REM frontline supervisors to perform daily inspections of safety sensitive maintenance processes and to evaluate this work using established quality standards. Anytime a deficiency is found, the employee will be required to correct the work and the supervisor will document their findings and take corrective action as required. REM’s QC program is as much about vehicle reliability and safety, as it is about positive employee engagement. This program will give the supervisor additional opportunities to have meaningful conversations with our employees about their work and to solicit their ideas for process improvement.

REM continues to rewrite our maintenance procedures and update our component overhaul procedures with a greater emphasis on ease of use and providing easier access to OEM specifications and requirements. By modernizing these procedures and practices, we will improve the safety and efficiency of how this work is performed and insure work is accomplished according to our requirements.

Additionally, REM continues the Ruby Junction shop modification and is nearing the completion of the installation of the new in-floor jacks and body stand. When completed in August, this location will have an additional bay to perform truck removal and replacement.

A midlife overhaul contract was awarded to Siemens for the type 2 and 3 trains. REM has hired a contractor to review and write detailed procedures for our overhaul and component installation.
procedures to prevent rework and increase productivity. TriMet has entered into a contract with Siemens to also replace 26 LRVs that have exceeded their useful life. There is an option for additional vehicles for the expansion of the Red Line and future growth. The first of the new vehicles should arrive in 2022.

Facilities Maintenance (FM): FM continues to refine how work is assigned with limited employee resources by adjusting the geographic zone-based maintenance program implemented in FY20. In light of the temporary vehicle disinfection program implemented to mitigate the spread of COVID-19, this temporary program brought an additional 130 limited-term staff to the department. This program is comprised of 124 cleaners and 6 supervisors, covering day and swing shifts 7-days a week. FM has not historically had weekend or significant numbers of weekday swing shift staff, and has never had swing shift or weekend supervision. Supervisors reported feeling that the complexity of the COVID-19 driven cleaning and disinfecting requirements did not allow them sufficient capacity to attend to preventative maintenance needs. While preserving the geographic zones, FM split the supervisory responsibilities between cleaning & disinfecting and preventative maintenance. This has preserved the benefits of quick deployment of the best resources based on location and complexity of the task. Unproductive travel time continues to be reduced and maintenance staff have developed familiarity and expertise with the assets located within their new zone assignments.

FM recruited TriMet’s first Electrical Supervisor in FY2020 and is seeing the value of this new expertise for the agency. This supervisor identified safety issues with hi-bay lights in 4 of TriMet’s 5 primary garages. The 5th garage, Powell, is under construction and will include new lighting. The supervisor partnered with the Energy Trust of Oregon (ETO) resulting in ETO funding nearly 60% of the cost to upgrade all facility and yard lights on these 4 campuses to energy efficient and sustainable LEDs through an incentive program. The team completed the garage and yard installations and has now moved on to upgrading the lighting in the East and West bores of the Robertson Tunnel. To insure the reliability of the lighting systems, which were well beyond their useful life, the more efficient LED lights provide significantly better illumination; thereby, enhancing safety for those working in the tunnel. The project is currently 50% complete. The generous ETO incentives made this project possible and the ongoing energy savings will continue to bring value to TriMet for 15-20 years.

FM received approval to recruit a Manager of Project Managers to participate in and oversee implementation of maintenance projects in a timely, efficient manner that is consistent with the Maintenance Division’s needs and priorities. Recruitment is expected to be concluded by June 30, 2021.

Maintenance of Way (MOW): MOW experienced two major system reviews in FY2021. One was performed by Internal Auditors on the MOW Track Team’s maintenance processes; and the other was performed by Parsons on the OCS system. Extensive corrective action plans were borne out of each review and will be the focus of MOW Management moving forward.

Two additional Traction Power Supervisor positions were created in FY2019 for additional oversight; and to-date, both positions have now been filled. MOW is also recruiting for a Track Supervisor and maintainers in each discipline.

