



Proposed Budget

Fiscal Year 2027 (July 2026–June 2027)

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

TRIMET
How life moves®

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Guide to the FY2027 Proposed Budget

What is the Budget?

This budget is far more than a simple list of numbers. It's a policy document, financial plan, and communication tool intended to foster a clear understanding of TriMet's approach to delivering safe, reliable, and equitable transit services. In accordance with Oregon's Local Budget Law, ORS 294.321¹, the budget aligns funding with the Agency's strategic goals, ensures transparency through public participation, and provides a roadmap for both current operations and future improvements.

How to Read the Budget Book

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

Section I: Introduction

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

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

Section II: Overview

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

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

¹ [Oregon Revised Statute 294.321](#)

Section III: Financial Summary

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

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

Section IV: Divisional Summaries

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

Section V: Capital Program

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

Section VI: Appendix

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

About This Document

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

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



TriMet Fact

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



Section I: Introduction

This section contains general facts and information about TriMet.

TriMet Board of Directors

TriMet Officials



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



Dr. LaVerne Lewis
Board President

Sam Desue, Jr.
General Manager

District 6: E. Multnomah County

Board Administrator, Email Board-Administrator@TriMet.org
Phone 503-962-4831, FAX 503-962-6451



Thomas Kim
Vice-President

Tyler Frisbee

Erin Graham

Nancy Young-Oliver
CFO/Budget Officer

District 1: Washington County

Secretary/Treasurer
District 4: SE Portland

District 2: NW and Portions of
SW Portland



Robert Kellogg

JT Flowers

Vacant

District 3: SW Portland and
Washington County

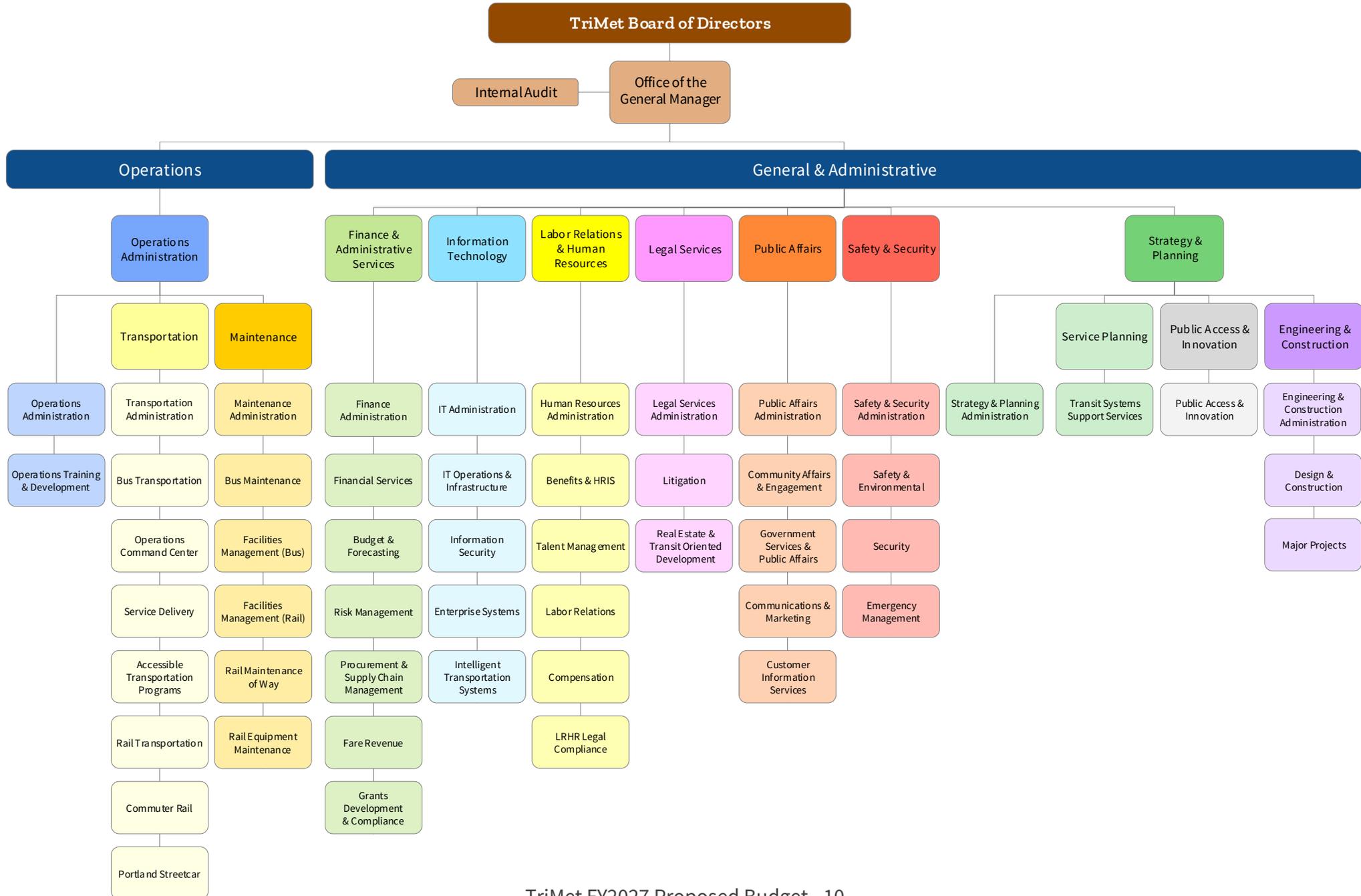
District 5: N and NE Portland

District 7: Clackamas County

Mailing Addresses:
TriMet Board of Directors
Office of the General Manager
101 SW Main St., Suite 700
Portland, Oregon 97204

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

TriMet FY2027 Organization Chart



Organization Chart Continued

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

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

Table 1. TriMet Organization Chart

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

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

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

GFOA Distinguished Budget Presentation Award



Figure 1. GFOA Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to TriMet, Oregon, for its Fiscal Year 2026 Budget beginning July 01, 2025. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe the FY2027 budget continues to conform to program requirements, and we will submit the Adopted FY2027 budget to the GFOA to determine its eligibility for recognition.

Introduction

About TriMet

Governance and Organization

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

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

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

Our Service and Community Impact

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

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



Bus Service



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

MAX Light Rail



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

WES Commuter Rail



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

LIFT Paratransit



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

Regional Partnerships

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

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

Community Profile

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

Tri-County Area at a Glance¹

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

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

TriMet's District

The top five largest employers in the TriMet District²:

- Intel Corporation (21,518 employees)
- Oregon Health & Sciences University (19,940 employees)
- Providence Health & Services (18,004 employees)
- Nike Inc. (14,877 Employees)
- Kaiser Permanente (10,843 employees)

The Tri-County Property Value (Real Market Value) has continued to increase much faster than inflation, averaging 7.1% over the last five years, even with the high inflation rates the last couple of years.

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

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

² Data taken from 2023 Quarterly Census of Employment Wages

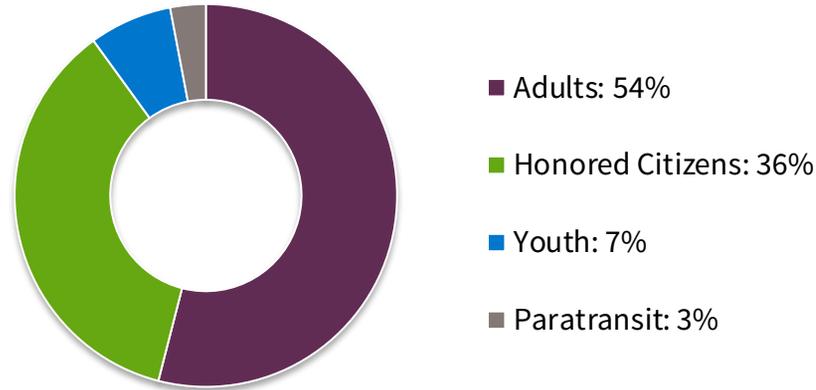
Organization, Service and Background

- TriMet was created by the state of Oregon to serve over 1.6 million people in a 533 square-mile area across three counties.
- Some 66% of our riders say the primary purpose for their trip is for recreation and 47% say they ride to work [2024 A&A Survey].
- TriMet's MAX lines have helped spur more than \$20 billion in development within walking distance of stations.
- FY2025 TriMet Transportation Stats:
 - Bus Service
 - 79 bus lines; 6,154 stops
 - 130,184 average weekday rides
 - 42.2 million rides
 - MAX Service
 - 5 MAX Lines; 94 stations
 - 66,813 average weekday rides
 - 22.8 million rides
 - WES Service
 - 1 commuter rail line; 5 stations
 - 488 average weekday rides
 - 123,468 rides
 - LIFT Service
 - Door to door demand service
 - 2,414 average weekday rides



Hop Fastpass® Report

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



Mobility Information for Riders

- Trimet.org includes a **next generation multimodal trip planner**, which integrates rail, bus, bike, and walking.
- **When the next train or bus will arrive at any stop:** Check trimet.org or via text: send stop ID number (posted at stop or available at trimet.org on a smart device) to 27299.
Service alerts: Check trimet.org/alerts and X.com/trimetalerts (@trimetalerts).
- **Rider Support:**
 - TriMet's 24-hour security hotline: call or text 503-238-RIDE(7433) #9, or click the Security button at trimet.org;
 - Customer Service: call or text 503-238-RIDE; email hello@trimet.org, online and through chat at trimet.org/contact; via X.com (Twitter) @trimethelp;
 - Hop support: call 1-844-MyHopCard (694-6722) or via @myhopcard on X.com
- **Social media accounts:** [Instagram.com/trimet](https://www.instagram.com/trimet) (@trimet); [Facebook.com/trimet](https://www.facebook.com/trimet); Threads [threads.net/@trimet](https://www.threads.net/@trimet) (@trimet); [X.com/trimet](https://www.x.com/trimet) (@trimet); [Blue Sky bsky.app/profile/trimet.org](https://www.bsky.app/profile/trimet.org) (@trimet.org); [YouTube.com/trimet](https://www.youtube.com/trimet) (@trimet); [LinkedIn.com/company/trimet](https://www.linkedin.com/company/trimet); [TikTok/trimetpdx](https://www.tiktok.com/trimetpdx).



Section II: Overview

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

Overview

Budget Message

March 2026

To: TriMet Board of Directors

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

Re: FY2027 Proposed Budget

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

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

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

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

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

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

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

- Total Financial Resources supporting FY2027 budget of \$947.7 million [exclusive of fund balance] including
 - \$81.5 million in operating revenue, \$548.6 million in tax revenues;
 - \$128.6 million in federal funding and \$49.0 million in state funding and local operating grants, and;
 - \$18.4 million in interest and miscellaneous revenues, \$100.1 million in CIP resources, and \$21.5m in other non-operating resources.
- Total Financial Requirements supporting FY2027 budget of \$1,205.1 million [exclusive of fund balance] including:
 - \$587.8 million to operate the transit system and \$210.3 million in general and administrative costs;
 - \$55.6 million for pension and other post-employment benefits (OPEB) and \$84.4 million for debt service;
 - \$213.6 million for Capital Improvement Program (CIP) Requirements and \$25.4 million for pass-through requirements, funding exchanges and special payments, and;
 - \$28.1 million for contingency [based on 3% of operating requirements].
- The Beginning Fund Balance is \$779.6 million. Net results from total financial resources and total financial requirements is (\$257.4) million, decreasing ending fund balance to a result of \$522.2 million. Ending Fund Balance is unappropriated and not available for spending in FY2027. Fund balance includes:
 - \$105.4 million in restricted bond proceeds and other restrictions to be spent after FY2027;
 - \$58.3 million restricted for future debt service payments, and;
 - \$358.5 million in unrestricted fund balance, which for FY2027 will exceed the minimum requirement of between 2.0 and 2.5 average months operating reserves to address forecasted funding shortfalls in near-term and future years.

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

Respectfully Submitted,

A handwritten signature in blue ink that reads "Nancy Young-Oliver".

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

Budget at a Glance

FY2027 Requirements Compared to Prior Year

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

Table 1. FY2027 Requirements Compared to Prior Year

Operating Requirements

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

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

Non-Operating Requirements

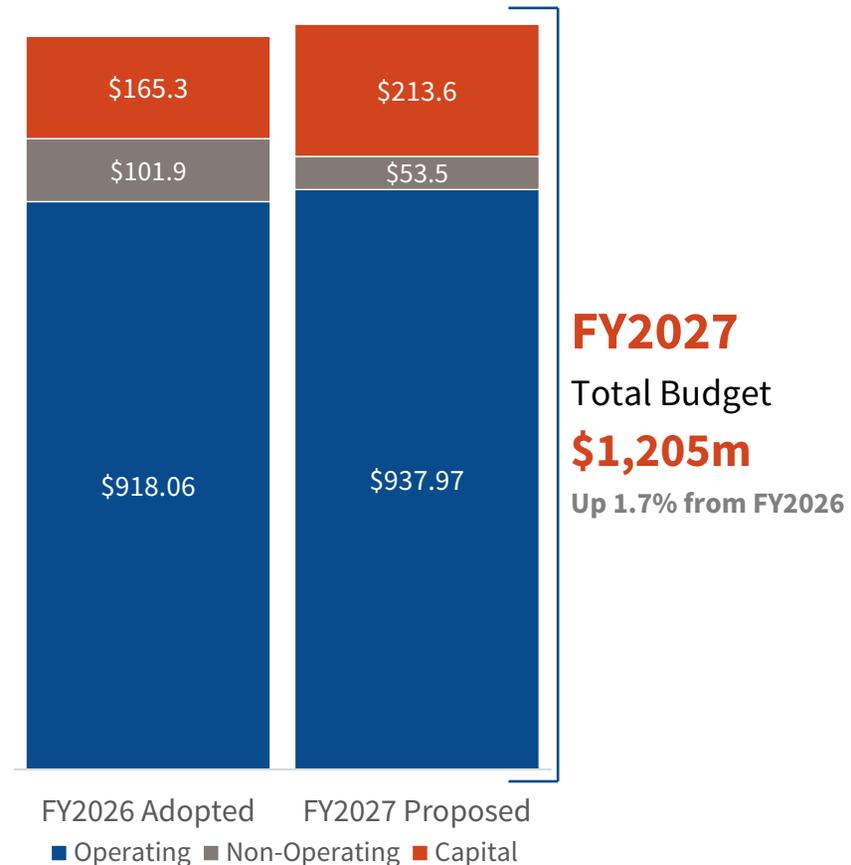
Non-Operating Requirements total \$53.5 million in the FY2027 Proposed Budget and include:

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

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

Capital Requirements

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



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

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

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

Change in Fund Balance

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

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

Total Financial Resources and Requirements

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

Table 2. Total Financial Resources and Requirements

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

Change in Fund Balance

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

Table 3. Change in Fund Balance

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

Significant Budgetary Items

Fiscal Sustainability

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

Budget Realignment

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

Salaries and Wages

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

Safety & Security Investments

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

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

Capital Investments

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

State of Good Repair

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

Budgetary Trends

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

Budgetary Trends - Revenues (In Millions)

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

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

Trend Analysis

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

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

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

Budgetary Trends – Expenditures (In Millions)

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

Table 5. FY2027 Budget, Budgetary Trends - Expenditures (in Millions)

Trend Analysis

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

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

Ridership and Employment Trends (in Thousands)

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

Table 6. FY2026 Adopted Budget, Ridership and Employment Trends (in Thousands)

Trend Analysis

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

Employment³: According to the March 2026 Oregon Economic and Revenue Forecast, Oregon’s unemployment rate has risen gradually since August 2024, reaching 5.2% at the time of writing. This is the highest rate observed since the summer of 2021, and excluding the pandemic period, Oregon has not experienced an unemployment rate this high since January 2016. Slowing job growth, weaker hiring activity, and cooling labor conditions are expected to keep unemployment at around 5% through 2028.

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



¹ Figures based on TriMet’s FY2026 estimates

² Figures based on TriMet’s FY2027 estimates

³ Information and data referenced is from the [Oregon Economic and Revenue Forecast, March 2025](#)

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

Differences from Prior Year

The TriMet 2030 plan continues to guide strategic improvements aimed at “Connecting People for a Better Life.” Ridership shows positive movement but remains below certain historical milestones. Several factors have influenced this year’s budget adjustments, reflecting TriMet’s commitment to prudent financial management, emphasis on essential services, and ongoing organizational refinements. Key differences include:

Operating in a Financial Deficit

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

Trends in Ridership

TriMet’s ridership has been steadily rebounding since FY2023. After recording 57.3 million boarding rides that year, the number climbed to 65.0 million in FY2025, with an estimated 67.0 million annual boardings for FY2026. The steady increase in annual ridership indicates continued growth as more people resume in-person work, school, and community activities. Passenger revenue has followed this upward trajectory, supported by investments in service reliability, safety, and marketing efforts. These trends reflect ongoing progress in restoring both ridership and passenger revenue in a changing landscape.

Mechanic Shortages

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

Capital Improvement Projects

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

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

Organizational Changes

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

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

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

Anticipated Bond Issuance

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

Community Priorities and Organizational Challenges

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

Community Priorities

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

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

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

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

Organizational Challenges

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

Financial and Cost Pressures

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

Major cost drivers include:

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

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

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

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

Ridership and Passenger Revenue Constraints

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

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

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

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

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



Service Capacity Constraints

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

State of Good Repair Pressures

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

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

Economic and Demographic Change

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

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

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

Funding Uncertainty

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

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

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

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

Major Challenges Facing the Community

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

Regional Economic Slowdown

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

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

Migration patterns have also altered regional income distribution. The Portland Metro Chamber's 2026 State of the Economy⁴ report indicates that higher-income households have been more likely to relocate to suburban counties, with incoming residents reporting average household incomes of approximately \$105,800 in Clark County compared to \$73,540 in Multnomah County. Clark County employment has also outperformed, reaching 114% of 2020 employment levels.

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

Changing Travel Patterns and Work Behavior

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

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

Housing Instability and Public Safety Challenges

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

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

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

Affordability Pressures

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

The Path Forward

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

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

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

How the FY2027 Budget Responds to these Challenges

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

Prioritizing Safety, Accessibility, and the Rider Experience

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

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

Managing Financial Risk and Planning for Sustainability

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

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

Framing the Tradeoffs

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

Public Value: What the Public Gets and What It Costs

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

What the Public Gets

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

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

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

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

How the Public Experiences Value

The value of public transit is experienced daily through:

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

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

What It Costs and How It Is Paid For

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

Frequent riders benefit from fare capping:

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

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

For example:

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

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

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

Value in Context

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

Strategic Goals & Strategies

Vision, Mission, and Values

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



Vision

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



Mission

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



Values

Safety, Inclusivity, Equity, Community and Teamwork.



TriMet 2030

The TriMet 2030⁵ strategic plan directs our work for the foreseeable future, by supporting our vision, mission, and values.

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

Goals & Strategies



Elevate the Customer Experience

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

Strategies

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



Ensure Financial Stability and Stewardship

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

Strategies

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

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



Increase Investment in Safe and Reliable Infrastructure
Strengthen and fund maintenance of our transit assets.

Strategies

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



Advance TriMet's Value to the Region

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

Strategies

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



Continue to Build an Adaptable, Safe and Thriving Workplace

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

Strategies

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

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

Process for Creating Strategic Goals

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

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

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

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

Strengths, Weaknesses, Opportunities, and Challenges

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

Strengths

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

Weaknesses

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

Opportunities

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

Challenges

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

FY2026 Accomplishments

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

Moving from Strategies to Action

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

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

The Budget Process

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

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

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

Budget Policies

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

- Oregon Local Budget Law (ORS 294), which establishes requirements for balanced budgets, public notice, public hearings, and formal adoption.
- TriMet 2030 Strategic Plan⁶, which defines agency goals, strategies, and performance targets that guide funding priorities.
- Strategic Financial Plan⁷, which establishes fiscal guidelines and policies related to revenue growth, cost control, reserves, debt, capital investment, and long-term sustainability.
- Board-approved financial policies⁸, including policies on one-time versus continuing revenues, reserve levels, debt capacity, and contingency.

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

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

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

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

Oregon Local Budget Law

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

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

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

TriMet Strategic Financial Plan and Board Approved Policies

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

The FY2027 Proposed Budget document complies with the following strategic financial policies, promoting transparency, stability, and accountability in TriMet’s fiscal management and guiding financial decision making.

Fiscal Guidelines

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

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

Financial Policies

One Time Only Revenues and Continuing Expenditures: TriMet's revenues include payroll taxes, passenger fares, federal formula funds, and other sources, such as state grants and dedicated project funding. Consistent with the Strategic Financial Plan⁹, TriMet structures our revenue management around the following principles:

- Limited one-time revenues to support one-time expenditures. One-time revenues (e.g., cash reserves, certain federal capital grants, or project-specific awards) should only fund non-recurring needs, such as capital additions or start-up costs, ensuring that ongoing obligations are matched by recurring revenue streams.
- Continuing revenues support enduring and one-time expenditures. Recurring income (e.g., payroll tax, fare revenue, and ongoing state or federal operating grants) funds day-to-day operations and may also be used for strategic one-time initiatives, provided the budget remains balanced over the long term.
- If continuing revenues fall short of enduring expenditures, expenditures are adjusted to align with available funding, identify other existing or sustainable revenues, or utilize reserves.

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

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

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

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

⁹ TriMet's Strategic Financial Plan can be found online here: trimet.org/about/accountability

Contingency: A contingency of at least 3% of annual operating requirements is included in the budget to address unforeseen costs or emergencies. Accessing this contingency requires Board approval.

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

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

Debt: TriMet may issue debt in accordance with Board-approved guidelines to fund major capital improvements, aligning repayment schedules with an asset's useful life. Core provisions include:

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

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

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

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

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

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

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

Public Involvement

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

How Community Priorities Are Considered

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

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

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

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

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

Who Is Solicited to Provide Feedback

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

Community members may provide input through:

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

How Public Input Is Incorporated Into the Budget

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

The Board of Directors, acting in its capacity as the Budget Committee, receives public comment before approving the budget.