To continue to meet the State of Good Repair goals, two switch machines were replaced at TriMet’s Gateway location. The 33rd Curves on the Banfield were replaced along with a host of rail repairs, tie replacements, and rail grinding in the corridor. Ultrasonic Testing was performed and 57 defects were reported. A contractor was procured and all defects were repaired within 60 days. Testing is schedule to be performed again in August 2021.
F. INFORMATION TECHNOLOGY DIVISION

Mobility & Location-Based Services: The department embarked on the Federal Transit Administration (FTA) Integrated Mobility Innovations (IMI) demonstration, using Federal grant funds amount of $1,812,282. TriMet’s project will support Mobility on Demand (MOD), Mobility as a Service (MaaS), and innovative payment initiatives to better manage a more holistic transportation ecosystem in the region. The department provided data and carried out analysis and survey work in support of TriMet’s COVID response and modeling of ridership return.

Information Security: TriMet Information Security conducted numerous IT risk assessments, third party risk assessments, security reviews and developed system security plans for key systems. The department recently hosted a table top exercise with engagement from our federal and state partners, in which executives and key players throughout TriMet grappled with potentially challenging security situations. The exercise helped us prepare for IT incidents and raised awareness of the work still to be done. We managed the annual PCI audit to a successful conclusion with collaboration across the divisions. Recent changes in tools and techniques helped us better defend TriMet data and infrastructure from ongoing cyber and supply chain attacks. The department has supported division-wide work to mature vulnerability management, application security and risk management.

Intelligent Transportation Department: The department continued the virtualization of dispatch servers and this year the LIFT Paratransit Servers were virtualized. LIFT Paratransit was successfully integrated with the HOP Fast Pass system using EZ Wallet from Trapeze. Several major multi-year projects were initiated this year including: the replacement of the Mobile Access Routers on fixed route buses to improve reliability open the door to new functionality; the replacement of the aging Infrared Transit Signal Priority (TSP) System with a cloud based next generation TSP system which will support smart integration with regional traffic control systems; the planning for an additional radio tower at Parkrose Transit Center to address isolated coverage difficulties; and planning for a grant funded replacement of multiple CCTV Intrusion Detection systems and a video analytics package.

Enterprise System Department: The department completed many development projects to ensure running day-to-day IT services as well as provide new enterprise functionality. Notable highlights include: a multitude of payroll and timekeeping system changes to support the 2019-2022 Working & Wage Agreement, launch of the new ROSE portal to support employee peer recognition, deployment of a new agency-wide Learning Management System (LMS) and delivery of phase one of our Enterprise Content Management (ECM) system. The department also completed licensing and regulatory audits with Oracle and Moss Adams auditors. Another noteworthy achievement was the establishment of an Enterprise Architecture practice at TriMet.

Operations & Infrastructure Department: Each year we replace existing hardware that is past its useful life. This year that included 64 aging uninterruptible power supplies, improving reliability and supporting remote management; core network equipment at both data centers; over 90 switches on the platforms and our Network Attached Storage systems to accommodate the agencies increased storage needs. The department completed several projects to improve security. Projects also supported COVID-mandated work, including adding laptops to our mobile device management system to allow for better control, manageability and security; upgrade of the identity management system to improve user experience and security; expansion of the virtual desktop service and a pilot project for thin clients allowing a more secure, mobile environment. The department also implemented firewall solution to provide secure connections to vendor-managed equipment throughout the network, an increasingly common need with the growth of the Internet of Things (IoT).
G. PUBLIC AFFAIRS DIVISION

Climate Change: The effects of climate change, hazardous air quality due to massive wildfires, an historic snow/ice/wind event and unprecedented extreme heat, had TriMet adjusting service for the safety of our riders and employees. Division and agency efforts focused on informing riders of the changes to keep them out of the elements, informing and equipping employees to protect themselves and providing mutual aid to the community and first responders using special duty buses. As TriMet is now in a position to move forward on climate action initiatives, the division is promoting every step taken to reduce the agency’s own greenhouse gas emissions.

COVID Response: The division focused on educating riders, employees and the public about all the steps TriMet took in response to the pandemic to help keep people healthy. Ranging from the mask requirement, to social distancing, to elevated cleaning, to ventilation and airflow, TriMet provided frequent and consistent communication across all our digital channels, employee communication channels, media relations elements, signage and in-person interactions. Through those interactions, the agency capitalized on the Steel Bridge MAX Improvements project and mask campaign opportunities to hand out masks and encourage safe behavior. As more people began returning, efforts focused on welcoming people back and showing people what riding transit was like. As restrictions waned, the focus shifted to updating procedures, signage and digital communications.

Crash Advisory Committee: The Oregon legislature established the TriMet Crash Advisory Committee in 2019 through Senate Bill 1053. TriMet held two three-hour orientation sessions for committee members on 12 topics including reviewing the Agency Safety Plan (ASP), the new hire training program, state and federal safety reporting requirements, and provided a tour of the Operations Command Center and an opportunity to operate the Bus Simulator. The committee met in November 2020 and May 2021 and have reviewed ten crashes, including one fatality. The committee’s first series of recommendations are expected later this summer.

Division Transit Project: This 15-mile project will improve bus service between Gresham and Downtown Portland and be TriMet’s first high-capacity bus project. Service will provide longer buses with room for 60 percent more riders, with multiple door boarding for briefer stops. The project is constructing 33 bus stations (66 platforms) with amenities such as weather protection and real-time bus arrival information, dozens of new pedestrian crossings, ADA-accessible curb ramps, upgraded sidewalks and bike lanes, six new storm water bioswales and new traffic signals that prioritize bus travel.

Staff serve three geographic areas, inform neighbors about construction and coordinate with the project team to adjust work to fit business needs and on-the-ground conditions. This includes frequent updates to over 120 businesses and property owners, maintaining personal relationships with people at more than 85 locations, and creating and delivering customized business signage to more than 16 locations. Focus on collaboration of events and media campaigns included a VIP event for FX bus brand reveal, Division Transit Project website, social media efforts to raise project awareness (including a 235% increase of project Facebook account follows within past six months), and the Division of Possibilities marketing campaign, amplifying visibility of businesses impacted by construction, responding to media inquiries.

GM Search: The division supported the TriMet Board in its search for a new general manager. The division launched extensive engagement and communications efforts to solicit feedback that helped inform the Board as it chose the top GM candidate. An online survey promoted across all digital channels was pivotal in gathering feedback as was engaging community organizations and helping form a 12-member community panel to interview finalists and provide insight to the Board.

Grants Submittals: The Division’s Grant Development Specialist applied for six grants in FY2021, was awarded four of them. The Specialist’s efforts resulted in $523K in grant awards to TriMet and $575K in awards to partner agencies. A decision is still pending on a $1.31M proposal submitted to the DHS/FEMA Transit Security Grant Program. The number of Notices of Funding Opportunity released in
FY2021 were greatly reduced due to the COVID-19 pandemic and the change in Federal administration leadership. This allowed the Grant Development Specialist to serve as Project Manager for the FY2022-2023 grants for the Special Transportation Fund, section 5310 and STIF Elderly and Disabled allocations that are evaluated by the Special Transportation Fund Advisory Committee (STFAC) and approved by the TriMet Board.

**Low Income Fare:** The Transit Equity, Inclusion and Community Affairs department continued to expand the number of individuals qualified for the low income fare program. As of the end of the fiscal year, more than 35,000 applications had been approved through dozens of local community partner organizations. In the last 12 months, 6,442 enrollments have been completed with 73% being done through the online application that was created at the start of the pandemic, as many of our enrollment partner continue remote work options. This was the first year where eligibility expiration occurred based on the 2-year eligibility period of the program. Roughly 14% of expiring participants renewed their eligibility during the last 12 months. As of June 30th, 2021 there are 19,825 actively enrolled and 15,243 expired for a total of 35,068 enrollments into the program.

**Non-Diesel Bus Plan:** The PA division supported the agency’s efforts to investigate alternative electric bus technologies and bring new electric buses to TriMet during FY2021. The division participated in the Hydrogen Fuel Cell Electric Bus Feasibility study, led by the E&C division, and developed grant proposals in support of purchasing more electric buses and building electric bus infrastructure.

**Powell Garage Renovation Project:** This project is replacing and modernizing aging buildings to accommodate 50 percent more buses, including battery electric buses and FX articulated buses serving the Division Transit Project. The project also includes improvements to the roadway and sidewalks on SE 99th Avenue and Powell Boulevard. Staff coordinate with the project team to communicate construction impacts to neighbors and TriMet employees. This includes frequent communications with neighbors about traffic, access, and nighttime construction and close coordination with the City of Portland’s Emergency Coordination Center throughout its pandemic response.