Community input may result in refinements to service proposals, adjustments to fare programs, or changes to budget assumptions prior to adoption.

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

Preparing the Budget

Who is involved in preparing the budget?

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

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

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

Internal Preparation and Guidance

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

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

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

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

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

Budget Decisions

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

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

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

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

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

FY2027 Budget Calendar and Process

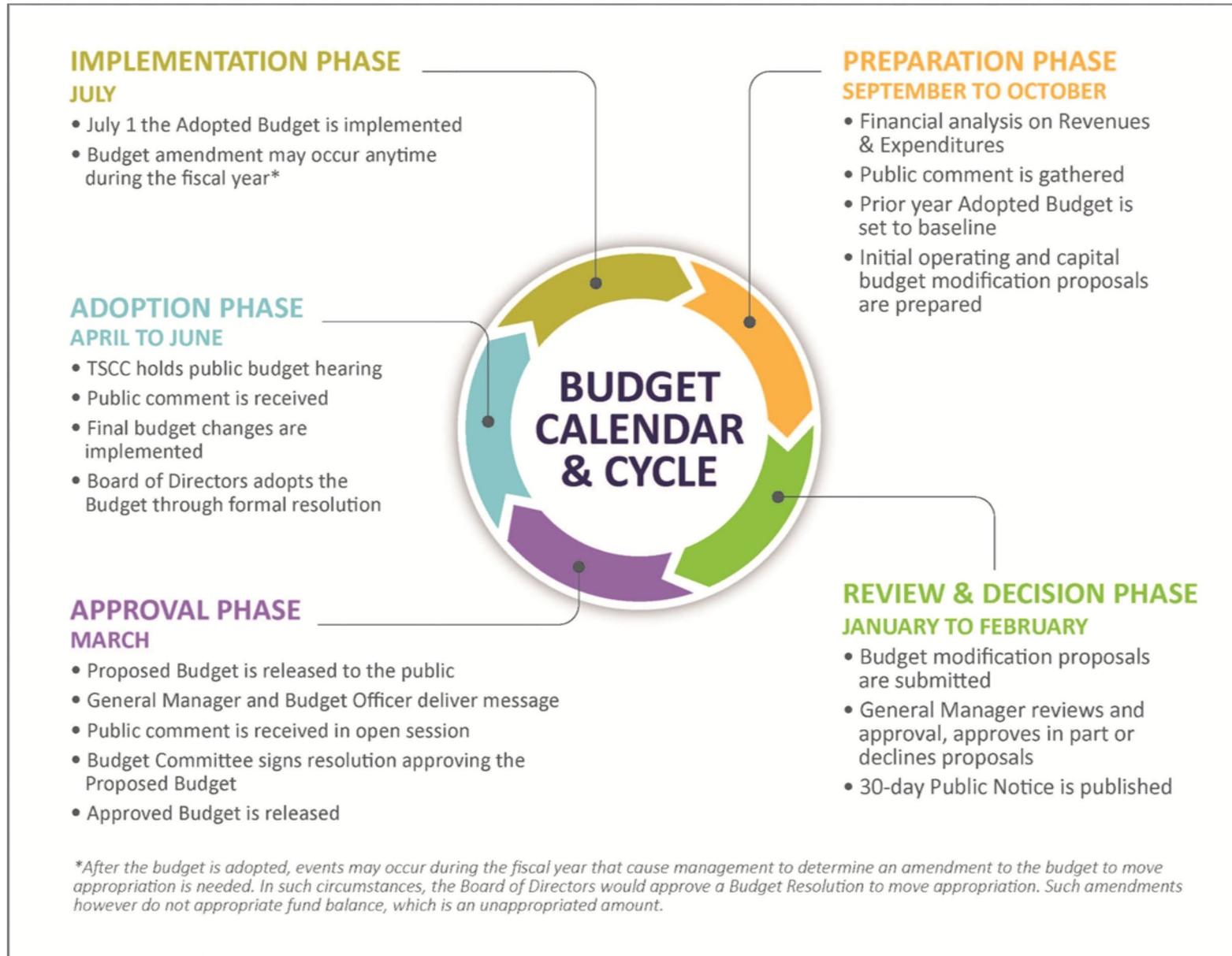


Figure 1. Budget Calendar & Cycle

Timeline for the FY2027 Budget

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

Phase I: Budget Preparation Phase (September through October)

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

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

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

Phase III: Approval Phase (March)

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

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

Phase IV: Adoption Phase (April through June)

- **April**

- Publish notice of TSCC Budget Hearing (ORS 294.438).
- TSCC Hearing and Certification (ORS 294.453): TSCC reviews and certifies the Approved Budget.
- Board may incorporate adjustments based on TSCC recommendations.

- **May**

- TriMet Board of Directors considers and adopts the FY2027 Budget by resolution before July 1 (ORS 294.456).

Phase V: Implementation Phase (July onward)

- **July**

- The new fiscal year begins July 1.

- **Throughout the year**

- Staff monitoring of revenues and expenditures.
- Amendments, if needed, are adopted by Board resolution per (ORS 294).

Fund Structure

Budgetary Fund Description/Structure & Basis of Budgeting

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statute (ORS) 267¹⁰ to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately-owned bus and light rail system. As such, TriMet is authorized to levy taxes and charge fares to pay for our operations. TriMet is also authorized to issue general obligation and revenue bonds.

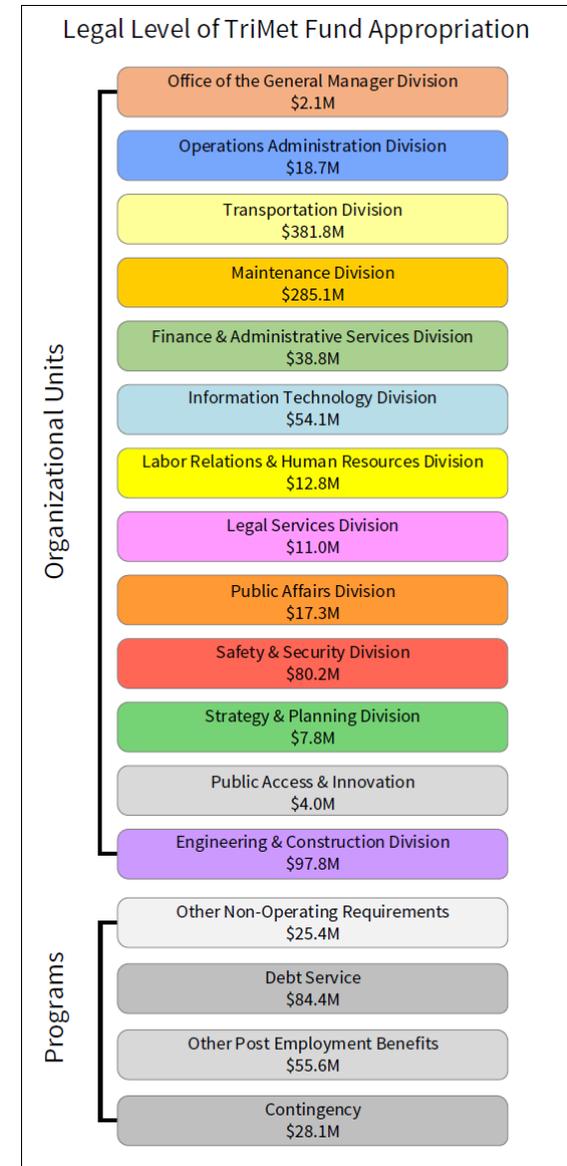
Legal Level of Budget Control

TriMet uses **one major budgetary fund** to account for all activities. As required by ORS 294.456¹¹, TriMet appropriates funds at the organizational unit (divisions) and program (OPEB, other non-operating requirements, debt service, and contingency) level.

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

Organizational Units and FY2027 Appropriation Levels

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



¹⁰ [Oregon Revised Statute 267](#)

¹¹ [Oregon Revised Statute 294.456](#)

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

Programs

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

Basis of Budgeting

TriMet prepares the annual budget on a cash basis, recognizing revenues when received and expenditures when paid. In contrast, TriMet's financial statements are issued under Generally Accepted Accounting Principles (GAAP) on a full accrual basis. As guided by the Strategic Financial Plan, this approach strikes a balance between practical, short-term financial management (cash basis) and comprehensive long-term reporting (GAAP). There is no change in TriMet's basis of accounting for FY2027.

Reconciliation and Reporting

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

Fund Balance¹²

The FY2027 Proposed Budget outlines a Fund Balance plan for July 1, 2026 through June 30, 2027. Following is a discussion on short-term factors, causes, and consequences of changes in the fund balance, which have guided the development of this annual budget.

Fund Balance Defined

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

FY2027 Proposed Fund Balance Schedule (in millions)

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

Table 7. FY2027 Proposed Budget Fund Balance Schedule (in millions)

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

Unappropriated fund balance includes the following three categories:

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

Causes & Consequences of Changes in Fund Balance

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

¹² Differences in fund balance may occur due to differences from budget to actual results in either revenues or expenditures.

overtime (often caused by inclement weather), and delays in major capital project development. However, TriMet is reducing the ending fund balance by 33.0% in FY2027, in part due to utilization of bond proceeds on projects and the cost of operations.

TriMet Strategic Fiscal Policy requires beginning each fiscal year with an unrestricted minimum fund balance equal to a range of no less than 2.0-2.5 times the average monthly operating expenses. Other factors affecting fund balance include the receipt of federal stimulus funding and changes in service hours.

Fiscal Year Ending (in millions)

Categories	FY2026 Estimate	FY2027 Proposed Budget	\$ Change	% Change
Restricted for Bond Proceeds	\$169.02	\$105.41	(\$63.60)	-37.6%
Restricted for Debt Service	\$58.25	\$58.26	\$0.00	0.0%
Unrestricted Fund Balance	\$552.32	\$358.52	(\$193.80)	-35.1%
Operating Requirements	\$897.25	\$937.97	\$40.72	4.5%

Table 8. Fiscal Year Ending (in millions)

Budgeted Months of Operating Reserves

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

Table 9. Budgeted Months of Operative Reserves

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

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

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

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

Balanced Budget

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

In order to achieve a balanced budget, TriMet has applied the following financial guidelines in preparing the FY2027 Budget:

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

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

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

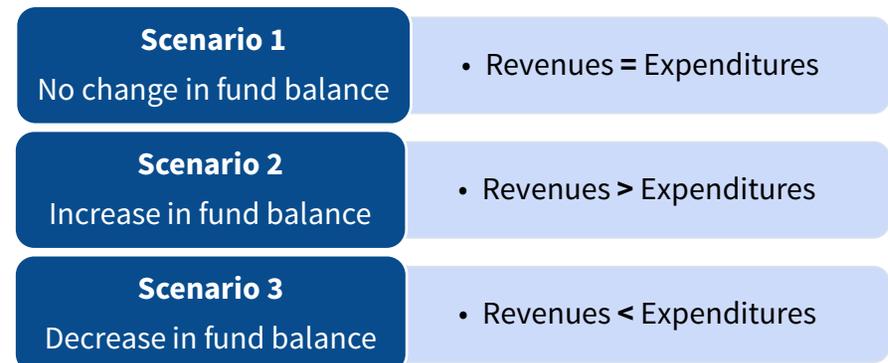


Figure 2. Balanced Budget Scenario Graphic

For FY2027, TriMet’s Budget is balanced under scenario three: expenditures are greater than resources resulting in a decreased ending fund balance. Although TriMet’s projected ending fund balance is decreasing from FY2026, it is well above 2.5 months of operating reserves. TriMet’s plan is to end the year with excess ending fund balance in order to address future forecasted funding shortfalls.

Summary of Financial Resources and Requirements (in Millions)

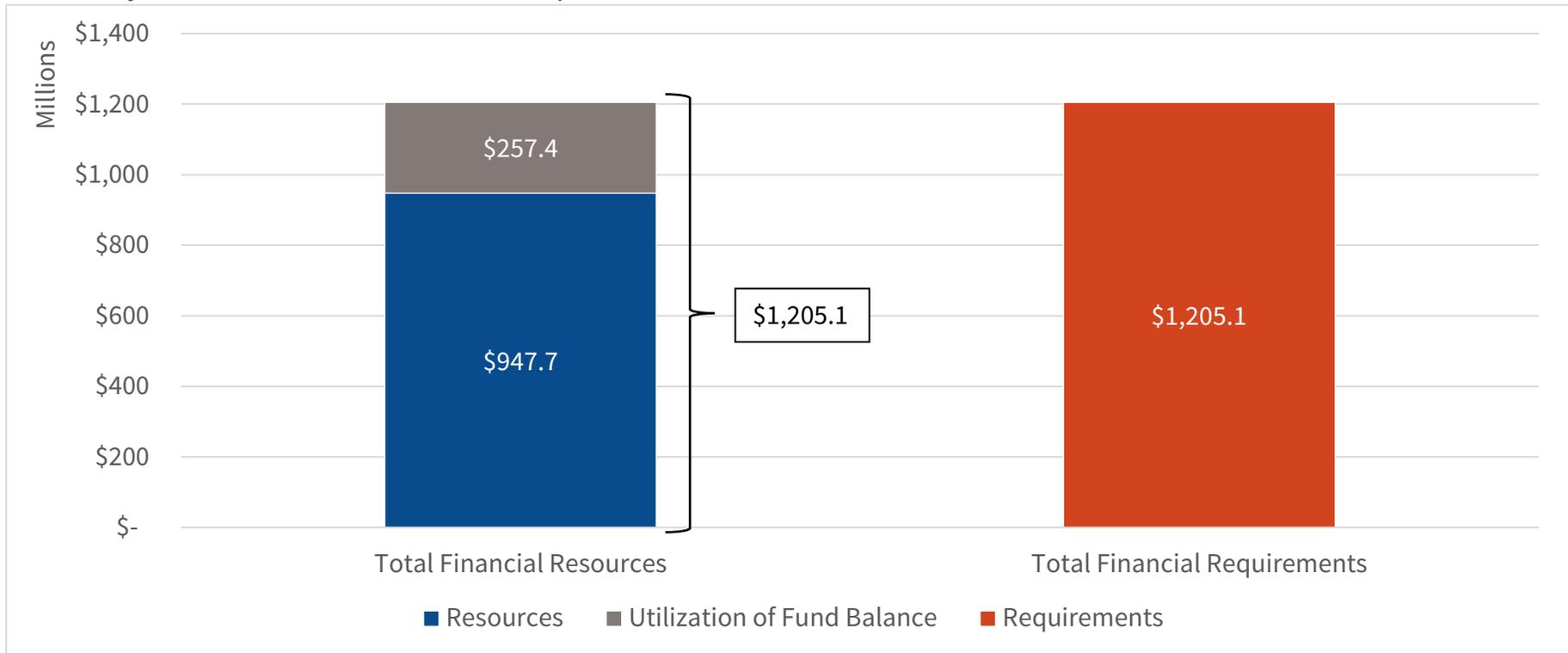


Figure 3. Bar Chart of Financial Resources and Requirements (in Millions)

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

Revenue and Requirements

Revenue Budget

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

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

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

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

FY2027 Anticipated Revenue (in millions)

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

Table 10. FY2027 Anticipated Revenue in millions

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

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

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

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

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

Overview of Revenues

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

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

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

Major Revenue Sources

Payroll Taxes

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

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

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

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

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

Passenger Revenue

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

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

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

TriMet remains committed to fare affordability through Honored Citizen discounted fare, student fare, and income-based reduced fare programs. Riders without Hop cards can still tap a contactless payment card or mobile wallet on a green Hop reader to pay adult fare and receive the same capping benefits. Hop cards offer lost card protection and auto-reload options for frequent riders. These policies influence fare revenue but are aligned with broader access goals and overall plans to increase ridership.

Federal Grants and Capital Grants

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

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

Additionally, TriMet anticipates receiving about \$21.8 million in FY2027 federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional capital bonded debt service.

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

State and Local Operating Grants

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

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

Minor and Contract Revenue

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

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

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

Restricted Capital and Operating Revenues

Capital Resources

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

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

Operating Grants and Other Restricted Operating Revenues

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

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

Accountability and Compliance

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

Resource Assumptions

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

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

Revenue Control and Flexibility

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

Options to Increase Revenue

TriMet's practical revenue options are limited to:

- Fare adjustments reviewed with increases between every two to four years, subject to Board approval and guided by the Strategic Financial Plan¹³, with consideration given to affordability, ridership impacts, and overall revenue needs.
- Legislative action to modify payroll tax rates or funding structures, which requires state-level decisions beyond TriMet's control.

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

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

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

Rate and Fee Setting

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

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

Requirements Budget

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

FY2027 Proposed Budgeted Requirements (in millions)

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

Table 11. FY2027 Budgeted Requirements in millions

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

TriMet's requirements fall into three broad categories:

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

Operating Requirements

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

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

Compensation, Pension Funding & Benefit Costs

Personnel services represent the largest share of operating costs, budgeted at \$575.3 million in the FY2027 Proposed Budget. These costs are driven primarily by labor agreements, wage adjustments, benefit costs, and workforce retention needs. This includes a non-union merit increase averaging 3% of baseline salaries. For union employees, the ATU Working and Wage Agreement remains in effect through November 30, 2028. The most recent 3% union wage increase took effect on December 1, 2025, with additional 3% increases scheduled annually on December 1st through 2027.

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

Materials and Services

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

Fuel and Utilities

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

Service Levels and Cost Implications

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

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

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

Non-Operating Requirements

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

Capital Maintenance and Replacement

The FY2027 Proposed Budget allocates \$213.6 million for capital projects, with a focus on maintaining a state of good repair and supporting high-impact corridor improvements. Approximately \$117.1 million, or 55.7%, of the capital budget, is dedicated to state of good repair projects. Additional details are provided in the Capital Program section.

Debt Service

Debt service on senior lien payroll tax revenue bonds shall not exceed 7.5% of continuing revenues. Total FY2027 debt service is \$84.4 million, of which \$58.2 million is senior lien debt, or 7.3%, of continuing revenues, meeting the goal set by the Board. Pending Board approval, TriMet plans to issue up to \$150 million in bonds, included in the debt services is costs associated with the new bonds.

Pass Through

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

Contingency

Contingency is an appropriated amount of a minimum of 3% of operating requirements and adjusted for risks and those activities unknown at the time of budget adoption. For FY2027, contingency is budgeted at \$28.1 million.

Ending Fund Balance

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

Requirement Assumptions

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

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

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

Managing Requirements

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

Personnel Budget

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

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

Workforce Overview

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

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

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

Workforce by Division and Employee Type

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

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

Table 12. Agency Workforce by Division and Employee Type

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

Workforce by Non-Union or Union and Employee Type

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

Table 13. Agency Workforce by Non-Union or Union and Employee Type

Workforce Structure and Deployment

Staffing levels are determined based on a combination of:

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

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

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

Changes from the FY2026 Adopted Budget

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

Personnel Changes from FY2026 Adopted Budget by Division

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

Table 14. Personnel Changes from FY2026 Adopted Budget by Division

Key changes

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

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

Changes in Personnel Costs

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

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

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

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

Changes in Personnel Costs by Division FY2024 – FY2027

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

Table 15. Changes in Personnel Costs by Division FY2024 – FY2027

Key cost drivers

Wages and Salaries

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

Premium Pay and Differentials

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

Benefits, Pensions, and OPEB

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

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

Workforce Management and Staffing Strategy

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

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

Looking Ahead

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

Division Overview

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

Appropriation by Division and Program¹⁴

Total Operating and Capital Appropriation by Division¹⁵

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

Table 16. Total FTE, Operating, and Capital Appropriation by Division

Divisions and Core Functions

Office of the General Manager Division

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

¹⁴ TriMet uses “Program” to categorize operating and non-operating requirements that are appropriated outside the Division organizational unit structure.

¹⁵ Appropriation levels are not set until the budget is adopted per ORS <something>

Operations Administration Division

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

Transportation Division

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

Maintenance Division

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

Finance & Administrative Services Division

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

Information Technology Division

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

Labor Relations & Human Resources Division

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

Legal Services Division

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

Public Affairs Division

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

Safety & Security Division

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

Strategy & Planning Division

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

Public Access & Innovation Division

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

Engineering & Construction Division

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

Appropriation by Program

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

Table 17. Budgetary Appropriation by Program

Programs and Core Functions

Other Post-Employment Benefits

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

Debt Service

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

Contingency

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

Other Non-Operating Requirements

- **Pass-Through:** Administers funds TriMet receives on behalf of external partners or sub-recipients and passes through according to program or grant requirements. Pass-through revenues and requirements support regional transit programs, mobility initiatives, and partner services where TriMet acts as the fiscal agent.
- **Regional Funding Exchange Payments:** Facilitates funding exchanges with regional partners to support coordinated transportation investments and regional priorities. Regional fund exchanges allow TriMet to participate in multi-agency funding arrangements, aligning transit investments with broader regional transportation strategies.

Further Reading

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

Accountability

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

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

Transparency and Public Access to Information

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

Performance Measurement and Results Tracking

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

Within each divisional narrative, the FY2027 Proposed Budget includes:

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

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

Cross-Department Coordination

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

Board Oversight and Governance

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

Standing Board committee assignments that support accountability include:

- Committee on Accessible Transportation (CAT)

- Metropolitan Policy Advisory Committee (MPAC)
- Crash Advisory Committee
- Accountability Committee
- Finance & Audit Committee

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

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

Public Advisory Committees

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

Advisory committees include:

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

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

Board-Approved Policies and Strategic Direction

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

TriMet's Board-approved policies can be found at trimet.org/meetings/board.

Details on TriMet 2030 are available at trimet.org/2030.

Public Reporting and Ongoing Monitoring

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

Key public reporting tools include:

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

Financial Accountability

Financial accountability is supported through independent audits and actuarial reporting. TriMet publishes audited financial statements¹⁹ and pension and OPEB valuations²⁰ to ensure transparency regarding financial condition, long-term obligations, and compliance with financial policies.