**Ridership Recovery Plan:** The Division developed a safety and celebrity driven “mask campaign” and Ridership Recovery Plan aimed at ensuring healthy trips and rebuilding TriMet ridership in the short and long term. The Ridership Recovery Campaign is designed to instill confidence in TriMet among riders, stakeholders and employers. Research and development of key targets via rider personas, their decision journeys, key message points and timing, and definition of appropriate media, outreach and promotional channels heavily drive this marketing effort.

**Sales and Universal Program:** The Universal program was substantially amended to preserve employer participation and mitigate loses related to COVID-19. These efforts proved successful as we fell well within projection and an employer survey revealed organizations would not have continued the program without the changes.

**Transit Equity and Access:** Developed an Equity in Contracting Framework that will help guide all TriMet Divisions in reaching our agency’s Business Plan Goal of growing business inclusion and diversity efforts across all TriMet divisions/departments. This will help increase utilization of Disadvantaged Business Enterprises and other COBID-certified Small Businesses in doing business with TriMet through purchase and contract awards.

**Virtual Outreach and Engagement:** The Division quickly adapted outreach and communications efforts to engage riders, the public and employees. With the need to inform and engage the community about service planning and adjustments, as well as keep employees engaged and up-to-date on agency developments, transition to virtual public and employee town halls and video presentations moved quickly and proved very effective. For added engagement, focus moved to online surveys with signs on the system using QR codes to easily link riders to the surveys.
Finance reaffirmed its bond rating of AAA, by Standard & Poor’s, AAA by Moody’s, and AAA by Kroll, the three top bond rating agencies. TriMet has maintained the highest rating possible on its bonds. In fact, it is the only transit agency with three triple “A” ratings on revenue bonds like ours.

Budget & Grants Administration: The department developed and published the TriMet FY2022 Forecast in March 2021. The Forecast incorporates the effects of the COVID-19 pandemic which has changed the financial outlook in future years. In June 2021, the team completed the FY2022 budget cycle with the adoption of the budget totaling over $1.9 billion including $754.4 million in operating requirements, $367.9 million for capital improvements, $32.5 million in other non-operating requirements, $22.6 million in contingency and $741.7 million in restricted and unrestricted fund balance. The Grants team performed compliance monitoring over sub-recipients receiving funding from the federal or state government through TriMet. In addition, the Grants team conducted HB2017 compliance monitoring of 11 Public Transportation Service Providers. The team provided direct support to the Capital Projects Committee, monitoring activity across 104 capital/operating projects budgeted at over $377 million. The team sold over 13,500 Clean Fuels Credits at an average sell cost of $125/credit through the Department of Environmental Quality totaling over $1.7 million in FY2021.

Financial Services: Financial Services is responsible for the functions of accounting, payables, receivables, grants, debt management, cash management, investments, capital assets, payroll administration, financial close and reporting and the annual external financial audit. During FY2021, the department published monthly financial statements within a 3-week period after month end. For fiscal year end June 30, 2020, TriMet received an unmodified/clean audit opinion, posted here: http://trimet.org/pdfs/publications/fy20_trimet_financials.pdf.

Risk Management: Risk Management administrates the agency’s self-insurance programs for both liability claims and workers compensation claims, operating more efficiently and cost effectively. Feedback on the agency’s loss experience and trending is provided in regular meetings with safety and other departments. In FY2021, TriMet paid a total of $3,384,424.36 for workers compensation claims and received 257 new claims throughout the year. 68 injured employees took advantage of TriMet’s light duty program, working in various capacities throughout the agency. Through the State of Oregon’s Employer At Injury Program, TriMet was reimbursed $158,355.31 for employees who worked in light duty roles in FY2021.

Fare Revenue and Administrative Services: In FY2021, the adoption of Hop Fastpass continued, peaking at 89% of all TriMet Fare Revenue as the pandemic drove more riders to this cashless solution. The TriMet Customer Support Center (formerly known as the TriMet Ticket Office) remained open throughout the entirety of the pandemic, assisting riders with over $1.6M in fare sales. Fare & Communication Equipment (FCE) maintained 233 TVMs, processing approximately $3.5 million in annual fare revenue. FCE also installed 476 new cameras, bringing the total number of cameras they maintain now up to 2,521. The Document Services team purchased new binding and the budget document printing/binding that was previously outsourced was brought in house.