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

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

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

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

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

Programs and Services

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

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

The Cost of Transportation Services

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

Cost of Operating the Transit System

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

Table 18. Cost of Operating the Transit System by Fiscal Year

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

- Transportation Division costs represent the largest share of operating expenses, reflecting frontline operations requirements such as bus and rail operators, supervision, and service delivery.
- Maintenance Division costs support vehicle maintenance, facilities, and state-of-good-repair activities critical to system reliability and safety.
- Operations Administration and Transit System & Asset Support²¹ provide planning, oversight, technology, workforce development and operational support functions that enable day-to-day service and long-term financial sustainability.

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

Total Cost by Classification

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

Table 19. Total Cost of the Transit System by Classification

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

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

Cost by Mode of Transit

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

Table 20. Total Cost of the Transit System by Mode of Transit

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

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

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

Operating Cost per Vehicle Hour (CPH)

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

Table 21. Operating Cost per Vehicle Hours from FY2016 to FY2026

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

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

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

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

Fixed Boarding and Vehicle Hours (in Millions)²²

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

Table 22. Fixed Route Boardings and Annual Vehicle Hours

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

²² Excludes Portland Streetcar and Demand Response such as LIFT Paratransit

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

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

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

Transportation Services

MAX Light Rail

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

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

Who the Service Serves

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



Key Outcomes and Performance Measures

Performance is evaluated using metrics such as:

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

Bus Services and Frequent Express

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

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

Who the Service Serves

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

Key Outcomes and Performance Measures

Bus performance is monitored through:

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

LIFT Paratransit

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

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

Who the Service Serves

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

Key Outcomes and Performance Measures

LIFT performance is monitored through:

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

Additional Services

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

WES Commuter Rail

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

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

Who the Service Serves

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

Performance Measures

WES performance is measured through:

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

Portland Streetcar

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

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

Who the Service Serves

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

Performance Measures

Portland Streetcar performance is monitored using:

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

Other Programs

Workforce Training and Hiring Program

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

Public Art Program²³

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

Revenue Generating Programs

Transit Pass Programs for Colleges²⁴

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

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

Employer Transit Pass Program²⁵

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

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

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

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

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

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

Business and Contractor Development Program²⁶

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

Ticket2Ride Program²⁷

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

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

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

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

Debt Service and Other Post-Employment Benefits (OPEB)

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

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

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

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

Debt Service

Debt Limits & Coverage Requirements

In February 2025, the Board of Directors approved Resolution 25-02-05²⁸, amending the Debt Policy to include updates to the term and type of bonds allowed, methods and structures of issuing debt, investment and uses of the debt proceeds, and compliance and disclosure clauses in the policy. Total FY2027 debt service is \$84.4 million, of which \$58.3 million is senior lien debt, or 7.3% of continuing revenues, meeting the goal set by the Board.

Debt Ceiling Calculation

Debt Ceiling Calculation measures TriMet’s Total Senior Lien Debt as a percentage of Total Net Continuing Resources, ensuring compliance with the agency’s Debt Policy.

Total Senior Lien Debt	\$58,252,900
Total Net Continuing Resources	\$794,304,996
Total Senior Lien Debt / Total Net Continuing Resources	7.3%

Table 23. Total Senior Lien Debt Calculation

²⁸ Resolution NO. 25-02-05 can be found here: <https://trimet.org/meetings/board/pdfs/2025-02-26/Resolution%2025-02-05%20%E2%80%93%20Amending%20TriMet%E2%80%99s%20Debt%20Management%20Policy.pdf>

For FY2027, Total Senior Lien Debt is \$58.3 million, while Total Net Continuing Resources amount to \$794.3 million. The resulting debt ratio is 7.3%, calculated by dividing Total Senior Lien Debt by Total Net Continuing Resources. This percentage represents the portion of continuing revenues allocated to debt service and is within TriMet's approved debt limit of 7.5%.

Bond Rating

TriMet's 2025 ratings on payroll tax bonds continue to set the pace with top ratings from Moody's (Aaa), S&P (AAA), and the Kroll Bond Rating Agency (AAA). TriMet's payroll tax bonds are the only transit credit to earn the top rating at all three ratings agencies. TriMet's capital grant receipt revenue bonds are also investment grade and are rated Aaa and AAA by Moody's and S&P, respectively.

Effects of existing debt levels on current operations

Debt financing allows TriMet to expand our Capital Improvement Program and allocate capital costs over projects' useful lives. However, such financing incurs interest and introduces bond covenant requirements that must be met. Increases in continuing revenues may be needed to maintain the debt ceiling of 7.5% in economic down times or to expand the capital program.

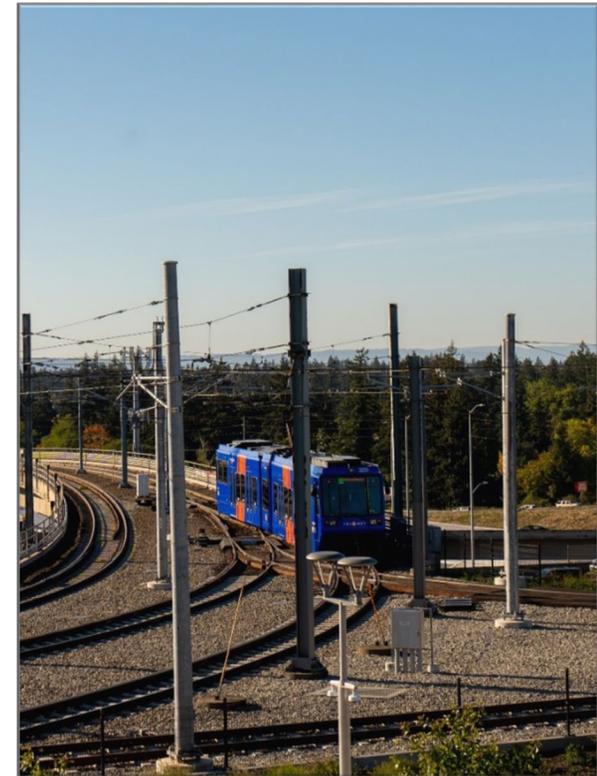
Debt Instruments

TriMet participates in two forms of bonds: payroll tax bonds and capital grant receipt bonds. Both types of bonds are used to finance the acquisition or construction of major capital assets with a useful life greater than one year.

Payroll Tax Bonds

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

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



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

Fiscal Year	Specified Payroll Tax Revenues	Debt Service on Bonds	Coverage
2025	\$522,194	\$44,122	11.8
2024	\$511,423	\$44,120	11.6
2023	\$485,182	\$40,979	11.8
2022	\$463,534	\$37,939	12.2
2021	\$415,529	\$38,552	10.8

Table 24. Five-Year Pledged Payroll Tax Revenue and Debt Service in Thousands

Capital Grant Receipt Bonds

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

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

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

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

Fiscal Year	Specified Grant Revenues ²⁹	Debt Service on Bonds	Coverage
2025	\$85,177	\$21,442	4.0
2024	\$122,555	\$21,492	5.7
2023	\$125,570	\$21,519	5.8
2022	\$195,219	\$21,096	9.3
2021	\$265,419	\$21,111	12.6

Table 25. Five-Year Pledged Capital Grant Revenues and Debt Service in Thousands

Other

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

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

Short-Term Debt

TriMet may enter into a revolving credit agreement (RCA) on a short-term basis that allows us to finance working capital. TriMet may also borrow on a short-term basis with the expectation of refinancing on a long term basis (for capital needs). TriMet currently has no RCA but retains the option to do so in response to changes in the economy.

Lease-Leaseback

In November 2005, TriMet entered into a series of agreements related to 28 light rail vehicles for a basic term of 28 or 29 years, depending on the age of the vehicle. The debt payment obligations are general obligations of TriMet.

Investor Relations

TriMet's Investor Relations has a dedicate website: [TriMetBonds.com](https://www.trimetbonds.com). Interested parties can find key financial and operational information and insights into TriMet's bond offerings, financial performance, capital investments, and ESG priorities, ensuring transparency and supporting informed investment decisions.

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

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

Future Debt Issuances

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

The tables on the following pages include: identification and purpose of the payroll tax and capital grant receipt bonds including the date issued, term (years), par amount, projected balance at June 30, 2026, and bond ratings; principal and interest payments, presented through maturity for each fund; summary of debt service, including principal and interest; and continuing revenues and calculation of payroll tax debt service ratio.

Bond Purpose & Bond Ratings

Figure 1 includes identification and purpose of the payroll tax and capital grant receipt bonds including the date issued, term (years), par amount, projected balance at June 30, 2026, and bond ratings.

Series	Purpose	Issued	Term (Years)	(\$ in Thousands)		Bond Ratings			
				Par Amount	Balance at June 30, 2026	Moody's	Standard & Poor's	Kroll	
Payroll Tax Bonds									
2009 B	WES Commuter Rail, Bus Replacements, Dispatch System	10/27/2009	24	\$ 12,530	\$ 12,530	Aaa	AAA	AAA	
2015 A	Bus replacements, Electronic Fare System	9/30/2015	25	71,885	9,965	Aaa	AAA	AAA	
2016 A	Refinance bonds currently outstanding	5/11/2016	20	74,800	46,505	Aaa	AAA	AAA	
2017 A	Bus replacements, Electronic Fare System, Transit Police Center, Powell Lift Relocation, Hogan Operations Facility, Cleveland Station	2/22/2017	25	97,430	25,985	Aaa	AAA	AAA	
2018 A	Powell Garage, bus and light rail vehicle replacements, Columbia bus base	6/20/2018	30	148,245	35,115	Aaa	AAA	AAA	
2019 A/B	Columbia bus base, bus and light rail vehicle replacements, Red line MAX extension, Ruby Junction extension, Division Transit Project and to refinance capital projects currently outstanding.	10/9/2019	30	237,815	233,330	Aaa	AAA	AAA	
2021A/B	Red Line MAX extension, Powell Garage, LRV Replacement, and to refinance bonds currently outstanding.	10/27/2021	30	409,640	395,955	Aaa	AAA	AAA	
Balance at June 30, 2026 for all Payroll Tax Bonds					\$ 759,385				
Capital Grant Receipt Bonds									
2017 A	Refinance bonds currently outstanding	8/30/2017	10	76,015	27,845	A3	A	Not Rated	
2018 A	Capital projects including Southwest Corridor, Division Transit, and Powell Garage	2/6/2018	16	113,900	106,065	A3	A	Not Rated	
Balance at June 30, 2026 for all Capital Grant Receipt Bonds					\$ 133,910				
Balance at June 30, 2026 all Bonds					\$ 893,295				

Payroll Tax and Capital Grant Receipt Bonds

Payroll Tax Bonds (in Thousands) and Rating

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

Table 26. Payroll Tax Bonds (in Thousands) and Rating

Payroll Tax Bonds Purpose

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

³⁰ Balance at June 30, 2026

Capital Grant Receipt Bonds (in Thousands) and Rating

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

Table 27. Capital Grant Receipt Bonds (in Thousands) and Rating

Capital Grant Receipt Bonds Purpose

- 2017 A: Refinance bonds currently outstanding.
- 2018 A: Capital projects including Southwest Corridor, Division Transit Project, and Powell Operations Facility (Garage).

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

Bond	Bond Balance ³
Payroll Tax Bonds	\$759,385
Capital Grant Receipt Bonds	\$133,910
All Bonds (Total)	\$893,295

Table 28. Balance of Payroll Tax and Capital Grant Bonds (in Thousands)



³¹ Balance at June 30, 2026

Principal & Interest Payments through Maturity

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

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

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

Table 29. Bond Principle, Interest, and Total (in Thousands) by Fund

Other-Post Employment Benefits

Plan Description

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

Eligibility and Benefits

Eligibility Criteria

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

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

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

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

Benefits Provided

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

Employees covered by benefit terms

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

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

Net OPEB Liability

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

Actuarial Assumptions and Other Inputs

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

- **Inflation:** 2.75% (also 2.75% on January 1, 2024)
- **Salary Increases:** 3.0-3.25% (also 3.0-3.25% on January 1, 2024)
- **Discount Rate³²:** 4.08% (3.26% on January 1, 2024)

Health Care Cost Trend Rates

Union Plans:

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

Non-Union Plans:

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

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

Summary

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

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



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

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

Helpful Links

About TriMet

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

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

Financial

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

- Budget Document – trimet.org/about/accountability.htm#financial
- TriMet Business Plan - trimet.org/businessplan/index.htm
- Payroll and Self-Employment Tax - trimet.org/taxinfo/
- Financial Statements - trimet.org/about/accountability.htm#financial
- Audit Report – trimet.org/about/accountability.htm#audits
- Investor Relations – trimetbonds.com/tri-county-metropolitan-transportation-district-of-oregon-or/i6761



Transportation

Learn more about regional long-term planning, the mechanics of the Statewide Transportation Improvement Fund, federal requirements of public transportation, and the elements of TriMet's Transit Asset Management plan.

- Regional Transportation Plan - www.oregonmetro.gov/regional-transportation-plan
- 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



Regional

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

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





Section III: Financial Summary

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

Financial Summary

Overview

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

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

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

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

Change in Operating Resources and Requirements

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

Category	FY2025 Actuals	FY2026 Adopted	FY2027 Proposed	% Change 26-27
Operating Resources	864,782,435	909,250,100	826,137,010	-9.14%
Operating Requirements	863,975,383	918,057,735	937,966,598	2.17%
Surplus (Deficit)	\$807,052	\$(8,807,635)	\$(111,829,588)	1169.69%

Table 1. Changes in Operating Resources and Requirements

Summary of Financial Resources and Requirements

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

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

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

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

Table 3. Change in Fund Balance by Fiscal Year

Fund History

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

Special Items

Pass-Through Revenues and Requirements

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

¹ Total financial resources include Operating Resources, Non-Operating Resources and CIP Resources

² Total financial requirements include Operating Requirements, CIP, Non-Operating Requirements, and Contingency.

Debt Service

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

Other Post-Employment Benefits (OPEB)

OPEB costs include retiree medical and dental benefits, Medicare Part B reimbursements, life-insurance premiums, and annual payments toward unfunded actuarial liabilities for both union and non-union employees. Total OPEB costs in FY2027 are \$55.6 million. These expenses reflect long-term commitments and actuarial funding schedules.

Capital Improvement Program (CIP)

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

Summary of Financial Resources & Requirements

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

Summary of Fund History

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

Pass Through Revenues and Requirements

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

Regional Fund Exchange Paymets

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

Special Payments

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

Pass Through/Fund Exchanges/Special Payments

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

Summary of Debt Service

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

Summary of Debt Service Principal and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2015 Revenue Bonds		398,600	398,600
2016 Revenue Bonds	4,085,000	1,505,300	5,590,300
2017 Revenue Bonds	3,255,000	963,113	4,218,113
2017 Capital Grant Bonds	13,585,000	1,052,625	14,637,625
2018 Capital Grant Bonds	1,930,000	4,804,425	6,734,425
2018 Payroll Bonds - Sr Lien	2,145,000	1,411,275	3,556,275
2019 Payroll Bonds - Sr Lien Series A		6,228,950	6,228,950
2019 Payroll Bonds - Sr Lien Series B	800,000	1,141,284	1,941,284
2021 Payroll Bonds - Sr Lien Series A	3,750,000	5,644,350	9,394,350
2021 Payroll Bonds - Sr Lien Series B	10,175,000	5,389,190	15,564,190
2026 Senior Lien Payroll Tax Revenue Bonds	3,142,869	7,500,000	10,642,869
FY2027 Total Debt Service*	\$42,867,869	\$36,757,081	\$79,624,950

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

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service

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

* Net Continuing Revenues exclude :

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

Notes:

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

Other Post Employment Benefits

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

Notes:

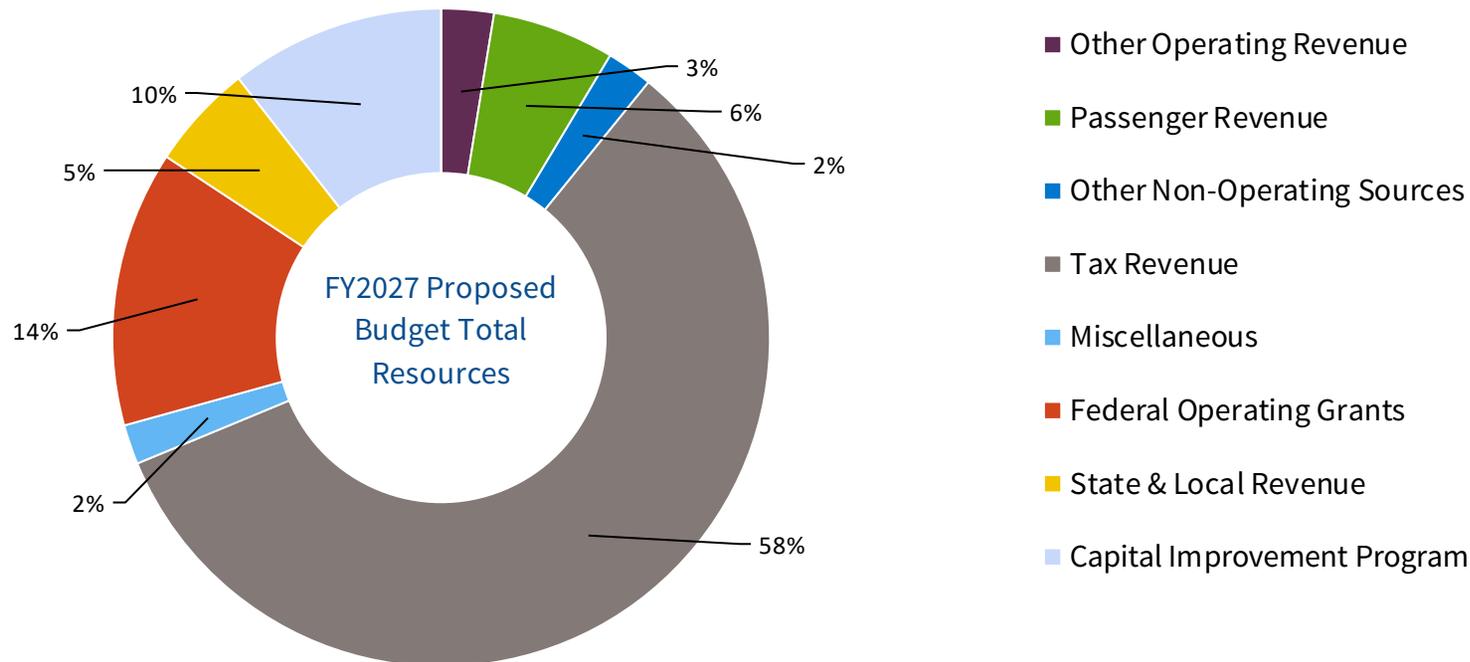
1. Union non-active employees, retirees, spouses, surviving spouses and dependents having enrolled in Medicare and a TriMet sponsored Medicare Advantage plan will be reimbursed by the Agency the actual cost of the Medicare Part B monthly Premium.

Total Resources

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

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

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



FY2027 Proposed Budget Total Resources by Source

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

Table 1. FY2027 Proposed Budget, Total Resources Table.

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

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



Resource Summary

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

* Budgetary Fund Balance. Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific projects. Unrestricted Fund Adjustment resulting from a change in budgetary accounting for compensated absences from GAAP basis to the cash basis in FY2024. The \$32.6M includes accrued balances for paid time off, sick time and other forms of employee paid leave. Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

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

Resource Summary By Source

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

* Budgetary Fund Balance. Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific projects.
 Unrestricted Fund Adjustment resulting from a change in budgetary accounting for compensated absences from GAAP basis to the cash basis in FY2024. The \$32.6M includes accrued balances for paid time off, sick time and other forms of employee paid leave.
 Unrestricted funds are resources maintained to cover cash flow until tax and grant revenues are collected.

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

Federal & State Grant/Local Contribution Summary

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

Federal & State Grant/Local Contribution Summary

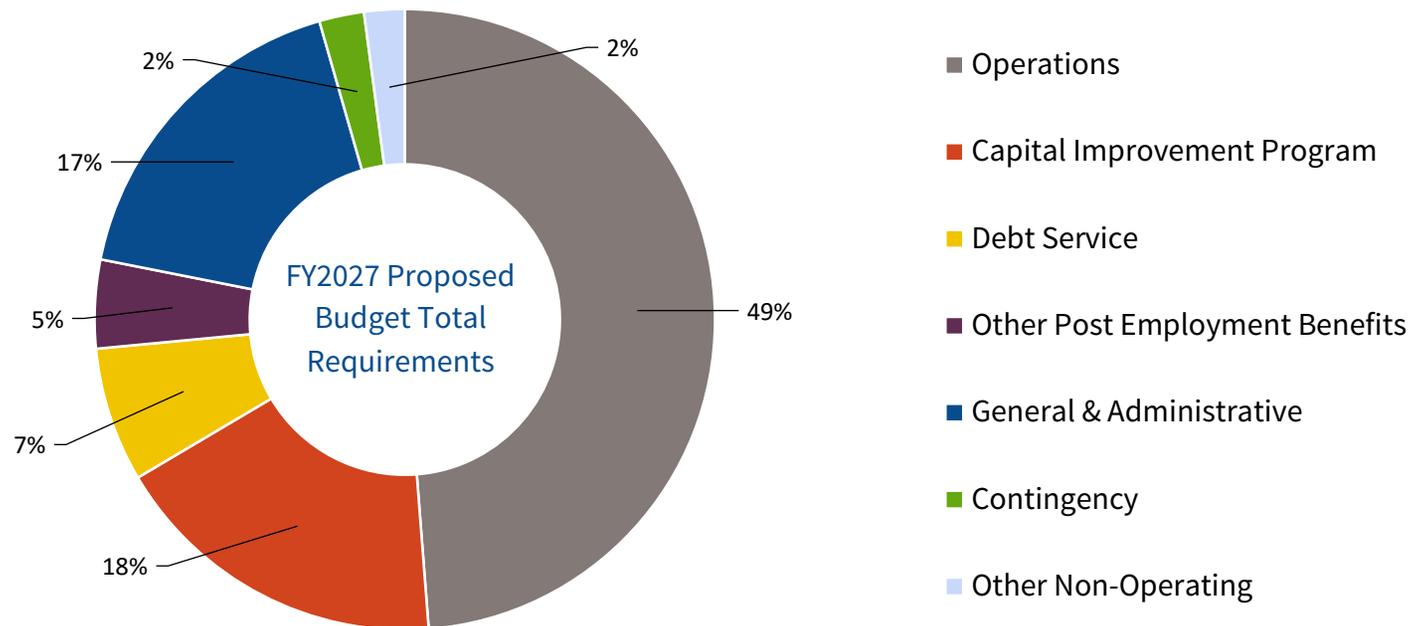
Type of Funding	Purpose	FY2027		
		Proposed	Approved	Adopted
Local Operating Grants				
City of Portland, Clean Energy Community Benefits Funds	Workforce Development	732,000		
Total Local Operating Grants		\$732,000		
Local CIP Contributions				
WSDOT-Interstate Bridge Project(IBR)	Interstate Bridge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

Total Requirements

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

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

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



FY2027 Proposed Budget Total Requirements

Requirements	Total Requirements	Percent of Total
Operations	587,750,142	48.8%
Capital Improvement Program	213,602,361	17.7%
Debt Service	84,374,950	7.0%
Other Post Employment Benefits	55,565,571	4.6%
General & Administrative	210,275,935	17.4%
Contingency	28,138,998	2.3%
Other Non-Operating	25,395,868	2.1%
Total	\$1,205,103,825	100.0%

Table 1. FY2027 Proposed Budget Total Requirements Table.