Procurement & Supply Chain Management: The Procurement and Supply Chain Management Department supports the District by soliciting and managing contracts; administering and purchasing parts, materials, and equipment; managing and securing inventory, managing warranty programs for purchased parts, material and equipment. The Department awarded 244 new contracts and executed 715 contract modifications and change orders during FY2021 for a total contractual commitment of about $143 million. In addition, we issued 10,456 purchase orders with a total value of over $31 million. The Department was highly focused and active in supporting the ongoing replenishment of COVID-19 supplies, such as face masks, hand sanitizer, disinfectant, wipes, etc. We also worked closely with Bus
and Rail Maintenance sourcing spare parts packages for incoming bus fleets (Gillig battery-electric buses, CCW refurbished diesel buses, CCW converted buses diesel to battery-electric, NOVA articulated buses) and the incoming Type 6 LRV fleet. The Department administers the Purchasing Card (P-Card) program on behalf of TriMet, allowing staff to make low-dollar purchases for repair and maintenance materials for vehicle, equipment and facility maintenance, as well as for other minor purchases in support of TriMet operations. The District had 8,308 individual transactions during FY2021, which accounted for about $2.5 million in purchases. Based on conservative estimate of industry standard, the District saved over $600,000 of cost avoidance for using the P-Card for these purchases, as compared to the standard purchase order process. During FY2021, the Department issued over $29 million worth of inventory to an expense account by processing over 105,000 individual, manually keyed transactions. We conducted more than 153,000 cycle counts of the District’s inventory to ensure accuracy, during which they adjusted down a net total of about $563,000 worth of material due to discrepancies found. The overall inventory level increased by about $5 million from $50 million to $55.5 million as compared to the previous fiscal year, mostly due to COVID-19 material. Lastly, Warranty Programs recovered about $1.0 million from claims and avoided labor for FY2021.
I. LABOR RELATIONS & HUMAN RESOURCES DIVISION

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

Respectful Labor and Employee Relations: The bargaining with ATU for the December 1, 2019 successor contract resulted in a tentative agreement on April 1, 2021, which was ratified by over 80% of voting ATU members and was passed by the Board on April 28, 2021. The agreement resulted in significant gains in the District’s ability to hire and train employees by eliminating the broader BOLI apprenticeship programs that had been almost the sole source of all skilled hiring in Maintenance and Facilities. A small bus mechanic BOLI Apprenticeship program with appropriate minimum qualifications and selection procedures is restarting; but the remainder of hiring, training and trainee processes are reserved to the District. The wage increases of 3, 2.5 & 2.25% over the three years were fair and reasonable.

Other monetary costs in the contract resolved long-standing issues with the road relief stipends, training premiums and the last few groups without shift differential. A number of other work rules, operator schedule and work assignment issues were also resolved. Labor Relations has continued to conduct trainings in a targeted manner; Investigations Best Practices, Employee Discipline, Insubordination, Employee Attendance and Grievance handling.

During the year, the LRHR group resolved 88 grievances. The monthly labor management meetings with ATU and Labor Relations have resumed after bargaining was completed so the parties can work through labor issues. We continue to support section management with their labor management meetings with local representatives.

Managing Healthcare Costs: The District’s aggregated HMO & PPO monthly medical insurance cost per covered employee is $1,281 (through December 2020). Looking just at the represented employees’ aggregated HMO & PPO plans costs are $1,238. The District’s Other Post-Employment Benefits (“OPEB”) liability increased to $944,273,327 effective January 2021. The liability was $949,592,434 in January 2014.

Non-Represented Employees: Pursuant to Board approval, in FY2021, effective January 2021, 439 employees received a 2% Across the Board (ATB) increase, resulting in an annualized cost of $1,016,001. The ATB increases were in lieu of the annualized FY2021 Merit/PCM salary increases. The first agency-wide Pay Equity Study in approximately 10 years was initiated in January 2020 and is scheduled to be completed in July 2021. This study will ensure our compliance with the Pay Equity law and maintain our market position.