TriMet’s total FY2027 requirements are projected at approximately \$1.205 billion. Operations represent the largest share of expenditures at 48.8%, reflecting the cost of delivering bus, MAX, WES, and LIFT service.

General and Administrative costs account for 17.4% of total requirements, supporting agency-wide functions such as finance, human resources, technology and system support. The Capital Improvement Program (CIP) comprises 17.7%, funding infrastructure investments and system modernization. Debt service represents 7.0% of total requirements, while Other Post-Employment Benefits (OPEB) account for 4.6%. Contingency funding makes up 2.3%, and Other Non-Operating expenditures account for 2.1% of the total budget.

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



Requirement Summary

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

Requirement Summary

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

Requirement Summary

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

Requirement Summary

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

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

Requirements by Object Class

Division/Department	FY2024	FY2025	FY2026	FY2026	FY2027		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
Office of the General Manager	2,551,937	1,581,309	2,011,676	1,766,777	1,808,007		
Operations Administration	546,181	1,027,709	643,349	500,112	18,083,486		
Transportation	218,247,811	242,234,150	257,067,349	254,834,739	267,735,614		
Maintenance	96,879,688	110,634,101	125,233,869	121,936,463	132,738,742		
Transit System & Asset Support	11,676,011	19,658,782	23,115,402	23,850,757			
Finance & Administrative Services	20,254,318	22,716,019	25,471,463	24,575,897	24,823,705		
Information Technology	17,061,736	18,276,475	21,343,567	20,488,664	21,120,141		
Labor Relations & Human Resources	6,337,382	8,203,867	10,152,568	9,702,440	9,413,854		
Legal Services	4,383,844	4,245,464	4,754,022	4,560,039	4,953,575		
Public Affairs	10,852,331	12,232,332	12,829,605	12,537,729	12,251,792		
Safety & Security	12,501,040	15,937,734	15,909,382	15,529,252	16,285,694		
Strategy & Planning	1,310,658	3,179,877	6,702,698	3,542,026	6,497,956		
Public Access & Innovation		1,571,748	2,259,284	1,910,619	1,991,240		
Engineering & Construction	1,516,348	2,085,371	2,275,024	2,493,844	2,274,471		
Other Post Employment Benefits	46,470,793	62,211,077	54,212,800	54,144,499	55,365,571		
Total Personnel Services	\$450,590,078	\$525,796,015	\$563,982,058	\$552,373,857	\$575,343,848		
Materials & Services							
Office of the General Manager	1,245,790	260,293	266,400	311,870	266,400		
Operations Administration	705,181	351,961	419,800	218,530	625,600		
Transportation	80,478,103	86,071,407	94,685,800	90,091,221	94,063,100		
Maintenance	79,827,967	84,897,647	74,466,000	77,443,161	74,503,600		
Transit System & Asset Support	492,600	1,098,535	468,600	938,178			
Finance & Administrative Services	10,853,851	11,084,524	13,619,600	12,212,753	13,024,900		
Information Technology	12,660,442	16,068,933	16,062,500	16,879,876	17,689,500		
Labor Relations & Human Resources	2,791,705	3,126,349	3,877,900	3,568,568	3,427,900		
Legal Services	1,123,010	4,235,676	6,023,300	5,330,312	6,049,600		
Public Affairs	6,395,464	7,968,228	5,151,800	4,847,309	5,006,500		
Safety & Security	37,449,039	52,666,064	59,646,100	59,168,986	59,256,600		
Strategy & Planning	563,321	994,596	1,086,200	735,202	1,013,300		
Public Access & Innovation		1,093,667	2,370,700	1,276,058	1,980,700		
Engineering & Construction	722,991	2,074,036	1,160,100	879,687	1,140,100		
Other Post Employment Benefits	240,775	150,458	250,000	199,852	200,000		
Total Materials & Services	\$235,550,239	\$272,142,374	\$279,554,800	\$274,101,563	\$278,247,800		

Requirements by Object Class

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

** 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 FY2026	Budget FY2027
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. \$248,379,265 for union and \$93,094,478 for non-union.	333,339,308	341,473,743
Sick and Vacation Payout	\$693,576 for union sick and vacation payout; \$1,018,020 for non-union vacation payout.	1,602,493	1,711,596
Other Wages	Tool allowance, night & shift differential, road relief pay, timeslip differential and other earnings for union employees.	7,886,118	6,820,680
Scheduled Overtime	Overtime that has been built into union operator shifts.	13,253,763	
Unscheduled Overtime	All other overtime except scheduled overtime.	13,651,240	27,381,553
Limited Term Salaries & Wages	Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date. \$1,350,519 for union and \$7,031,378 for non-union.	9,859,865	8,363,897
Unemployment	TriMet reimburses the State of Oregon for actual claims paid. \$506,000 for union and \$134,119 for non-union.	373,239	640,119
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,318,274	-3,477,550
Fringe Benefits			
Medical and Dental	\$69,843,696 for union medical and dental; \$15,958,116 for non-union medical and dental.	84,407,088	85,801,812
Disability and Life Insurance	\$201,419 for union Life/STD premiums; \$503,543 for non-union Life/LTD premiums.	788,132	704,962
Childcare Reimbursement	New Childcare Reimbursement program; \$97,290 union; \$95,220 non-union.	776,250	192,510
Oregon Paid Leave	\$986,164 for union Oregon Paid Leave; \$388,845 for non-union Oregon Paid Leave.	1,352,415	1,375,009
Social Security FICA	7.65% of first \$184,500 of salaries and wages; 1.45% thereafter.	28,583,276	28,876,456
TriMet Payroll Tax-PRT	0.8237% of 2026 gross income; 0.8237% of 2027 gross income.	3,099,702	3,147,961
Pension Expense-Normal Cost (cost of benefits earned this year)	\$19,430,546 for union Defined Contribution pension; \$9,549,412 for non-union Defined Contribution pension.	27,909,053	28,979,958
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits.	-21,295,410	-19,615,429
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.67% of average weekly wage not to exceed \$1,884.69 per week.	7,501,000	7,601,000
Total Personnel Services*		\$509,769,258	\$519,978,277

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

Materials & Services Schedule

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

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

Staffing Changes FY2027 Proposed Budget

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

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

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

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

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

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

FY2027 Proposed Budget Full Time Equivalent Changes

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

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

Table 1. FY2027 Proposed Budget Full Time Equivalent Changes

Summary of Employees

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

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



Section IV: Divisional Summaries

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

Office of the General Manager Division

Division Overview

Mission

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

Authorized FTEs

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

Table 1. Office of the General Manager Division Authorized FTEs

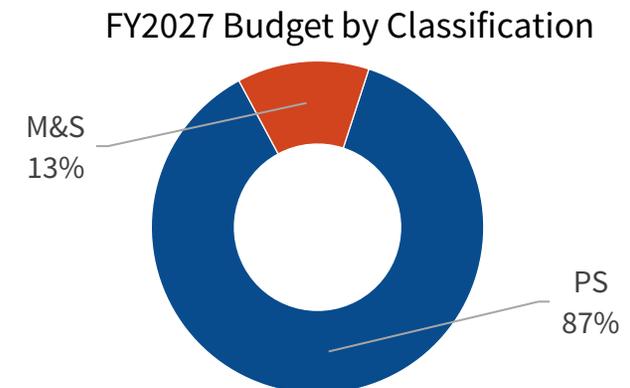
Budget Summary

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

Table 2. Office of the General Manager Division Budget Summary

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

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



Departments and Priorities

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

Budget by Departments

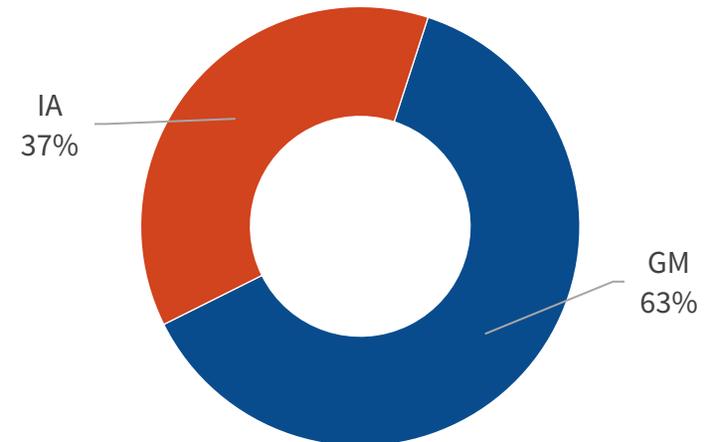
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
GM	1,235,932	1,145,726	1,537,650	1,318,069	1,299,274	-	-
PAI	2,036,841	-	-	-	-	-	-
AI	524,954	695,876	740,426	760,578	775,133	-	-
Total	\$3,797,727	\$1,841,602	\$2,278,076	\$2,078,647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

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

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

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

FY2027 Budget by Department



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

FY2026 Accomplishments

Elevate the Customer Experience

- Enhanced system-wide safety by increasing law enforcement presence

Advance TriMet's Value to the Region

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

FY2027 Goals and Objectives

Ensure Financial Stability and Stewardship

- **(OGM)** Strengthen fiscal efficiency, balance the budget, and align resources and decision making with the Strategic Financial Plan.
- **(OGM)** Implement plan to design agency structure and hierarchy of policies and procedures to meet current needs, best practices, and regulatory requirements; establish discipline and commitment to maintaining and continuous improvement. Timeline through June 30, 2027.

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

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

Office of the General Manager Department (OGM)

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

Department Budget

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

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

Personnel Profile

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

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

Office of General Manager Department

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

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

Public Access & Innovation (PAI)²

Department Budget

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

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

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

Public Access & Innovation-Department

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

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

Internal Audit Department (IA)

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

Department Budget

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

Table 7. Internal Audit Department (IA) Department Budget

Personnel Profile

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

Table 8. Internal Audit Department (IA) Personnel Profile

Internal Audit Department

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

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



TriMet Fact

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

Operations Administration Division

Division Overview

Mission

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

Authorized FTEs

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

Table 1. Operations Administration Division Authorized FTEs

Budget Summary

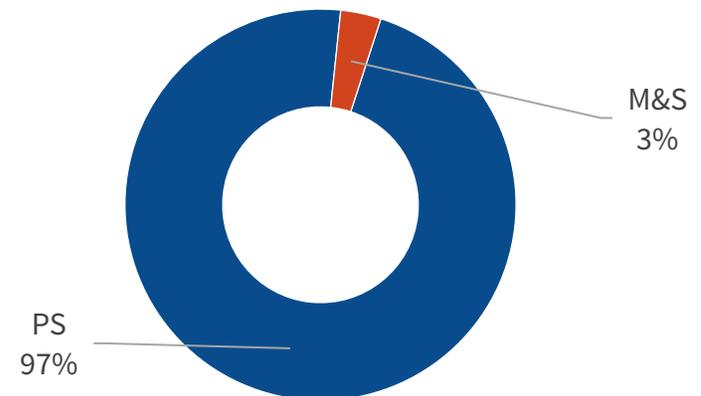
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	546,181	1,027,709	643,349	500,112	18,083,486	-	-
M&S	705,181	351,961	419,800	218,530	625,600	-	-
Total	\$1,251,362	\$1,379,670	\$1,063,149	\$718,642	\$18,709,086	-	-

Table 2. Operations Administration Division Budget Summary

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

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

FY2027 Budget by Classification



Departments and Priorities

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

Budget by Departments

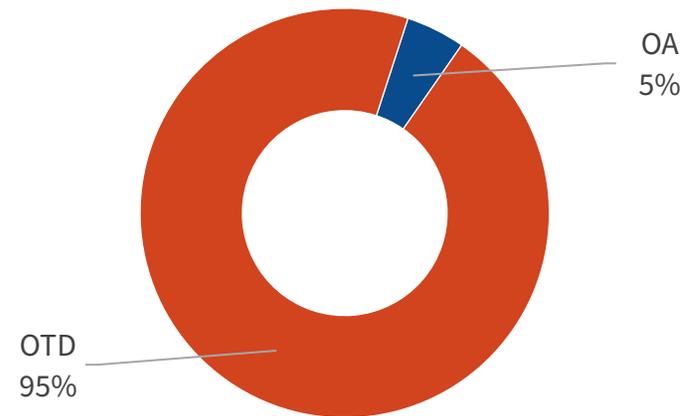
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
OA	1,251,362	1,379,670	1,063,149	718,642	876,547	-	-
OTD	-	-	-	-	17,832,539	-	-
Total	\$1,251,362	\$1,379,670	\$1,063,149	\$718,642	\$18,709,086	-	-

Table 3. Operations Administration Division Budget by Departments

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

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

FY2027 Budget by Department



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

FY2026 Accomplishments

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

Elevate the Customer Experience

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

Continue to Build an Adaptable, Safe and Thriving Workplace

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

FY2027 Goals and Objectives

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

Elevate the Customer Experience

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

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

Increase Investment in Safe and Reliable Infrastructure

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

Continue to Build an Adaptable, Safe, and Thriving Workplace

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

Advance TriMet's Value to the Region

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

Ensure Financial Stability and Stewardship

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

Operations Administration Department (OA)

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

Department Budget

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

Table 4. Operations Administration Department Budget

Personnel Profile

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

Table 5. Operations Administration Department Personnel Profile

Operations Administration

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

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

Operations Training & Development Department (OTD)

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

Department Budget

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

Table 6. Operations Training & Development Department Budget

Personnel Profile

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

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

Table 7. Operations Training & Development Department Personnel Profile

Operations Training & Development Department

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

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

Transit System & Asset Support Division¹

Division Overview

Authorized FTEs

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

Table 1. Transit System & Asset Support Division Authorized FTEs

Budget Summary

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

Table 2. Transit System & Asset Support Division Budget Summary

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

Departments

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

Budget by Departments

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

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

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

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

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

Transit System & Asset Support Administration (TSAS)

Department Budget

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

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

Transit System & Asset Support Department

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

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

Transit System Support Services (TSSS)

Department Budget

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

Table 5. Transit System Support Services (TSSS) Budget

Transit System Support Services Department

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

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

Transit Training & Development Department (TTD)

Department Budget

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

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

Transit Training & Development Department

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

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

Transit Asset & Maintenance Support (TAMS)

Department Budget

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

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

Transit Asset & Maintenance Support Department

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

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



TriMet Fact

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

Transportation Division

Division Overview

Mission

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

Authorized FTEs

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

Table 1. Transportation Division Authorized FTEs

Budget Summary

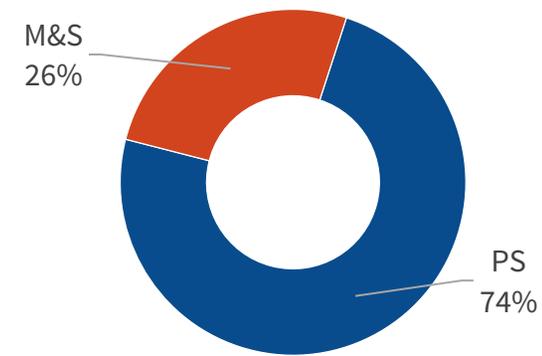
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	218,247,811	242,234,150	257,067,349	254,834,739	267,735,614	-	-
M&S	80,478,103	84,556,549	94,685,800	90,091,221	94,063,100	-	-
Total	\$298,725,914	\$328,305,557	\$351,753,149	\$344,925,960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

Table 2. Transportation Division Budget Summary

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

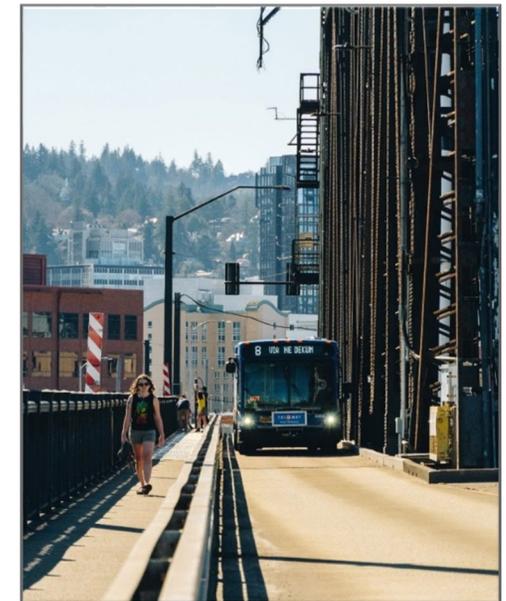
In the FY2027 Proposed Budget, Personnel Services comprise approximately 74% (\$267.7 million) of the total budget, while Materials & Services account for approximately 26% (\$94.0 million).

FY2027 Budget by Classification



Departments and Priorities

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



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

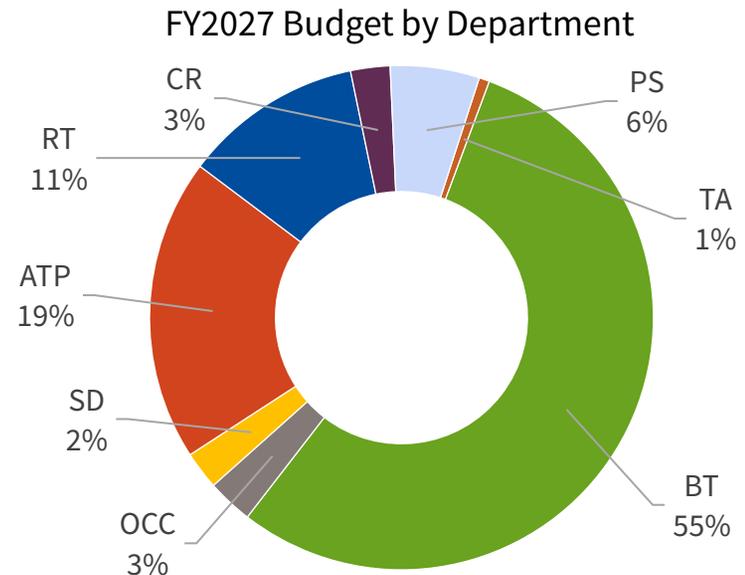
Budget by Department

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

Table 3. Transportation Division Budget by Departments

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

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



FY2026 Accomplishments

Elevate the Customer Experience

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

Continue to Build an Adaptable, Safe, and Thriving Workplace

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

FY2027 Goals and Objectives

Elevate the Customer Experience

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



Ensure Financial Stability & Stewardship

- **(TA)** Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 30, 2027.
- **(ATP)** Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding. Timeline through June 30, 2027.

Increase Investment in Safe and Reliable Infrastructure

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

Continue To Build an Adaptable, Safe & Thriving Workplace

- **(TA, BT, SD, RT, PS)** Work with ATU to maintain our improved labor relations to provide for an engaged and supported represented workforce. Timeline through June 30, 2027.
- **(BT, OCC, RT)** Implement safety management system (SMS) and change management efforts toward cultural adoption of SMS to increase ownership of safety across all departments and employees. Timeline through June 30, 2027.

Transportation Administration Department (TA)

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

Department Budget

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

Table 4. Transportation Administration Department Budget

Personnel Profile

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

Table 5. Transportation Administration Department Personnel Profile

Transportation Administration Department

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

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

Bus Transportation Department (BT)

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

Department Budget

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

Table 6. Bus Transportation Department Budget

Personnel Profile

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

Table 7. Bus Transportation Department Personnel Profile

Bus Transportation Department

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

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

Bus Transportation Department

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

Operations Command Center Department (OCC)

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

Department Budget

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

Table 8. Operations Command Center Department Budget

Personnel Profile

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

Table 9. Operations Command Center Department Personnel Budget

Operations Command Center Department

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

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

Service Delivery Department (SD)

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

Department Budget

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

Table 10. Service Delivery Department Budget

Personnel Profile

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

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

Table 11. Service Delivery Department Personnel Profile

Service Delivery Department

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

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

Accessible Transportation Programs Department (ATP)

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

Department Budget

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

Table 12. Accessible Transportation Programs Department Budget

Personnel Profile

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

Table 13. Accessible Transportation Programs Department Personnel Profile

Accessible Transportation Programs Department

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

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Contracted Dispatch 1	4,255,929	4,351,880	4,472,600	4,457,236	4,924,500
Contracted Eligibility Assessment	1,264,082	1,364,688	1,351,500	1,371,027	1,386,100
Professional & Technical-Gen & Adm	43,151	88,868	23,400	18,865	25,000
Temporary Help-Trans Adm			4,900	2,451	
Equipment Repair & Mtc - Gen & Adm		708	1,500	750	800
Copier & Printer Usage and Maintenance	11,470	43,376		14,960	38,000
ATP Central Maintenance	2,753,955	3,224,891	4,035,700	3,878,113	4,156,800
Background Check Services	39,160	24,205	40,000	28,602	25,000
Printing/Bindery Services	17,762	13,875	12,000	19,449	27,000
Ride Connection Program	6,585,573	2,085,263			
Accessibility Services - State Program (5310)			5,386,200	2,693,100	
Accessibility Services - Federal (Program)		1,402,711	1,272,900	672,167	
Other Services- Gen & Adm	32,491	69,162	7,600	20,911	76,600
Other Services- Revenue Veh.Maint	468,472	186,206	98,700	134,752	284,700
Diesel Fuel- Rev Vehicle Oper	1,707,135	1,200,962	873,600	1,012,139	1,137,400
Oil & Lubricants	12,413	27,672	17,700	24,226	20,000
Gasoline - Rev Veh Operations	721,909	1,588,219	1,727,100	1,903,195	2,277,900
Office Supplies	53,823	129,898		7,678	8,000
Equip/Furn < \$5,000-Gen & Adm	61,343	22,882	24,700	23,690	20,000
Other Materials- Gen & Adm	7,469	6,880	103,600	56,644	10,000
Unreconciled P-Card Expense		4,026		35	
Postage - Gen & Admin	20,725	31,825	32,000	29,711	32,000
Computer Equip under \$5,000					27,000
ATP Maintenance Materials	61,832	87,433	29,900	85,416	30,000

Accessible Transportation Programs Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Telephone	59,278	52,323		22,433	52,000
Data Communication Services	74,965	88,877	51,200	75,218	85,000
ATP Direct Srvc Provider	35,195,355	41,636,772	45,213,900	46,221,427	49,714,000
ATP Backup Cabs	903,478	584,450	1,000,000	876,194	575,000
Supplemental Providers-Trans Network Comp	2,652,330	3,124,212	6,635,500	5,009,768	4,005,200
NU-Local Travel & Meetings	800				
NU-Education & Training - Gen & Adm	5,944	1,075		440	
NU-Out-Of-Town Travel	13,978	20,966		5,319	
Employee Recognition	263	229			
Software License Fees	2,700	1,022			2,000
Special Events Serv	300				
Cat Committee	9,761	17,604	9,800	7,600	12,000
Office Leases	164,934				
HB2017 STIF Pass Thru Expenditures		1,514,858			
Total	\$57,202,780	\$62,998,018	\$72,426,000	\$68,673,516	\$68,952,000

Rail Transportation Department (RT)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	31,465,728	39,409,659	38,148,919	38,279,953	39,885,040	-	-
M&S	840,485	1,543,695	1,543,800	1,017,470	1,731,000	-	-
Total	\$32,306,213	\$40,953,354	\$39,692,719	\$39,297,423	\$41,616,040	-	-

Table 14. Rail Transportation Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, OCC & Rail Operations	1.00	NU	FT	-	170,677	21	157,787	236,683
Manager, Bus & Rail Field Operations	1.00	NU	FT	-	164,193	18	123,570	185,355
Manager, Rail Operations	2.00	NU	FT	-	334,717	18	123,570	185,355
Assistant Manager, Rail Operations	5.00	NU	FT	-	667,527	16	104,587	156,881
Assistant, Senior Administrative	2.00	NU	FT	-	170,186	9	56,940	85,408
Rail Operator	212.00	U	FT	-	17,931,401	580	65,021	86,819
Supervisor, Rail	39.00	U	FT	-	4,196,199	536	105,747	105,747
Total	262.00				\$23,634,899			

Table 15. Rail Transportation Department Personnel Profile

Rail Transportation Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	22,766,431	28,022,813	26,761,921	27,089,079	27,923,412
Fringe	8,710,528	11,397,372	11,386,998	11,190,874	11,961,628
Capitalized Labor-Fringe	-11,231	-10,526			
Total	\$31,465,728	\$39,409,659	\$38,148,919	\$38,279,953	\$39,885,040

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal		104,000			
Professional & Technical-Gen & Adm	31,680	24,842		20,160	21,000
Temporary Help-Trans Adm	749				
Copier & Printer Usage and Maintenance	17,885	58,332		19,070	53,000
Cab Service - EE Ride home-Trans Adm		108		138	
Other Services- Gen & Adm	23,099	3,834	10,000	20,103	4,000
Uniforms- Rev Veh Op	44,913	108,438	58,000	74,121	108,000
Office Supplies	24,088	19,833		3,041	14,000
Cleaning Suppl- Rev Equip Maint	42			1,438	
OCC Equip & Supplies	3,952	1,894		-703	
Other Materials- Gen & Adm	30,287	25,546	40,000	23,957	26,000
Other Materials- Transp Adm	137,773	27,076		807	1,000
Unreconciled P-Card Expense	1,100	508			
Computer Equip under \$5,000	423	1,199			
Winter Supplies		7,336			1,000
Safety Supplies - Transportation	7,086	3,454	3,000	1,662	3,000
UN-Oper Training Materials	627				
Telephone	61,681	60,661		17,484	67,000
Data Communication Services	3,948	4,114		1,420	
PI/PD Expense	427,978	1,085,268	1,429,600	831,172	1,430,000
NU-Local Travel & Meetings	400				
NU-Education & Training - Gen & Adm	7,885	1,897			
NU-Out-Of-Town Travel	7,297	623		213	

Rail Transportation Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
CDL Renewals	3,198	2,794	3,200	3,387	3,000
Employee Recognition	4,394	1,938			
Total	\$840,485	\$1,543,695	\$1,543,800	\$1,017,470	\$1,731,000

Commuter Rail Department (CR)

The Commuter Rail Department is responsible for operations and maintenance of the Westside Express Service (WES) commuter rail system as regulated by the Federal Railroad Administration. The commuter rail service is operated and maintained under a shared-use agreement (SUA) with Host Railroad Portland and Western Railroad (PNWR). TriMet is responsible for management and oversight of this SUA, as directed by the Commuter Rail Department. PNWR is the owner/operator of common carrier freight railroad rights along the WES corridor. PNWR is responsible for the workforce and training for the following groups: operating crews, train dispatchers and maintenance of way (track, signals, and highway-rail grade crossing) employees. TriMet is the Tenant Railroad and owns the revenue vehicles and the Operations and Maintenance Facility (OMF). TriMet is responsible for the workforce and training of the following groups: revenue vehicle mechanics and service workers who clean the OMF, passenger trains and stations.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	2,749,456	2,771,810	2,719,881	2,729,741	2,855,897	-	-
M&S	5,995,239	6,230,935	5,450,100	5,067,181	6,300,600	-	-
Total	\$8,744,695	\$9,002,745	\$8,169,981	\$7,796,922	\$9,156,497	-	-

Table 16. Commuter Rail Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Commuter Rail Operations	1.00	NU	FT	-	197,408	19	134,166	201,251
Manager, Commuter Rail Operations	1.00	NU	FT	-	167,337	17	113,731	170,595
Assistant Manager, Tech Support & Training (WES)	1.00	NU	FT	-	103,208	15	96,124	144,186
Service Worker Pressure Washer	1.00	U	FT	-	74,538	947	48,464	70,138
Service Worker	3.00	U	FT	-	203,063	945	48,464	70,138
Commuter Rail Vehicle Maint. Technician	8.00	U	FT	-	777,460	888	95,514	95,514
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	U	FT	-	335,292	872	109,845	109,845
Total	18.00				\$1,858,305			

Table 17. Commuter Rail Department Personnel Profile

Commuter Rail Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	2,046,229	2,040,057	1,944,254	1,985,539	2,048,470
Fringe	715,620	732,781	775,627	751,340	807,427
Capitalized Labor-Fringe	-12,393	-1,028		-7,138	
Total	\$2,749,456	\$2,771,810	\$2,719,881	\$2,729,741	\$2,855,897

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Trans Adm	7,875	3,555			
Landscape Maint Services	14,068	12,008	7,100	9,770	11,000
Copier & Printer Usage and Maintenance	812	1,958		771	2,000
Contracted Build Maint		17,319		6,138	17,000
Contracted Fac Mtc - Elec	22,825	29,013	10,000	19,356	29,000
Facilities Maint. Agreements - WES	28,893	31,086	45,300	33,916	31,000
Contracted Maint Paving		98,299			98,000
Calibration & Tool Repair	9,723	9,087	4,900	12,014	13,900
Contr Maint - Rev Eq Maint	135,205	227,464	64,100	99,921	250,000
Maintenance of Way - Commuter Rail	2,130,511	2,152,511	1,478,400	1,203,370	1,757,000
Laundry	9,287	10,137	6,600	7,251	16,600
Other Services- Revenue Veh.Maint	19,845	55,903	4,800	2,400	60,800
Uniforms- Rev Veh Op	1,050	1,513	1,700	1,777	3,700
Diesel Fuel- Rev Vehicle Oper	307,367	269,104	304,700	287,390	305,000
Oil & Lubricants					6,000
Office Supplies	9,169	589		120	1,000
Maint Mat'l - Snow & Ice	13,747	11,817			12,000
Maint Mat'l - Rev Eq	688,684	310,288	259,600	316,931	500,000
Freight - Mtc Matl	38,282	30,426	30,300	22,868	40,000
Maint Material - Other	5,605	31,856	14,000	11,333	32,000
Mtc Material Shop		3,848		1,164	4,000
Shop Equip < \$5000 - Fac Eq Maint	43,826	21,741	12,600	6,351	20,000
Cleaning Suppl- Rev Equip Maint	25,852	17,239	11,600	17,320	12,000

Commuter Rail Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Small Hand Tools-Fac/Eq Maint	3,843	4,410	5,100	3,722	4,000
Inventory Adjustments	49,634	28,348		18,267	
Other Materials- Rev Eq Maint	26,464	5,103	13,100	6,554	2,000
Unreconciled P-Card Expense	2,507	1,131		151	
Computer Equip under \$5,000					1,000
Landscape Maint Material			2,000	999	
Maint Matl Landscape	100				
Safety Supplies-Rev Eq Maint	372				
Safety Supplies- Gen & Adm	15,245	4,072	7,100	6,152	4,000
Invoice Price Variance	7,731	176		112	
Utilities - Electricity	51,274	52,819	55,800	49,773	56,000
Utilities - Gas	10,577	13,057	13,900	11,409	14,000
Utilities - Water	14,823	17,369	16,400	15,943	16,000
Telephone	95,403	97,616		44,737	98,000
Data Communication Services	66,430	65,008	78,800	104,407	78,800
Utilities - Other	3,797	3,866	5,300	4,789	4,000
Network Access Services			33,800	16,899	33,800
OR Corporate Activity Tax (CAT)	6	41		3	
2025 Tariffs				12	
Train Operations	1,769,465	2,187,138	2,573,900	2,324,199	2,374,000
On-Time Performance Incentive - Commuter Rail	358,256	401,473	389,200	398,584	389,000
NU-Local Travel & Meetings	655	1,724			
NU-Education & Training - Gen & Adm	1,841	75		308	
NU-Out-Of-Town Travel	4,041	654			
Employee Recognition	149	94			
Software License Fees					4,000
Total	\$5,995,239	\$6,230,935	\$5,450,100	\$5,067,181	\$6,300,600

Portland Streetcar Department (PS)

The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under Intergovernmental Agreements (a Master Agreement and an annual Operating Agreement) with the City of Portland. TriMet is responsible for providing operations and maintenance personnel. TriMet personnel acting in these capacities are under the operational supervision of Portland Streetcar Supervisors and Managers with direct managerial oversight by TriMet’s Manager, Streetcar Operations. These personnel remain TriMet employees, and are paid and receive benefits from TriMet. The Manager, Streetcar Operations is the primary liaison with City management and supervision, and ensures compliance with the Intergovernmental Agreements

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	9,164,215	9,412,912	10,114,638	10,277,094	10,541,906	-	-
M&S	10,845,014	9,614,747	10,141,800	10,141,437	10,143,000	-	-
Total	\$20,009,229	\$19,027,659	\$20,256,438	\$20,418,531	\$20,684,906	-	-

Table 18. Portland Streetcar Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Manager, Streetcar Operations	1.00	NU	FT	-	122,421	16	104,587	156,881
Signals Maintainer	1.00	U	FT	-	98,939	541	97,240	97,240
Track Maintainer	1.00	U	FT	-	98,939	540	97,240	97,240
Streetcar Controller	5.00	U	FT	-	549,297	539	107,973	107,973
Streetcar Operator	54.00	U	FT	-	4,752,205	488	65,021	86,819
Streetcar Journeyworker Mechanic	11.00	U	FT	-	1,069,007	451	95,514	95,514
Total	73.00				\$6,690,807			

Table 19. Portland Streetcar Department Personnel Profile

Portland Streetcar Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	6,518,880	6,662,750	7,082,561	7,326,237	7,364,236
Fringe	2,645,335	2,750,162	3,032,077	2,950,857	3,177,670
Total	\$9,164,215	\$9,412,912	\$10,114,638	\$10,277,094	\$10,541,906

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Portland Streetcar	10,844,916	9,613,683	10,141,800	10,141,000	10,142,000
Copier & Printer Usage and Maintenance	98	1,064		77	1,000
Safety Supplies-Rev Eq Maint				160	
Safety Supplies - Fac/Eq Maint				200	
Total	\$10,845,014	\$9,614,747	\$10,141,800	\$10,141,437	\$10,143,000

Service Planning & Delivery Department (SPD)²

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	9,556,264	-	-	-	-	-	-
M&S	688,946	-	-	-	-	-	-
Total	\$10,245,210	-	-	-	-	-	-

Table 20. Service Planning & Delivery Department Budget

² Service Planning & Delivery (SPD) restructured to Transportation and Strategy & Planning Divisions for organizational effectiveness. Effective in FY2025 and FY2026, respectively.

Service Planning & Delivery Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	7,404,910				
Fringe	2,442,670				
Capitalized Labor-Fringe	-291,316				
Total	\$9,556,264				

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	340,427				
Professional & Technical-Transp Adm	225				
Metro Unified Work Prog	187,501				
Copier & Printer Usage and Maintenance	11,353				
Other Services- Gen & Adm	71,298				
Other Services-Transp Adm	10,556				
Office Supplies	5,748				
Other Materials- Gen & Adm	11,930				
Other Materials- Transp Adm	12,276				
Unreconciled P-Card Expense	483				
Computer Equip under \$5,000	8,783				
Telephone	3,436				
NU-Local Travel & Meetings	3,755				
NU-Out-Of-Town Travel	21,055				
Employee Recognition	120				
Total	\$688,946				

Maintenance Division

Division Overview

Mission

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

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	808.00	868.00	937.00	937.00	946.00	-	-

Table 1. Maintenance Division Authorized FTEs

Budget Summary

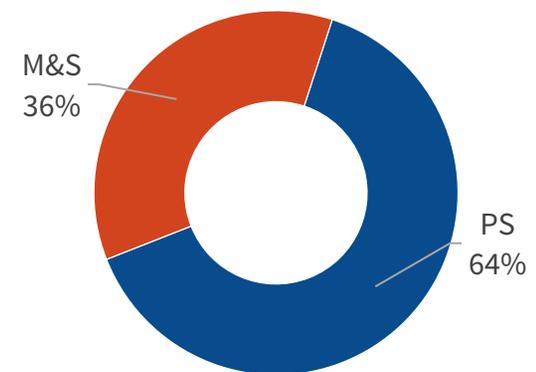
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	96,879,688	110,634,101	125,233,869	121,936,463	132,738,742	-	-
M&S	79,827,967	84,897,647	74,466,000	77,443,161	74,503,600	-	-
Total	\$176,707,655	\$195,531,748	\$199,699,869	\$199,379,624	\$207,242,342	-	-

Table 2. Maintenance Division Budget Summary

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$7.5 million (+3.8%), rising from \$199.7 million to \$207.2 million. Personnel Services increase by \$7.5 million (+6.0%), while Materials & Services increase slightly by \$37.6K (+0.1%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 64% (\$132.7 million) of the total budget, while Materials & Services account for approximately 36% (\$74.5 million).

FY2027 Budget by Classification



Departments and Priorities

- **Maintenance Administration (MA):** Manages and maintains all aspects of the District’s assets.
- **Bus Maintenance (BM):** Manages and maintains safe, reliable, accessible, and clean revenue and non-revenue fleets for use by riders, operators, and TriMet staff.
- **Facilities Management Bus and Rail (FMBR):** Manages and maintains facility assets - including bus stops, rail platforms, transit centers, and Park & Rides - to ensure safe, clean, and functional environments for riders and employees, and oversees space planning and resource allocation for agency facilities.
- **Rail Maintenance of Way (MOW):** Manages and maintains all track, signals, and power distribution elements of TriMet’s light rail system. Ensures a clean and safe right-of-way.
- **Rail Equipment Maintenance (REM):** Performs maintenance, progressive overhauls, and cleaning of TriMet’s LRVs. Supports WES and Streetcar through staffing and specialized maintenance. Provides vehicle technical support and engineering for the LRVs.

Budget by Departments

Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
MA	972,884	1,476,115	2,066,236	1,358,294	2,330,009	-	-
BM	70,345,010	77,889,270	80,108,677	83,402,828	82,616,293	-	-
FMBR	33,497,695	42,729,322	44,266,294	41,028,835	45,579,995	-	-
MOW	23,641,892	28,585,783	27,754,536	27,930,998	28,957,220	-	-
REM	48,250,174	44,851,258	45,504,126	45,658,669	47,758,825	-	-
Total	\$176,707,655	\$195,531,748	\$199,699,869	\$199,379,624	\$207,242,342	-	-

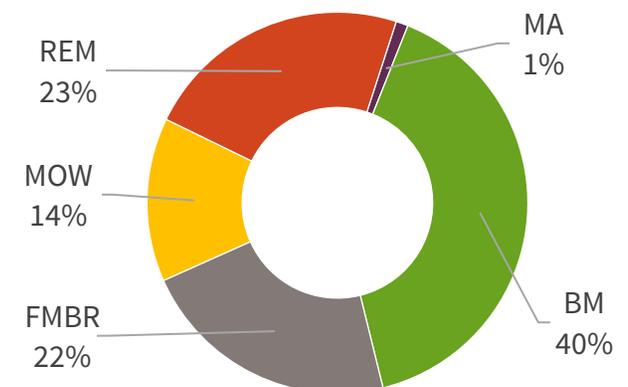
Table 3. Maintenance Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$7.5 million (+3.8%), rising from \$199.7 million to \$207.2 million.

Facilities Maintenance for Bus and Rail (FMBR) increases by \$1.3 million (+3.0%), Rail Equipment Maintenance (REM) increases by \$2.3 million (+5.0%), Maintenance of Way (MOW) increases by \$1.2 million (+4.3%), and Maintenance Administration (MA) increases by \$263.8K (+12.8%). Bus Maintenance (BM) increases by \$2.5 million (+3.1%).

For the FY2027 Proposed Budget, BM represents 40% of the total budget, REM accounts for 23%, FMBR represents 22%, MOW represents 14%, and MA comprises 1%.

FY2027 Budget by Department



FY2026 Accomplishments

Elevate the Customer Experience

- As of October 2025, REM is at 94.25% of vehicles being cleaned every 60 days.
- Bus Maintenance has reduced deep cleaning cycles from 60 to approximately 45 days through improved staffing and management, with a long-term target of 30-day cycles.
- Facilities Management continues to meet cleaning standards; achieving daily cleaning of over 90% of transit centers, daily cleaning of approximately 90% of station platforms, and monthly deep cleaning of over 80% of stations.
- District wide FM End of Line (EOL) cleaners have submitted 44,587 cleaning reports for calendar year 2025.

Continue to Build an Adaptable, Safe, and Thriving Workplace

- Developed a modification to improve LRV CCTV, side view monitors, and data communications for reliability on the Type 5 fleet.
- Instituting a Midlife overhaul program for our existing fleet of buses to reduce road calls and to increase vehicle longevity. Bus Maintenance has also partnered with the ATU to provide external maintenance training in addition to our own training department classes.
- Through the design criteria update process, FM has worked closely with E&C to update NEMA 4 enclosures for all elevators.

Increase Investment in Safe and Reliable Infrastructure

- Maintenance division is on target to accomplish a 90% to 95% capital utilization on SOGR projects it directly manages, as it did in FY2025.
- 24 of 30 Type 6 light rail vehicles are in revenue service and all 30 new Type 6 vehicles are on property, as of December 2025.
- 16 of 26 Type 1 light rail vehicles have been decommissioned, with one (1) being donated to a railroad museum.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(BM, REM, FMBR)** Maintain a clean fleet and system to support a positive customer experience through daily cleaning, deep cleaning cycles, and enhanced data-driven cleaning programs.
- **(BM)** Complete daily cleaning on at least 90% of fixed-route buses and complete deep cleaning at least every 60 days on 95% of fixed-route buses. Timeline through June 30, 2027.
- **(REM)** Complete deep cleaning at least every 30 days on 80% of MAX vehicles. Timeline through June 30, 2027.
- **(REM)** Improve data collection and use for light rail vehicle (LRV) effectiveness, efficiency, and security. Timeline through June 30, 2027.