Recruitment and Turnover: FY2021 was an unprecedented year in recruitment and turnover for represented and non-represented positions. In mid-March 2020, an agency-wide hiring freeze was in place due to the COVID pandemic, ceasing all but GM approved essential hires. However, the demands of the pandemic and civil unrest in the tri-county area, resulted in an immediate need to hire cleaning staff (over 130 positions) and new Safety and Security staff to support the commitment of a safe, welcoming and equitable transit system.

As the Nation, State and counties reopen, the country is experiencing a never seen phenomenon taking place in the workforce. Employers, including TriMet, are experiencing employees reassessing their employment and careers for various reasons. Although the agency-wide turnover remained relatively the same (current 5.0 from 5.27%), we are experiencing a trend of constant movement within the workforce. As of May 2021, total TriMet union and non-union employment is at 3,156 in comparison to 3,207 in May 2020. We will continue our efforts to attract recruit and select a diverse workforce.
Employee Development and Leadership Development Strategy: In FY2021, after a pause in the project during part of the COVID-19 pandemic, TriMet resumed worked on a multi-year initiative to define and execute its leadership development strategy beginning with job competencies alignment and identification and review of key roles to include in the succession plan. Through the E3 (Engage, Empower, Expand) learning and development program, both self-paced eLearning and weekly virtual instructor-led trainings were available to all employees to support their learning and development. To further TriMet’s support of diversity, equity and inclusion in the workplace and the community, a mandatory instructor-led online class about micro-aggressions was launched in October 2020. As of June 30, 2021, over 700 employees have attended the micro-aggressions class.

The remaining employees are slated to complete the class by end of FY2022 as requested by TriMet’s Board of Directors. TriMet’s first Learning Management System (LMS) was launched in the spring of 2021, further enhancing accessibility to learning and to employee training records. TriMet’s Employee Resource Group (ERG) Program has five ERGs. Two ERGs have been active since the program started in 2019 and three new ERGs formed in 2021 and are currently developing their leadership, membership and/or mission statement. ERGs are formed around a protected class and open to all employees. TriMet’s internal Mentoring Program, which currently serves non-union employees, will welcome the third cohort in January 2022 and has provided a nine-month mentoring experience to over 30 employees in the two cohorts that have been offered.

Regulatory and Statutory Compliance: The District is committed to a workplace that is free of harassment, discrimination and retaliation. To aid that effort, the District distributes policies that inform the workforce about unlawful discrimination and harassment, including a policy that outlines the complaint procedure for employees to submit complaints of harassment and discrimination. LR/HR responds to and investigates all reports of alleged workplace harassment or discrimination.

Employee Engagement: The District continues to track results for progress in Employee Engagement. TriMet continues to use quarterly pulse surveys based on the biennial survey in order to monitor progress.
J. LEGAL SERVICES DIVISION

The Legal Services division Executive Director is the General Counsel, who leads a team of 25 exceptionally high-performing and dedicated individuals, including an Administrative and Records Governance group, a Litigation group, and a Real Estate and Transit Oriented Development (TOD) group. In FY2021, Legal Services continued to offer agency-wide legal support on complex issues of strategy, compliance (including the myriad overlapping regulations and directives related to the COVID-19 pandemic), reduction of agency exposure, innovation, process improvement, and ethical work practices. The General Counsel and division attorneys are integrated into all aspects of the agency, working directly with stakeholders to provide advice and coordinated agency response on a wide variety of contract, procurement, liability, employment, intellectual property, and governance issues. These include lawsuits, intergovernmental agreements, capital projects, real estate, public records and meetings, as well as legislative, administrative and regulatory matters.

Litigation Department: The Litigation team defended dozens of lawsuits in FY2021. While Oregon’s state and federal courts stopped conducting almost all in-person civil proceedings due to COVID-19, TriMet lawyers obtained a defense verdict after successfully trying only the second virtual civil jury trial in Multnomah County. The Litigation team successfully defended TriMet in multiple administrative proceedings as well, including proceedings brought by the Oregon Bureau of Labor and Industries (BOLI), the U.S. Equal Opportunity Employment Commission (EEOC), as well as public records appeals before the District Attorney. Attorneys from the Litigation team have continued to be embedded in key agency activities including employment investigations and complex requests for accommodation under the Americans with Disabilities Act (ADA). Attorneys have also worked closely on all aspects of TriMet’s COVID-19 response, including rapidly developing mask mandates and complex legal issues related to vaccinations, as well as TriMet’s return to its administrative offices in 2021 and remote work issues.