Ensure Financial Stability and Stewardship

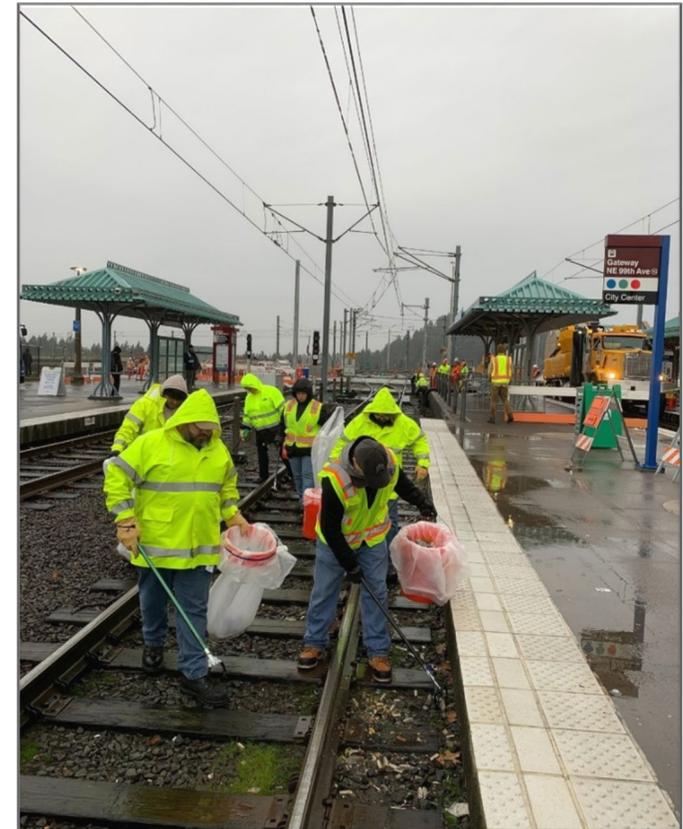
- **(MA)** Foster ideas to reduce spending and create efficiencies while maintaining safety and reliability.
- **(BM)** Manage additional overhaul activities to extend useful life of vehicles.

Increase Investment in Safe and Reliable Infrastructure:

- **(MA)** Establish a Division-wide Maintenance Procedure Program to standardize documentation, align review and approval processes, and deliver procedures to drive high-quality, safe, and effective maintenance activities.
- **(MA and MOW)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline through June 30, 2027.
- **(MOW)** Manage the budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2027.
- **(REM)** Complete commissioning and integrate Type 6 light rail vehicles into regular service while ensuring responsible recycling or relocation of retired Type 1 light rail vehicles. Timeline through June 30, 2027.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(All)** Continue appropriate recruiting activities for vacant positions. Timeline through June 30, 2027.
- **(REM)** Deliver updated training programs to support new hire onboarding. Support OTD in curriculum development and training for new LRV Technicians. Timeline through June 30, 2027.
- **(MA, BM)** Support leadership and skills development in maintenance management positions. Timeline through June 30, 2027.
- **(BM)** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2027.
- **(MA)** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2027.



Maintenance Administration Department (MA)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	401,912	759,493	1,359,736	814,037	1,620,209	-	-
M&S	570,972	716,622	706,500	544,257	709,800	-	-
Total	\$972,884	\$1,476,115	\$2,066,236	\$1,358,294	\$2,330,009	-	-

Table 4. Maintenance Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Maintenance	1.00	NU	FT	-	290,204	24	200,058	300,088
Manager, Facilities Technical Support	1.00	NU	FT	-	144,565	19	134,166	201,251
Analyst, Senior Operations & Finance Planning	1.00	NU	FT	-	140,684	15	96,124	144,186
Assistant, Executive Administrative	1.00	NU	FT	-	92,123	12	74,231	111,344
Technical Support, Associate, Rail Equipment Maintenance	1.00	NU	FT	-	76,293	12	74,231	111,344
Total	5.00				\$743,868			

Table 5. Maintenance Administration Department Personnel Profile

Maintenance Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	273,747	496,571	1,022,845	571,652	1,205,419
Fringe	128,165	262,922	336,891	242,385	414,790
Total	\$401,912	\$759,493	\$1,359,736	\$814,037	\$1,620,209

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	129,895	93,921	5,000	6,882	1,900
Recruitment Expense					324,500
Mech/Structural Consult				830	
Copier & Printer Usage and Maintenance	122	636		379	500
Printing/Bindery Services					200
Other Services- Gen & Adm	116,271	228,836	1,000	72,939	600
Other Services- Revenue Veh.Maint	-35,212		55,000	27,501	
Office Supplies	5,880	3,697	147,500	75,049	4,300
Equip/Furn < \$5,000-Rev Eq Maint			7,500	3,750	
Equip/Furn < \$5,000-Gen & Adm	804	1,131			300
Other Materials- Gen & Adm	491				
Unreconciled P-Card Expense	765			15	
Computer Equip under \$5,000	912	1,011	4,000	2,456	1,700
Safety Supplies-Rev Eq Maint					200
Safety Supplies- Gen & Adm		265			100
Winter Supplies		54			
Telephone	284,831	304,933	277,700	222,551	299,100
NU-Dues & Subscriptions	19,601	9,820	4,000	7,041	
NU-Local Travel & Meetings	4,536	6,567	9,800	4,899	
NU-Education & Training - Gen & Adm	24,842	19,912	52,000	29,960	22,800
NU-Out-Of-Town Travel	4,874	16,520	80,000	47,103	13,900
UN-Education & Training - Gen & Adm	9,102	13,497	8,000	4,493	12,000
UN-Out-Of-Town Travel			15,000	7,500	
Employee Recognition	3,258	15,822	40,000	30,909	12,700
Special Event Expenses					15,000
Total	\$570,972	\$716,622	\$706,500	\$544,257	\$709,800

Bus Maintenance Department (BM)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	35,815,313	42,775,590	49,605,877	47,476,127	52,137,393	-	-
M&S	34,529,697	35,113,680	30,502,800	35,926,701	30,478,900	-	-
Total	\$70,345,010	\$77,889,270	\$80,108,677	\$83,402,828	\$82,616,293	-	-

Table 6. Bus Maintenance Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Bus Maintenance	1.00	NU	FT	-	186,050	20	145,546	218,318
Manager, Bus Maintenance	4.00	NU	FT	-	639,793	18	123,570	185,355
Manager, Non-Revenue Vehicle (NRV) Maintenance	1.00	NU	FT	-	140,603	17	113,731	170,595
Assistant Manager, Bus Maintenance	15.00	NU	FT	-	2,067,875	16	104,587	156,881
Assistant Manager, Electronic Maintenance & Repair	1.00	NU	FT	-	120,510	14	88,247	132,372
Assistant Manager, Fleet Readiness	3.00	NU	FT	-	321,614	14	88,247	132,372
Project Manager, Rail Equipment Maintenance	1.00	NU	FT	-	106,921	14	88,247	132,372
Assistant, Senior Administrative	2.00	NU	FT	-	147,222	9	56,940	85,408
Service Worker Spotter	7.00	U	FT	-	494,060	946	48,464	70,138
Service Worker	115.00	U	FT	-	7,051,048	944	48,464	70,138
Junior Tireworker	4.00	U	FT	-	317,925	942	48,630	85,488
Tireworker	4.00	U	FT	-	360,625	941	88,608	88,608
Cleaner	4.00	U	FT	-	164,905	940	31,616	49,421
MMIS Clerk	6.00	U	FT	-	483,457	937	44,491	82,347
Spotter	4.00	U	FT	-	347,927	936	85,488	85,488
Apprentice Mechanic	6.00	U	FT	-	422,316	934	59,800	83,803

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Helper	5.00	U	FT	-	426,337	933	83,803	83,803
Maintenance Mechanic	9.00	U	FT	-	782,835	932	48,630	85,488
Bus Mechanic	161.00	U	FT	-	15,646,373	931	95,514	95,514
Assistant Supervisor	9.00	U	FT	-	1,005,876	930	109,845	109,845
Assistant Supervisor, Bus Maintenance	1.00	U	FT	-	111,764	930	109,845	109,845
Bus Body and Paint Technician	9.00	U	FT	-	874,642	929	95,514	95,514
Bus Electronic Technician	10.00	U	FT	-	971,824	928	95,514	95,514
Maintenance Systems Coordinator	1.00	U	FT	-	95,130	544	49,317	93,496
Total	383.00				\$33,287,635			

Table 7. Bus Maintenance Department Personnel Profile

Bus Maintenance Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	25,356,788	29,978,444	34,459,052	33,184,526	36,161,542
Fringe	10,491,068	12,798,833	15,146,825	14,291,601	15,975,851
Capitalized Labor-Fringe	-32,543	-1,687			
Total	\$35,815,313	\$42,775,590	\$49,605,877	\$47,476,127	\$52,137,393

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	14,728	71,317	46,500	65,067	47,200
Professional & Technical-Rev Eq Maint	974	2,295			
Recruitment Expense					200
Mech/Structural Consult				2,879	4,400
Copier & Printer Usage and Maintenance	7,803	25,607		11,244	30,500
Contracted Bus Mtc - Maf	254,841	224,961	1,481,300	895,784	875,200
Cont Bus Maint - Other	407				
Body Repair - NRV	16,566	23,133	10,100	29,622	57,000
Laundry	150,654	234,498	138,100	180,703	235,500
Other Services- Revenue Veh.Maint	339,960	263,545	74,200	200,957	161,400
Uniforms- Rev Veh Op			5,100	2,547	
Diesel Fuel- Rev Vehicle Oper	15,526,633	14,286,421	15,880,600	16,637,304	15,515,600
Diesel Fuel- NRV Maintenance	57,312	59,681	45,500	62,395	60,400
Oil & Lubricants	666,138	771,778	535,800	641,082	695,800
Gasoline - NRV Maintenance	630,542	588,233	404,000	495,976	398,400
Tires - Rev Vehicle Oper	1,589,765	1,390,567	1,714,100	1,733,422	1,370,300
Tires Serv Vehicle-Rev Equip Maint	42,611	45,557	32,300	50,583	46,200
Office Supplies	29,003	23,477		13,872	30,700
Repair Mat'l - Rev Eq	66,807	63,330	129,500	88,370	65,300
Maint Material - Serv Veh	293,835	407,131	252,500	317,655	300,700
Maint Mat'l - Rev Eq	12,638,744	14,467,167	8,367,500	12,577,301	8,822,500
Freight - Mtc Matl		1,097	1,100	11,322	1,900
Equip/Furn < \$5,000-Rev Eq Maint	15,311	30,948	17,900	21,478	20,900
Equip/Furn < \$5,000-Gen & Adm					100
Cleaning Suppl- Rev Equip Maint	404,368	688,287	256,300	462,124	431,700

Bus Maintenance Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Cleaning Suppl- Fac/Eq Maint		6,827			
Small Hand Tools-Rev Eq Maint	13,075	16,364	36,900	28,316	18,400
Inventory Adjustments	106,472	103,842	60,000	76,421	106,100
Other Materials- Rev Eq Maint	108,397	95,972	24,700	54,342	107,300
Unreconciled P-Card Expense	10,237	6,309		6,083	
Computer Equip under \$5,000	76,216	2,741		29	6,000
Safety Supplies-Rev Eq Maint	170,124	298,946	110,700	172,324	176,000
Safety Supplies- Gen & Adm	48,859	7,280		-22,860	7,700
Winter Supplies	439,415	334,156	62,100	194,036	218,000
Obsolete Inventory	524,435	181,263	161,000	273,440	229,900
Invoice Price Variance	-2,817	-2,957		-396	
Average Cost Variance	-97	1,377		58	
Propulsion Power	222,183	325,433	645,800	614,383	360,500
Telephone	14,896	10,790		5,029	12,000
NU-Local Travel & Meetings	35	499		300	
NU-Education & Training - Gen & Adm	29,822	2,788		225	19,900
NU-Out-Of-Town Travel	4,863	17,916		1,043	18,800
UN-Out-Of-Town Travel	1,659	12,561		3,798	
CDL Renewals	9,839	20,616	7,200	11,657	21,300
Employee Recognition	2,823	79		403	2,700
Operator Roadeo				4,992	
Special Event Expenses					1,200
Rental	2,259	1,848	2,000	1,391	1,200
Total	\$34,529,697	\$35,113,680	\$30,502,800	\$35,926,701	\$30,478,900

Facilities Management Bus-Rail Department (FMBR)

The Facilities Management Department is responsible for managing and maintaining facility assets, planning, acquiring/allocating resources, and providing a safe, healthy and productive environment to our internal and external customers. Facilities Management responsibilities include: space planning; maintaining public facing rail platforms; transit centers; managing bus stops, signs, shelters, and wayfinding signage; Bus, Rail, and Administration facilities; and, surrounding areas to improve customer experience by creating a clean, safe, and inviting experience.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	15,088,105	18,172,703	21,552,094	20,860,229	22,865,795	-	-
M&S	18,409,590	24,556,619	22,714,200	20,168,606	22,714,200	-	-
Total	\$33,497,695	\$42,729,322	\$44,266,294	\$41,028,835	\$45,579,995	-	-

Table 8. Facilities Management Bus Department Budget

Facilities Management Bus-Rail Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Facilities Maintenance	1.00	NU	FT	-	196,402	20	145,546	218,318
Manager, Facilities Management	3.00	NU	FT	-	435,921	17	113,731	170,595
Manager, Maintenance Project Management	1.00	NU	FT	-	145,516	17	113,731	170,595
Assistant Manager, Facilities Management (CMMS)	1.00	NU	FT	-	140,940	16	104,587	156,881
Assist Mgr, Electrical & Facilities Management	1.00	NU	FT	-	139,691	15	96,124	144,186
Project Manager, Senior, Maintenance	1.00	NU	FT	-	140,683	15	96,124	144,186
Assistant Manager, Facilities Management	10.00	NU	FT	-	1,193,581	14	88,247	132,372
Assistant Manager, Landscape	1.00	NU	FT	-	126,477	14	88,247	132,372
Manager, Space Planning	1.00	NU	FT	-	118,179	14	88,247	132,372
Analyst, Operations Maintenance	2.00	NU	FT	-	207,284	13	80,965	121,448
Project Manager, Maintenance	2.00	NU	FT	-	214,374	13	80,965	121,448
Coordinator Space Planning	1.00	NU	FT	-	92,271	12	74,231	111,344
Technician, Engineering	1.00	NU	FT	-	107,329	12	74,231	111,344
Assistant, Senior Administrative	3.00	NU	FT	-	239,533	9	56,940	85,408

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Specialist, Senior, Records	1.00	NU	FT	-	72,904	9	56,940	85,408
Irrigation Technician	1.00	U	FT	-	88,040	976	86,528	86,528
Landscaper	3.00	U	FT	-	260,945	974	64,126	85,488
Facilities Maintenance Worker (Bus)	17.00	U	FT	-	1,552,083	969	89,731	89,731
Plant Maintenance Mechanic – LME	13.00	U	FT	-	1,263,372	968	95,514	95,514
Lead Landscaper	1.00	U	FT	-	88,040	967	64,896	86,528
Signs & Shelters Field Worker	6.00	U	FT	-	521,890	965	85,488	85,488
Assistant Supervisor, Facilities	4.00	U	FT	-	447,056	964	109,845	109,845
Service Worker Pressure Washer	18.00	U	FT	-	1,324,636	947	48,464	70,138
Service Worker	21.00	U	FT	-	1,443,280	945	48,464	70,138
Service Aide	23.00	U	FT	-	1,376,733	943	48,464	59,051
Coordinator, Information Development	4.00	U	FT	-	422,676	730	77,896	103,854
Apprentice Plant Maint Mech	1.00	U	FT	-	73,056	572	59,800	83,803
Facilities Maintenance Worker (Rail)	6.00	U	FT	-	547,794	558	89,731	89,731
Plant Maintenance Mechanic – LME	10.00	U	FT	-	971,824	557	95,514	95,514
Wayside Cleaner	10.00	U	FT	-	869,817	537	85,488	85,488
Helper	8.00	U	FT	-	682,140	533	83,803	83,803
Total	176.00				\$15,504,467			

Table 9. Facilities Management Bus-Rail Personnel Profile

Facilities Management Bus-Rail Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	11,121,028	13,271,253	15,034,059	14,735,081	15,925,144
Fringe	4,106,598	4,966,480	6,518,035	6,139,345	6,940,651
Capitalized Labor-Fringe	-139,521	-65,030		-14,197	
Total	\$15,088,105	\$18,172,703	\$21,552,094	\$20,860,229	\$22,865,795

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	101,667				
Professional & Technical-Gen & Adm	6,164	538,364	750,000	479,433	535,500
Professional & Technical - Fac Eq Mtc	1,797		10,100	5,049	
Mech/Structural Consult	83,905	47,544	11,400	5,700	50,000
Temporary Help-Gen & Adm	9,734				
Landscape Maint Services	1,056,216	1,044,833	1,457,800	1,254,061	1,080,000
Tree Well Maintenance		248,018		6,848	230,000
Copier & Printer Usage and Maintenance	2,482	4,985		2,088	3,400
Transit Mall Services	2,224,123	2,586,746	2,593,100	2,205,057	2,726,700
Contracted Build Maint	583,249	1,307,838	4,941,200	3,214,146	1,416,000
Cont ROW Mtc Station		47,504	18,200	28,290	48,500
Contracted Fac Mtc - Elec	593,956	1,678,948	414,100	936,888	1,932,700
Cont ROW Mtc Elevator	440,834	536,240	363,100	290,033	666,200
Hillsboro Parking Garage IGA	72,509	91,154	60,000	30,000	60,000
Contracted Maint Paving		1,462,574	2,000,000	1,050,682	1,443,900
Shelter Services	1,660,476	1,560,676	455,400	377,244	1,083,700
Office Maint Custodial	1,374,904	1,398,918	754,100	862,035	169,900
Shelter Cleaning	997,845	959,802	524,800	604,202	689,600
Shelter Cleaning - Vandlsm	54,697	62,858	35,000	42,054	70,000
Transit Center Cleaning	158,950	219,463	329,300	351,515	222,200
Office Maintance - Other	8,307	14,057	3,800	16,481	40,000
Building Security Maintenance	38,975	32,403	6,100	3,051	40,300
Laundry	22,234	22,981	19,200	21,304	22,900
Other Services-Facility/Eq Maint	236,735	344,961	40,800	155,661	242,100
Waste Disposal Services		495			

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
Office Supplies	10,949	8,010		35,336	10,000
Maint Mat'l - Snow & Ice	1,164,836	984,496	116,700	80,707	1,194,600
Winter Supplies-Snow & Ice Impl		3,564			
Maint Material - Other	649,558	819,386	251,300	469,268	517,000
Mtc Matl Outside Plant	380,583	412,485	174,800	367,609	441,500
Mtc Material Shop	104,855	113,811	70,700	82,211	137,700
Equip/Furn < \$5,000-Fac/Eq Maint	33,830	14,304	40,000	44,053	30,400
Shop Equip < \$5000 - Fac Eq Maint	1,291		5,100	2,550	10,000
Shelter Materials	29,969	115,149	199,700	143,112	290,600
Bus Stop Poles/Signage	1,529	10,999	19,600	30,778	7,700
Park & Ride Materials	1,248				
Cleaning Suppl- Fac/Eq Maint	350,506	466,220	154,200	194,768	521,800
Small Hand Tools-Rev Eq Maint		1,393			
Small Hand Tools-Fac/Eq Maint	77,483	102,137	75,800	71,848	111,400
Other Materials- Rev Eq Maint	21,619	40,004	9,100	12,100	44,100
Other Materials- Fac/Eq Maint	11,892	5,691	7,200	5,241	11,700
Unreconciled P-Card Expense	26,862	18,508		9,703	
Computer Equip under \$5,000	18,800	2,610	10,000	6,771	15,100
Landscape Maint Material	8,504	15,421	15,500	13,927	20,800
Maint Matl Landscape	1,302	4,990	5,000	8,078	5,200
On-Street Amenities Materials			15,500	7,749	
Facility Moving Expenses	15,528	394,402	47,000	41,727	45,200
Safety Supplies - Fac/Eq Maint	32,066	39,359	42,800	30,108	46,300
Transit Center Materials		95			
Bikes On Transit Material	19,200	2,642		29,056	
Utilities - Electricity	1,157,003	1,364,239	1,338,500	1,255,196	1,001,000
Utilities - Gas	401,006	547,106	589,400	458,526	436,100
Utilities - Water	1,492,688	1,595,658	1,740,300	1,831,574	1,598,400
Building Util Electric	1,786,506	2,260,003	2,201,600	2,213,879	2,435,200
VT Utilities - Electric - Fac/Eq Maint	18,217	17,163	23,900	19,643	19,600
Electricity - Shelters	45,524	51,156	55,500	52,986	56,700
Telephone	15,609	24,535		6,238	25,300

Facilities Management Bus-Rail Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Utilities - Other	278,300	341,175	320,100	329,871	272,200
Building Util Other	239,781	241,234	259,500	241,293	260,700
Utilities Parking	38,605	42,880	52,800	51,541	46,300
Tunnel Sewer/Storm Water Runoff	2,055	2,173	2,500	2,294	2,100
2025 Tariffs				133	
NU-Dues & Subscriptions	587	207		147	100
NU-Local Travel & Meetings	66				
NU-Education & Training - Gen & Adm	11,385	4,475		50	10,300
Apprenticeship Training	1,711	8,943	34,300	17,151	5,300
NU-Out-Of-Town Travel		667			700
CDL Renewals		564	2,000	1,127	500
Employee Recognition	866	1,318			500
Special Event Expenses					400
Rental	227,512	266,085	46,300	58,435	308,100
Total	\$18,409,590	\$24,556,619	\$22,714,200	\$20,168,606	\$22,714,200

Rail Maintenance of Way Department (MOW)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	15,438,030	18,571,220	18,633,136	18,930,844	19,833,020	-	-
M&S	8,203,862	10,014,563	9,121,400	9,000,154	9,124,200	-	-
Total	\$23,641,892	\$28,585,783	\$27,754,536	\$27,930,998	\$28,957,220	-	-

Table 10. Rail Maintenance of Way Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, MOW Operations	1.00	NU	FT	-	217,832	21	157,787	236,683
Engineer, Principal, MOW	2.00	NU	FT	-	323,149	18	123,570	185,355
Manager, Rail Maintenance of Way (MOW)	4.00	NU	FT	-	673,193	18	123,570	185,355
Assistant Manager, Rail MOW	12.00	NU	FT	-	1,648,967	16	104,587	156,881
Project Manager, Senior, MOW	2.00	NU	FT	-	250,223	15	96,124	144,186
Assistant, Senior Administrative	1.00	NU	FT	-	76,398	9	56,940	85,408
Assistant Supervisor	1.00	U	FT	-	115,171	780	113,194	113,194
Substation Maintainer	12.00	U	FT	-	1,201,744	779	98,426	98,426
Overhead Power Trainee	2.00	U	FT	-	170,535	579	66,685	83,803
Substation Technician Trainee	1.00	U	FT	-	79,469	571	66,685	83,803
Signals Maintainer Trainee	2.00	U	FT	-	160,329	567	66,664	83,803
Assistant Supervisor	2.00	U	FT	-	230,343	566	113,194	113,194
Assistant Supervisor - MOW	3.00	U	FT	-	341,324	564	111,821	111,821
Maintenance of Way Laborer	12.00	U	FT	-	1,054,997	561	50,128	87,984
Assistant Supervisor - Signals	3.00	U	FT	-	341,324	556	111,821	111,821
Signal Inspector	4.00	U	FT	-	420,644	545	103,355	103,355

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Track Trainee	1.00	U	FT	-	80,104	542	66,664	83,803
Signals Maintainer	22.00	U	FT	-	2,176,658	541	97,240	97,240
Track Maintainer	18.00	U	FT	-	1,780,902	540	97,240	97,240
Overhead Power Maintainer	20.00	U	FT	-	2,002,906	531	98,426	98,426
Total	125.00				\$13,346,212			

Table 11. Rail Maintenance of Way Department Personnel Profile

Rail Maintenance Of Way Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	11,562,075	13,566,383	13,137,781	13,516,426	14,057,485
Fringe	4,198,377	5,033,803	5,495,355	5,414,418	5,775,535
Capitalized Labor-Fringe	-322,422	-28,966			
Total	\$15,438,030	\$18,571,220	\$18,633,136	\$18,930,844	\$19,833,020

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	249,341	212,495	100,000	75,365	101,900
Recruitment Expense					1,500
Mech/Structural Consult				11,157	95,500
Temporary Help-Gen & Adm					3,100
Landscape Maint Services	44,848	88,871	45,100	42,506	44,400
Copier & Printer Usage and Maintenance	5,239	14,907		4,977	6,000
Cont ROW Mtc Signals	39,614	76,163	30,000	15,333	66,400
Cont ROW Mtc Track	234,528	350,331	356,300	265,116	323,500
Cont ROW Mtc OCS		90,061	9,800	81,986	36,000
Cont ROW Mtc Bridge	14,366	17,270	24,600	20,319	8,600
Cont ROW Mtc Substations		118,887	5,100	2,550	47,600
Street Light Maintenance -- Hillsboro IGA			4,100	2,049	
Calibration & Tool Repair	10,907	12,887	6,000	20,958	5,700
Laundry			3,700	1,851	
Printing/Bindery Services					200
Other Services-Facility/Eq Maint	18,385	6,728	10,000	11,468	
Office Supplies	7,210	8,364		4,248	3,500
Computer Supplies - Trans Admin	24,497	1,841	25,000	14,882	
Freight - Mtc Matl	1,411	2,627	1,000	15,336	1,200
Equip/Furn < \$5,000-Fac/Eq Maint		71,471			
Equip/Furn < \$5,000-Gen & Adm					200
Small Hand Tools-Fac/Eq Maint	81,575	51,171	51,100	73,235	25,600
Other Materials- Transp Adm					3,600
Other Materials- Rev Eq Maint	56,487	27,965	10,000	11,104	14,000
Unreconciled P-Card Expense	21,036	65,678		11,781	

Rail Maintenance Of Way Department

Materials & Services Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
Computer Equip under \$5,000	7,221	12,162			6,200
Safety Supplies - Fac/Eq Maint	57,639	82,718	114,500	114,363	41,300
Obsolete Inventory	6,029	11,665			5,100
Materials - Track	308,107	254,620	98,500	154,935	133,600
Maint Matl Signals	637,645	657,145	98,500	267,089	333,700
Maint Materials OCS	127,585	218,069	98,500	71,382	101,400
Maint Matl Substations	98,132	73,204	98,500	98,557	37,600
Propulsion Power	5,653,345	6,812,590	7,439,800	7,080,382	7,318,700
Telephone	1,202	4,248		1,901	1,800
2025 Tariffs				4,972	
NU-Dues & Subscriptions	2,058	823		630	
NU-Local Travel & Meetings	8			100	
NU-Education & Training - Gen & Adm	13,695	100,295			50,500
NU-Out-Of-Town Travel	10,116	2,377		7,571	38,600
UN-Education & Training - Gen & Adm	6,741	116,552		9,151	47,300
UN-Out-Of-Town Travel	316	40,823		7,998	
Steel Bridge Sublease	293,526	276,714	423,400	448,921	149,900
CDL Renewals	303			354	
Employee Recognition	5,277	83			
Special Event Expenses					1,500
Rental	165,473	132,758	67,900	45,627	68,500
Total	\$8,203,862	\$10,014,563	\$9,121,400	\$9,000,154	\$9,124,200

Rail Equipment Maintenance Department (REM)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	30,136,328	30,355,095	34,083,026	33,855,226	36,282,325	-	-
M&S	18,113,846	14,496,163	11,421,100	11,803,443	11,476,500	-	-
Total	\$48,250,174	\$44,851,258	\$45,504,126	\$45,658,669	\$47,758,825	-	-

Table 12. Rail Equipment Maintenance Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Rail Equipment Maintenance	1.00	NU	FT	-	225,918	21	157,787	236,683
Manager, Vehicle Technical Support	1.00	NU	FT	-	154,173	19	134,166	201,251
Engineer, Principal, Rail Equipment Maintenance	2.00	NU	FT	-	307,596	18	123,570	185,355
Manager, Rail Equipment Maintenance	2.00	NU	FT	-	342,635	18	123,570	185,355
Manager, Rail Equipment Maintenance (Overhaul)	1.00	NU	FT	-	164,181	18	123,570	185,355
Assistant Manager, Rail Equipment Maintenance	18.00	NU	FT	-	2,515,252	16	104,587	156,881
Project Manager, Senior, Rail Equip Maint	2.00	NU	FT	-	283,089	16	104,587	156,881
Assistant Manager, Fleet Readiness	2.00	NU	FT	-	205,230	14	88,247	132,372
Project Manager, Rail Equipment Maintenance	1.00	NU	FT	-	102,826	14	88,247	132,372
Technical Support, Associate, Rail Equipment Maintenance	1.00	NU	FT	-	76,429	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	62,608	9	56,940	85,408
Service Worker	54.00	U	FT	-	3,338,848	945	48,464	70,138
Service Aide	4.00	U	FT	-	230,082	943	48,464	59,051
LRV Electronics Technician	2.00	U	FT	-	194,365	578	95,514	95,514

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
LRV Overhaul Technician	40.00	U	FT	-	3,887,298	577	95,514	95,514
LRV Technician Trainee	15.00	U	FT	-	1,245,820	574	66,664	83,803
LRV Body & Paint Technician	14.00	U	FT	-	1,348,826	553	75,754	95,514
Wheel True Technician	4.00	U	FT	-	391,947	552	96,304	96,304
LRV Technician	84.00	U	FT	-	8,163,325	551	95,514	95,514
Maintenance Systems Coordinator	1.00	U	FT	-	95,130	544	49,317	93,496
MMIS Clerk	4.00	U	FT	-	335,144	543	44,491	82,347
Maintenance Mechanic	3.00	U	FT	-	242,194	532	48,630	85,488
Total	257.00				\$23,912,915			

Table 13. Rail Equipment Maintenance Department Personnel Profile

Rail Equipment Maintenance Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	22,804,604	22,929,591	23,958,155	24,531,298	25,633,603
Fringe	8,183,696	8,191,985	10,124,871	9,563,381	10,648,722
Capitalized Labor-Fringe	-851,972	-766,481		-239,453	
Total	\$30,136,328	\$30,355,095	\$34,083,026	\$33,855,226	\$36,282,325

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	393,727	495,432	150,000	125,069	240,700
Recruitment Expense					9,100
Mech/Structural Consult				3,966	150,000
Temporary Help-Trans Adm	10,866		1,000	501	
Copier & Printer Usage and Maintenance	8,230	21,374		7,981	14,900
Calibration & Tool Repair	26,921	24,427	14,600	26,731	19,000
Contr Maint - Rev Eq Maint	5,936,745	625,115	1,358,800	679,401	570,000
Laundry	195,453	228,361	132,400	159,643	220,900
Printing/Bindery Services					100
Other Services- Gen & Adm	27,987	17,598	5,100	2,889	41,100
Other Services- Revenue Veh.Maint	6,497	1,260	16,200	18,589	1,800
Graphics Material	1,246	38	1,000	501	
Office Supplies	13,576	10,145		4,366	8,200
Computer Supplies - Trans Admin	2,192	644	13,100	6,549	
Repair Mat'l - Rev Eq	10,335	3,936	24,200	12,691	3,100
Rep Mat'l Rev Eq Vndlsm	29,270	58,658	43,900	32,792	45,600
Maint Material - Serv Veh	456	1,226		567	1,000
Maint Mat'l - Rev Eq	10,154,543	11,359,090	7,132,000	8,124,937	8,828,800
Freight - Mtc Mat'l	145,751	156,236	101,000	102,330	157,800
Equip/Furn < \$5,000-Rev Eq Maint	870	10,451			8,100
Equip/Furn < \$5,000-Fac/Eq Maint					700
Equip/Furn < \$5,000-Gen & Adm	16,160	1,123			800
Shop Equip < \$5000 - Fac Eq Maint	125,598	62,274	108,100	70,054	45,900
Shop Equip < \$5000 - Rev Eq Maint		2,088			1,600
Cleaning Suppl- Rev Equip Maint	260,800	257,047	131,700	164,940	196,200

Rail Equipment Maintenance Department

Materials & Services Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
Cleaning Suppl- Fac/Eq Maint	2,085	2,086		12,982	1,600
Small Hand Tools-Rev Eq Maint		16			
Small Hand Tools-Fac/Eq Maint	45,446	50,211	64,500	54,426	48,900
Inventory Adjustments	93,814	42,049		187,686	34,300
Other Materials- Transp Adm	12,245	12,327		11,563	11,800
Other Materials- Rev Eq Maint	182,762	177,395	197,000	192,149	174,800
Unreconciled P-Card Expense	2,415	4,967		777	
Computer Equip under \$5,000	4,603	785		55	2,700
Safety Supplies- Gen & Adm	96,685	87,899	85,400	94,874	98,300
Obsolete Inventory	241,774	581,442	1,839,000	1,810,200	505,000
Invoice Price Variance	-14,432	6,736		1,563	
Average Cost Variance	-185	2,032		-52	
WIP Material Variance	-2,571	-2,342		-1,138	
Telephone	6,973	7,553		1,977	5,900
2025 Tariffs		2,524		28,140	
NU-Local Travel & Meetings	10	488			
NU-Education & Training - Gen & Adm	10,576	4,727		185	3,000
NU-Out-Of-Town Travel	3,020	21,928		961	22,900
UN-Education & Training - Gen & Adm	56,828	1,791		900	800
UN-Out-Of-Town Travel	316	795			
Freight Expense		8,336		3,607	
CDL Renewals	1,670	486	2,100	1,686	400
Employee Recognition	2,589	769		1,045	500
Software License Fees		144,640		-144,640	
Special Event Expenses					200
Total	\$18,113,846	\$14,496,163	\$11,421,100	\$11,803,443	\$11,476,500



TriMet Fact

In 2025, TriMet's Maintenance of Way department received a APTA Innovation Award from the American Public Transportation Association (APTA) for developing a new cable armoring technique to mitigate cable theft at a fraction of the cost of traditional conduit installations.

Finance & Administrative Services Division

Division Overview

Mission

The Finance & Administration Division is responsible for managing agency financial activities, assuring effective financial controls and planning for future financial requirements.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	157.00	158.30	166.50	155.50	155.50	-	-

Table 1. Finance & Administrative Services Division Authorized FTEs

Budget Summary

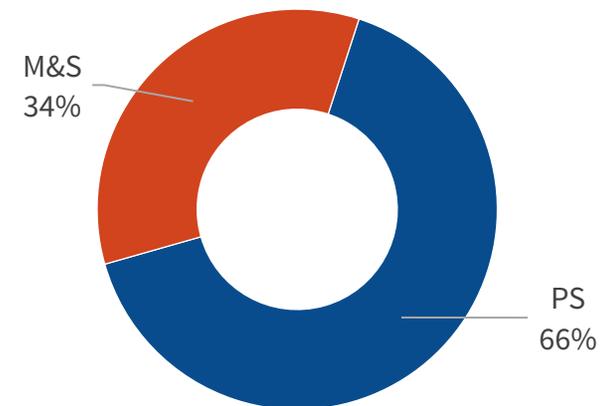
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	20,254,318	22,716,019	25,471,463	24,575,897	24,823,705	-	-
MS	10,853,851	11,084,524	13,619,600	12,212,753	13,024,900	-	-
Total	\$31,108,169	\$33,800,543	\$39,091,063	\$36,788,650	\$37,848,605	-	-

Table 2. Finance & Administrative Services Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$1.2 million (-3.2%), reducing from \$39.1 million to \$37.8 million. Personnel Services decrease by \$647.8K (-2.5%), while Materials & Services decrease by \$594.7K (-4.4%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 66% (\$24.8 million) of the total budget, while Materials & Services account for approximately 34% (\$13.0 million).

FY2027 Budget by Classification



Departments and Priorities

- **Finance Administration (FA):** Manages agency financial activities, assures effective financial controls, plans for future financial requirements, and provides customer service.
- **Financial Services (FS):** Manages day-to-day financial activities including Payroll, Accounts Payable, Accounts Receivable, and Treasury, oversees General Ledger accounting, debt management, capital assets, and the preparation of internal and external financial reporting, including the Annual Comprehensive Financial Report (ACFR).
- **Budget & Forecasting (BF):** Manages agency financial planning, forecasting, budgeting, performance reporting and analysis, capital financial planning, and fare revenue analysis.
- **Risk Management (RM):** Manages self-insured workers’ compensation (WC) and Liability programs, the light duty program, agency insurance policies, and risk management.
- **Procurement & Supply Chain Management (PSCM):** Manages the purchasing of all goods and contracting for all services—including warranty programs and materials management—to support TriMet’s transportation and maintenance operations.
- **Fare Revenue & Administrative Services (FRAS):** Manages fare collection across the region, document services, and inter-office mail.
- **Grants Development & Compliance (GDC):** Manages grant development, accounting, reporting, administration, and compliance.

Budget by Departments

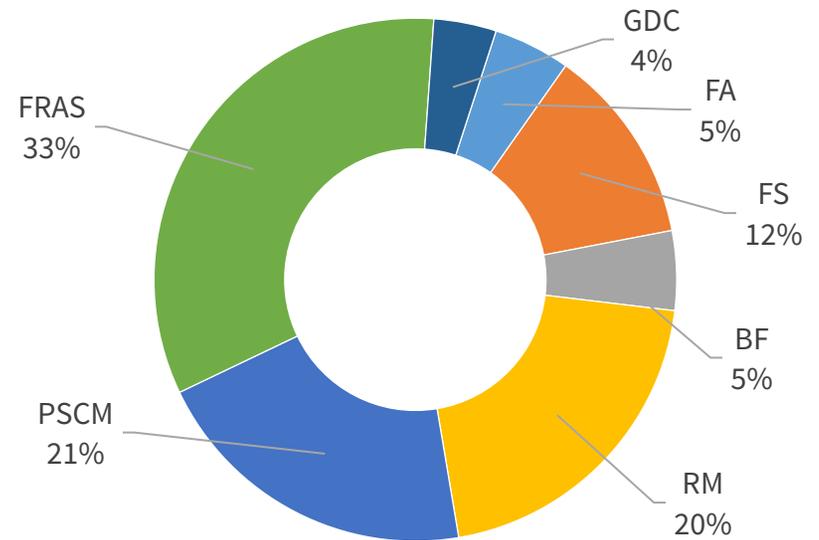
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
FA	1,002,464	1,109,296	1,637,438	1,251,112	1,802,295	-	-
FS	4,410,678	4,599,381	4,775,437	4,687,235	4,626,766	-	-
BF	1,333,824	1,736,793	2,081,353	2,065,307	1,858,862	-	-
RM	5,777,625	6,515,844	7,817,725	7,499,721	7,738,473	-	-
PSCM	7,021,861	7,274,037	7,964,947	7,703,933	7,784,632	-	-
FRAS	10,808,365	11,367,509	13,025,045	12,009,863	12,573,250	-	-
GDC	753,352	1,197,683	1,789,118	1,571,479	1,464,327	-	-
Total	\$31,108,169	\$33,800,543	\$39,091,063	\$36,788,650	\$37,848,605	-	-

Table 3. Finance & Administrative Services Division Budget by Departments

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$1.2 million (-3.2%), reducing from \$39.1 million to \$37.8 million. Finance Administration increases by \$164.9K (+10.1%), Financial Services (FS) decreases by \$148.7K (-3.1%), Budget & Forecasting (BF) decreases by \$222.5K (-10.7%), Risk Management (RM) decreases slightly by \$79.3K (-1.0%), Procurement & Supply Chain Management (PSCM) decreases by \$180.3K (-2.3%), Fare Revenue & Administrative Services (FRAS) decreases by \$451.8K (-3.5%), and Grants Development and Compliance (GDC) decreases by \$324.8K (-18.2%).

For the FY2027 Proposed Budget, FRAS represents 33% (\$12.6 million) of the total budget, PSCM accounts for 21% (\$7.8 million), RM represents 20% (\$7.7 million), Financial Services represents 12% (\$4.6 million), and all remaining departments collectively comprise 14% of the total budget.

FY2027 Budget by Department



FY2026 Accomplishments

Ensure Financial Stability and Stewardship

- Publish the District's audited Annual Comprehensive Financial Report by November 1, 2025.
- Reduced WC Experience rating from 1.45 to 1.23. This rating directly impacts WC premiums and is calculated based upon a 3-yr loss history compared with industry averages.

Elevate the Customer Experience

- Replaced 169 TVMs with new Fare Vending Machines, replaced fareboxes on 650 buses for better customer service and replaced Hop fare inspection equipment used by TriMet, WES, & Portland Streetcar.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(FRAS)** Complete TVM replacement for improved Hop card distribution and sales. Timeline through June 30, 2027.

Ensure Financial Stability and Stewardship

- **(FA)** Increase reporting metrics for claims, to identify trends, and mitigate losses.
- **(FA)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(FA)** Explore additional fare mitigation resources to allow greater subsidies for low-income riders through external partners with overlapping vulnerable communities (i.e. Temporary Assistance to Needy Families, Department of Health Services, Veterans Administration, Medicaid/Medicare, and Public Housing). Timeline through June 30, 2027.
- **(FS)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(FS)** Publish the District's audited Annual Comprehensive Financial Report (ACFR) by November.
- **(BF)** Manage and align financial performance and decision-making with the Strategic Financial Plan. Timeline through June 30, 2027.
- **(BF)** Complete a fiscally sustainable five-year internally agreed-upon Capital Improvement Plan; the upcoming fiscal year will be fully defined and funded with years two through five allocated with projected resources known at this time. Timeline through June 30, 2027.
- **(BF)** Manage financial resources to sustain agency operations through shortfalls resulting from COVID-19 pandemic economic impacts and shifts in travel demand. Timeline through June 30, 2027.

- **(FRAS)** Implement plans to decrease fare evasion. Timeline through January 31, 2027.
- **(GDC)** Manage Statewide Transportation Improvement Fund to support enhanced service and meet all regulatory requirements. Timeline through June 20, 2027.
- **(GDC)** Continue to overlay grant funding opportunities with TriMet's Capital Improvement Plan and other initiatives to identify and apply for funding. Timeline through June 30, 2027.
- **(GDC)** Pursue additional opportunities to maximize local, regional, federal, and state legislative/program opportunities and grants. Timeline through June 30, 2027.

Increase Investment in Safe and Reliable Infrastructure

- **(BF)** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives.
- **(PSCM)** Manage budget to provide investment for necessary asset replacement and rehabilitation, as well as agency capital initiatives. Timeline through June 30, 2030.
- **(PSCM)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline through June 30, 2030.
- **(PSCM)** Procure and implement enterprise asset management system (EAMS) software. Timeline through June 30, 2030.
- **(FRAS)** Replace the Hop Fastpass mobile app, websites and obsolete technology used by customers to ensure they have a reliable way to manage their Hop cards.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(FS)** Deliver updated training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2027.
- **(PSCM)** Based on comprehensive evaluation, develop centralized, structured, comprehensive TriMet maintenance program. Timeline through June 30, 2030.
- **(PSCM)** Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. Timeline through June 30, 2030.