Real Estate & Transit Oriented Development Department: In FY2021 the Real Estate/TOD department engaged in numerous tasks to support the agency. These included significant work acquiring property needed to construct the Division Transit Project and providing early planning assistance for the Better Red Project. TriMet’s Real Estate group also managed a significant number of leases, and took a lead role in working on the agency’s future telework policy and flexible workspace pilot. The TOD team secured significant grant funding to further TriMet’s goals of creating equitable, livable communities at transit stations, and is now working on several developments throughout the tri-county area, including the Fuller Road project in Clackamas County (100% affordable housing, currently in construction) and the Hollywood Transit Center project in Multnomah County (first phase 100% affordable housing).

Administrative and Records Governance: In FY2021 the General Counsel supported the TriMet Board and executive team through the recruitment and appointment of a new General Manager, the onboarding of two new TriMet Board members, the election of new Board officers and committee members and the organization of two executive director retreats.

The Records Governance team successfully completed the third task order in its agency-wide Enterprise Content Management (ECM) implementation project. The ECM core team worked with stakeholders in Procurement and Legal Services to bring the majority of the agency’s contract records into the ECM. The completion of this latest task order increases the end user count from eight (the Benefits Pilot Project) to almost 200 users across the Agency. Records governance staff also processed 567 public records requests in FY2021, and worked with Human Resources and Operations Training and Development staff on records governance-related projects that increased efficiency.
K. ENGINEERING & CONSTRUCTION AND PLANNING DIVISION

The Engineering Construction & Planning division plans, designs, remodels and constructs transit projects. Work includes in-street (bus) facilities, operations and administrative facilities, bus garages, light rail operations bases and extensions of the light rail system. The division also manages improvements to existing TriMet facilities and helps implement opportunities for transit-supportive developments. In FY2021, the division actively managed 31 projects and programs with a total budget of $149 million. In January of 2021, the division was reorganized into four departments now consisting of Engineering Services (formerly Program Development), Mobility, Planning & Policy (new), Design and Construction and Major Projects.

Engineering Services: The Engineering Services department led the division in tracking costs, quality, scheduling and estimating to support the 31 projects in the Capital Improvement Plan (CIP). In addition, the department continues moving forward to replace the project management information system software and is hiring a consultant.

Mobility, Planning & Policy: Mobility, Planning & Policy adjusted service demands addressing changing ridership levels in order to maintain adequate service levels for essential workers during the pandemic. Rose lane and transit priority projects. In addition, they completed several traffic signal and lane striping projects in the City of Portland that will provide priority to buses and help increase reliability and speed. Lastly, they advanced several bus layover projects readying them for design and construction in following fiscal years.

Design and Construction: The Design and Construction department managed numerous design and construction projects, including projects sponsored by other TriMet divisions. The most notable accomplishments for the year include:

- Buildings: Powell facility construction and Columbia bus base planning
- Stations & Guideway: Replaced rail, switches, and bridge lift joints on the Steel Bridge in addition to tie and rail maintenance and replacement along the Blue Line, near 33rd Avenue
- Vehicles: Type 6 Light Rail Vehicle manufacturing is in progress and car body production is underway
- Systems: Replaced and upgraded main signal components during the Steel Bridge project in addition to completing the system and traffic signal interface on the downtown station closures

Major Projects

Portland Milwaukie LRT Project: TriMet completed the Gideon Pedestrian Bridge project and is nearing completion on the Ruby Junction Lift Replacement project.

Division Transit Project: The project is fully under construction and is on budget and schedule.

Southwest Corridor Light Rail Project: Although the ballot measure funding this project failed, TriMet continued work on the FEIS and BO to finalize and ready for future funding opportunities.

Redline Light Rail Project: TriMet completed 100% design, procured a CMGC contractor, negotiated a total contract price, and worked with the Project Management Oversight Committee to advance and ready the project for a Single Year Grant Agreement and start construction in the next fiscal year.