Finance Administration Department (FA)

The Finance & Administrative Services Department is responsible for the oversight and management of all agency financial activities, assuring effective financial controls, planning for future financial requirements, obligations and liabilities, and administrative services functions.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	680,416	841,003	1,242,338	900,300	1,132,995	-	-
M&S	322,048	268,293	395,100	350,812	669,300	-	-
Total	\$1,002,464	\$1,109,296	\$1,637,438	\$1,251,112	\$1,802,295	-	-

Table 4. Finance Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Financial Officer	1.00	NU	FT	-	371,363	27	253,765	380,648
Executive Assistant, Administrative Services	1.00	NU	FT	-	124,613	13	80,965	121,448
Clerk II, Administrative	1.00	NU	FT	-	70,595	7	47,529	71,293
Total	3.00				\$566,571			

Table 5. Finance Administration Department Personnel Profile

Finance & Administrative Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	487,836	575,918	909,113	605,765	824,903
Fringe	192,580	265,085	333,225	294,535	308,092
Total	\$680,416	\$841,003	\$1,242,338	\$900,300	\$1,132,995

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal		12,761	42,800	21,399	30,000
Professional & Technical-Gen & Adm	18,785	32,976	66,200	59,568	400,000
Recruitment Expense	12,147		3,000	1,500	6,200
Temporary Help-Gen & Adm	39,786				10,000
Copier & Printer Usage and Maintenance	2,426	1,707		473	2,100
Cab Service - EE Ride home-Gen & Adm				24	
Other Services- Gen & Adm	9,721	8,070	12,000	15,304	15,000
Office Supplies	21,730	17,145	53,900	57,801	45,000
Equip/Furn < \$5,000-Gen & Adm		8,186	12,200	7,411	5,000
Other Materials- Gen & Adm	565	2,171	2,500	1,251	3,000
Telephone	30,924	23,389	44,600	30,061	35,000
NU-Dues & Subscriptions	8,751	13,117	20,000	14,005	18,000
NU-Local Travel & Meetings	2,042	2,742	7,500	3,750	5,000
NU-Education & Training - Gen & Adm	63,543	56,281	30,500	36,286	70,000
NU-Out-Of-Town Travel	107,392	84,767	91,400	97,450	20,000
Employee Recognition	4,236	4,981	8,500	4,529	5,000
Total	\$322,048	\$268,293	\$395,100	\$350,812	\$669,300

Financial Services Department (FS)

The Financial Services Department is responsible for the day-to-day financial accounting and reporting activities of TriMet. The department’s major functions include accounts payable, payroll, accounts receivable, treasury management, and accounting/reconciling functions over capital assets, inventory, long-term debt, Other Post-Employment Benefits (OPEB), pension plans, and other liabilities. Financial Services provides monthly and quarterly financial reports to the Board of Directors and manages the annual external financial audit including audit of the defined benefit pension plans and schedule of expenditures of Federal awards and the coordination of related Agreed Upon Procedure engagements for the Oregon Statewide Transportation Improvement Fund (“STIF”) and the Federal Transit Administration’s National Transit Database reporting. The department also coordinates the actuarial valuations over the defined benefits pension and the OPEB plans for the respective board of Trustees and takes a lead role in preparing official statements for periodic municipal securities and managing the District’s external facing investor relations website.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	3,874,530	4,056,920	4,268,437	4,239,181	4,093,766	-	-
M&S	536,148	542,461	507,000	448,054	533,000	-	-
Total	\$4,410,678	\$4,599,381	\$4,775,437	\$4,687,235	\$4,626,766	-	-

Table 6. Financial Services Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Financial Services	1.00	NU	FT	-	220,390	21	157,787	236,683
Manager, Senior, Financial Services	1.00	NU	FT	-	183,075	19	134,166	201,251
Manager, Debt and Treasury	1.00	NU	FT	-	153,800	18	123,570	185,355
Manager, Financial Systems	1.00	NU	FT	-	181,568	18	123,570	185,355
Manager, Accounting	1.00	NU	FT	-	147,700	17	113,731	170,595
Manager, Payroll	1.00	NU	FT	-	162,900	17	113,731	170,595
Accountant, Senior, Financial	2.00	NU	FT	-	196,400	14	88,247	132,372
Accountant, Senior, Long-Term Liabilities	1.00	NU	FT	-	106,500	14	88,247	132,372
Accountant, Senior, Treasury & Cash Management	1.00	NU	FT	-	107,230	14	88,247	132,372
Analyst, Business (Financial Systems)	1.00	NU	FT	-	123,091	14	88,247	132,372

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Accountant, Revenue	1.00	NU	FT	-	78,200	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	68,162	9	56,940	85,408
Specialist, Senior, Accounts Receivable	1.00	NU	FT	-	82,597	9	56,940	85,408
Senior Payroll Clerk	3.00	U	FT	-	289,431	340	74,194	98,946
Timekeeper	1.00	U	FT	-	84,712	336	111,010	111,010
Timekeeper	0.50	U	PT	-	42,356	336	111,010	111,010
Finance Clerk (Accounting)	3.00	U	FT	-	265,326	323	66,290	88,400
Finance Clerk (Payroll)	3.00	U	FT	-	251,845	323	66,290	88,400
Senior Accounts Payable Clerk	1.00	U	FT	-	100,674	322	74,194	98,946
Total	25.50				\$2,845,956			

Table 7. Financial Services Department Personnel Profile

Financial Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	2,857,746	2,946,859	3,076,146	3,096,127	2,918,192
Fringe	1,016,784	1,117,778	1,192,291	1,164,391	1,175,574
Capitalized Labor-Fringe		-7,717		-21,337	
Total	\$3,874,530	\$4,056,920	\$4,268,437	\$4,239,181	\$4,093,766

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	1,043		2,000	999	
Audits	243,991	277,331	260,000	260,000	290,000
Professional & Technical-Gen & Adm	46,100	15,585	24,000	12,906	15,000
Banking Charges	183,592	173,147	191,000	111,824	190,000
Temporary Help-Gen & Adm	10,947	13,191			4,000
Copier & Printer Usage and Maintenance	164	6,242		2,089	5,000
Software Hosting/Subscription Services	15,540	6,475			6,000
Other Services- Gen & Adm	4,332	9,743	15,000	8,250	7,000
Office Supplies	6,983	4,177		84	
Equip/Furn < \$5,000-Gen & Adm	735		1,500	750	2,000
Other Materials- Gen & Adm	808	3,182	1,500	34,322	2,000
Postage - Gen & Admin	10				
Computer Equip under \$5,000		925		305	
Telephone	7,335	6,014		2,400	
NU-Dues & Subscriptions	3,895	2,697		355	
NU-Education & Training - Gen & Adm	3,662	1,259			
NU-Out-Of-Town Travel		906			
Fines and Penalties - Payroll	361	9,925			
Software License Fees	6,650	11,662	12,000	13,770	12,000
Total	\$536,148	\$542,461	\$507,000	\$448,054	\$533,000

Budget & Forecasting Department (BF)

The Budget & Forecasting Department is responsible for agency financial planning, budgeting, forecasting, performance reporting and analysis fare revenue analysis, capital financial planning, and coordination of the Capital Program Committee. The department ensures budgetary actions are processed and completed in accordance with Oregon Local Budget Law ORS 294.100. In addition, the department closely adheres to Government Finance Officers Association (GFOA) best practices for building a budget document adding transparency, clarity and accuracy, to improve communication with elected officials and the public.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,277,664	1,677,699	1,881,453	1,927,664	1,792,862	-	-
M&S	56,160	59,094	199,900	137,643	66,000	-	-
Total	\$1,333,824	\$1,736,793	\$2,081,353	\$2,065,307	\$1,858,862	-	-

Table 8. Budget & Forecasting Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Budget & Forecasting	1.00	NU	FT	-	204,200	21	157,787	236,683
Manager, Budget & Forecasting	1.00	NU	FT	-	152,939	18	123,570	185,355
Manager, Finance Capital Improvement Program	1.00	NU	FT	-	142,164	17	113,731	170,595
Program Manager, Financial Systems	1.00	NU	FT	-	166,086	17	113,731	170,595
Assistant Manager, Budget	1.00	NU	FT	-	143,124	16	104,587	156,881
Analyst, Budget	4.00	NU	FT	-	404,220	13	80,965	121,448
Analyst, Financial	1.00	NU	FT	-	104,205	13	80,965	121,448
Total	10.00				\$1,316,938			

Table 9. Budget & Forecasting Department Personnel Profile

Budget & Forecasting Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	925,765	1,248,432	1,380,708	1,404,117	1,316,938
Fringe	351,899	429,267	500,745	525,123	475,924
Capitalized Labor-Fringe				-1,576	
Total	\$1,277,664	\$1,677,699	\$1,881,453	\$1,927,664	\$1,792,862

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		358	140,900	70,449	
Economic Forecasts	42,450	46,658	50,000	61,668	55,000
Copier & Printer Usage and Maintenance	472	1,952	1,000	917	2,500
Other Services- Gen & Adm	1,186	54	1,500	750	2,000
Office Supplies	720				
Other Materials- Gen & Adm	5,135	3,807	5,000	2,499	4,000
Computer Equip under \$5,000	1,388	6,265	1,500	1,360	2,500
NU-Dues & Subscriptions	2,132				
NU-Education & Training - Gen & Adm	2,677				
Total	\$56,160	\$59,094	\$199,900	\$137,643	\$66,000

Risk Management Department (RM)

The Risk Management Department is responsible for managing Self-Insured Workers Compensation and Liability insurance programs; develops risk management strategies, establishes risk and insurance plans to manage all assets and operations; procures insurance to manage all assets and operations, and develops risk transfer and risk financing mechanisms.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	879,623	1,007,215	1,137,725	1,122,032	1,174,973	-	-
M&S	4,898,002	5,508,629	6,680,000	6,377,689	6,563,500	-	-
Total	\$5,777,625	\$6,515,844	\$7,817,725	\$7,499,721	\$7,738,473	-	-

Table 10. Risk Management Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Risk Management	1.00	NU	FT	-	199,764	20	145,546	218,318
Adjuster, Senior, Claims	1.00	NU	FT	-	117,834	13	80,965	121,448
Administrator, NRV Driver Compliance Program	1.00	NU	FT	-	100,765	12	74,231	111,344
Administrator, Worker's Compensation	1.00	NU	FT	-	108,965	12	74,231	111,344
Adjuster, Claims	1.00	NU	FT	-	93,194	11	67,999	102,001
Specialist, Senior, Claims Investigation	1.00	NU	FT	-	68,702	10	62,259	93,386
Specialist, Senior, Claims Recovery	1.00	NU	FT	-	76,690	9	56,940	85,408
Assistant, Administrative	1.00	NU	FT	-	59,696	7	47,529	71,293
Total	8.00				\$ 825,610			

Table 11. Risk Management Department Personnel Profile

Risk Management Department

Personnel Services Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
Labor	665,584	747,799	802,543	820,123	825,610
Fringe	214,039	259,416	335,182	301,909	349,363
Total	\$879,623	\$1,007,215	\$1,137,725	\$1,122,032	\$1,174,973

Materials & Services Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
Claims Services	2,056	17,618	50,600	44,854	22,000
Copier & Printer Usage and Maintenance	378	985		12,135	1,000
Other Services- Gen & Adm	1,710	2,937	102,000	53,609	114,000
Office Supplies	1,660	141		89	
Other Materials- Gen & Adm	4,116	3,961	6,500	4,516	5,500
Unreconciled P-Card Expense		7		1	
Phys Damage Ins - B,G &Eq	1,464,904	1,653,177	1,959,700	1,853,818	1,859,100
Railroad Protective Ins	122,983	125,772	236,800	195,039	237,500
Cyber Security Insurance		77,502	79,400	77,043	79,400
PMLR Insurance Costs	593,972	548,679	642,500	626,544	642,500
WES Insurance Costs	2,705,873	2,499,540	2,926,800	2,854,203	2,926,800
Public Entity Liability Insurance		578,260	675,700	655,838	675,700
NU-Education & Training - Gen & Adm	350	50			
Total	\$4,898,002	\$5,508,629	\$6,680,000	\$6,377,689	\$6,563,500

Procurement & Supply Chain Management Department (PSCM)

The Procurement & Supply Chain Management Department is responsible for purchasing all goods and contracting all services in accordance with the Oregon Public Contracting Code and Federal Regulations. The Department also stores, tracks, and distributes all inventoried materials.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	6,503,309	7,037,436	7,673,947	7,461,643	7,529,632	-	-
M&S	518,552	236,601	291,000	242,290	255,000	-	-
Total	\$7,021,861	\$7,274,037	\$7,964,947	\$7,703,933	\$7,784,632	-	-

Table 12. Procurement & Supply Chain Management Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Procurement & Supply Chain Management	1.00	NU	FT	-	183,933	21	157,787	236,683
Manager, Contracts	1.00	NU	FT	-	153,650	18	123,570	185,355
Manager, Purchasing	1.00	NU	FT	-	151,400	17	113,731	170,595
Manager, Stores & Warranty Programs	1.00	NU	FT	-	156,400	17	113,731	170,595
Administrator, Senior, Contracts	4.00	NU	FT	-	481,610	14	88,247	132,372
Assistant Manager, Purchasing	1.00	NU	FT	-	109,300	14	88,247	132,372
Assistant Manager, Supply Chain	3.00	NU	FT	-	353,856	14	88,247	132,372
Administrator, Contracts	1.00	NU	FT	-	89,800	12	74,231	111,344
Administrator, Contracts	1.00	NU	FT	X	81,500	12	74,231	111,344
Coordinator, Warranty Programs	1.00	NU	FT	-	95,900	11	67,999	102,001
Assistant, Senior Administrative	1.00	NU	FT	-	63,918	9	56,940	85,408
Junior Partsperson	12.00	U	FT	-	1,038,556	376	83,803	89,794
Senior Buyer	6.00	U	FT	-	633,252	373	103,730	103,730
Senior Partsperson	9.00	U	FT	-	822,263	372	89,794	89,794

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assist Storekeeper Inventory Control	2.00	U	FT	-	191,868	371	94,286	94,286
Assistant Storekeeper (Bus)	4.00	U	FT	-	383,735	371	94,286	94,286
Assistant Storekeeper (Rail)	2.00	U	FT	-	191,868	371	94,286	94,286
Total	51.00				\$5,182,807			

Table 13. Procurement & Supply Chain Management Department Personnel Profile

Procurement & Supply Chain Management Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	4,775,207	5,089,840	5,609,193	5,389,609	5,360,128
Fringe	1,728,102	1,947,596	2,196,260	2,137,909	2,169,504
Capitalized Labor-Fringe			-131,506	-65,875	
Total	\$6,503,309	\$7,037,436	\$7,673,947	\$7,461,643	\$7,529,632

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	35,400	36,873	50,000	25,799	26,500
Copier & Printer Usage and Maintenance	3,443	7,643	5,000	18,284	8,000
Laundry	1,585	1,823	2,500	2,176	3,000
Other Services- Gen & Adm	27,234	45,531	39,000	36,831	45,000
Procurement Advertising	10,064	17,996	30,000	15,011	20,000
Office Supplies	11,842	3,869		9,559	
Freight - Mtc Matl	54,549	49,828	40,000	51,620	50,000
Equip/Furn < \$5,000-Rev Eq Maint		33,462	85,000	43,534	
Equip/Furn < \$5,000-Gen & Adm	18,845	10,943			32,000
Inventory Adjustments	148,511	-15,044		1,044	35,000
Other Materials- Gen & Adm	22,771	14,184	30,000	18,763	25,000
Other Materials- Rev Eq Maint	11,843	2,707	5,000	5,580	
Unreconciled P-Card Expense	1,933	4,029			
Computer Equip under \$5,000	91,712	579			5,000
Safety Supplies- Gen & Adm	-33,066	4,065	3,500	3,338	5,000
Obsolete Inventory	99,727	548			
Invoice Price Variance	-357	646		-898	
Telephone	10,179	9,277		2,384	
OR Corporate Activity Tax (CAT)	93	8		98	
2025 Tariffs				4,915	
NU-Education & Training - Gen & Adm	1,380	881			
NU-Out-Of-Town Travel				3,206	
Freight Expense		6,633		525	
CDL Renewals			1,000	501	
Employee Recognition	864	120		20	500
Total	\$518,552	\$236,601	\$291,000	\$242,290	\$255,000

Fare Revenue & Administrative Services Department (FRAS)

The Fare Revenue & Administrative Services Department consists of fare revenue collection, processing, cash controls, sales, and distribution of TriMet fares. This includes operations and maintenance of the Hop Fastpass® Solution on behalf of TriMet, C-Tran, and Portland Streetcar. The team is also responsible for maintaining Fare Vending Machines and all fare and communication equipment on light rail platforms.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	6,293,441	6,905,034	7,502,945	7,367,869	7,645,350	-	-
M&S	4,514,924	4,462,475	5,522,100	4,641,994	4,927,900	-	-
Total	\$10,808,365	\$11,367,509	\$13,025,045	\$12,009,863	\$12,573,250	-	-

Table 14. Fare Revenue & Administrative Services Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Fare Revenue & Administrative Services	1.00	NU	FT	-	191,278	21	157,787	236,683
Project Manager, IT	1.00	NU	FT	-	92,112	18	123,570	185,355
Manager, Fare & Communication Equipment	1.00	NU	FT	-	166,886	17	113,731	170,595
Manager, Fare Systems (Operations)	1.00	NU	FT	-	135,900	17	113,731	170,595
Manager, Fare Revenue	1.00	NU	FT	-	143,300	16	104,587	156,881
Assistant Manager, Fare & Communication Equipment	2.00	NU	FT	-	247,400	15	96,124	144,186
Analyst, Fare Systems	3.00	NU	FT	-	306,665	14	88,247	132,372
Assistant Manager, Fare Revenue Controls	1.00	NU	FT	-	115,500	14	88,247	132,372
Assistant Manager, Document Services	1.00	NU	FT	-	80,496	9	56,940	85,408
Fare Revenue Assistant Supervisor	1.00	U	FT	-	97,923	736	72,176	96,242
Fare Revenue Specialist	8.00	U	FT	-	711,536	733	65,978	87,963
Fare Revenue Supervisor	1.00	U	FT	-	105,669	716	77,896	103,854
Field Technician	22.00	U	FT	-	2,203,197	591	98,426	98,426
Assistant Supervisor, Field Technician	2.00	U	FT	-	230,343	590	113,194	113,194

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Mail Services Clerk	1.00	U	FT	-	75,384	356	55,557	74,090
Moneyroom Clerk	2.00	U	FT	-	215,190	331	79,310	105,747
Moneyroom Supervisor	1.00	U	FT	-	110,939	330	81,765	109,034
Total	50.00				\$5,229,717			

Table 15. Fare Revenue & Administrative Services Department Personnel Profile

Fare Revenue & Administrative Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	4,678,618	5,105,507	5,655,177	5,479,129	5,647,209
Fringe	1,618,057	1,799,527	1,847,768	1,888,740	1,998,141
Capitalized Labor-Fringe	-3,234				
Total	\$6,293,441	\$6,905,034	\$7,502,945	\$7,367,869	\$7,645,350

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		84,501	445,600	256,324	237,600
Banking Charges	1,148,108	1,402,986	1,800,000	1,739,241	1,800,000
Money Transport	43,350	42,762	50,000	46,880	50,000
Ticket Vend & Servicing	245,296	244,543	250,000	232,100	277,800
Equipment Repair & Mtc - Gen & Adm			9,100	5,145	
Copier & Printer Usage and Maintenance	1,531	4,005		1,353	1,000
Photo Copier Maint-Doc Svcs	44,969	18,510	45,000	37,789	63,500
Software Maintenance			73,500	44,129	
Software Hosting/Subscription Services				6,894	94,600
Contracted Mtc-Fare Eq	4,608	2,070	5,000	3,189	3,000
Office Maint Custodial	33		15,200	7,599	
Laundry	1,139	1,138	1,400	1,294	1,100
Other Services- Gen & Adm	162,584	60,807	284,800	169,318	490,800
Other Services-Facility/Eq Maint			337,700	168,849	
Retail Network Commissions	437,975	429,704	520,700	483,617	550,000
Uniforms - Veh Ops	1,276	2,640	2,900	4,005	2,900
Tickets, Passes & Fare Media Cards	1,710,972	1,072,159	674,400	565,523	761,700
Office Supplies	32,093	34,011		12,376	
Freight - Mtc Matl		14	1,000	501	
Equip/Furn < \$5,000-Gen & Adm	4,565	281	6,100	3,583	2,900
Small Hand Tools-Fac/Eq Maint	1,809	1,006	3,000	2,244	2,000
Other Materials- Gen & Adm	49,847	37,938	71,200	47,329	45,200
Other Materials- Fac/Eq Maint	281	21,995	14,200	22,393	3,500
Unreconciled P-Card Expense	1,004	42		139	
Postage - Gen & Admin	153,957	137,089	174,600	151,853	191,500
Computer Equip under \$5,000	4,311	54,663	3,000	1,500	16,800

Fare Revenue & Administrative Services Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Doc Svcs Supplies	1,848	2,457	15,200	7,599	4,200
Safety Supplies - Fac/Eq Maint	21,035	10,956	25,000	18,203	11,400
Obsolete Inventory	47,093	470,661			
Maint Matl Fare Equip	174,928	91,875	192,900	214,301	130,100
Maint - eFare Equipment	366	280			
Maint Materials Comm/Video	181,186	187,281	251,700	246,932	185,000
Telephone	33,128	39,233		11,344	
NU-Dues & Subscriptions	2,100	2,100		2,362	
NU-Local Travel & Meetings	3,500	3,060		1,530	
UN-Education & Training - Gen & Adm		1,500			
CDL Renewals		208	1,000	605	
Employee Recognition	32				
Software License Fees			246,600	123,300	
Rental			1,300	651	1,300
Total	\$4,514,924	\$4,462,475	\$5,522,100	\$4,641,994	\$4,927,900

Grants Development & Compliance Department (GDC)

The Grants Development & Compliance Department is responsible for development, submission, and execution of all competitive and noncompetitive grants, as well as the administration, accounting, reporting, and monitoring of all grant related funds. The department is also responsible for ensuring compliance with all federal, state, and local grant requirements for internal projects as well as funds passed through to other organizations.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	745,335	1,190,712	1,764,618	1,557,208	1,454,127	-	-
M&S	8,017	6,971	24,500	14,271	10,200	-	-
Total	\$753,352	\$1,197,683	\$1,789,118	\$1,571,479	\$1,464,327	-	-

Table 16. Grants Development & Compliance Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Grants	1.00	NU	FT	-	207,821	21	157,787	236,683
Manager, Grant Accounting	1.00	NU	FT	-	120,104	17	113,731	170,595
Manager, Grants	1.00	NU	FT	-	142,164	17	113,731	170,595
Analyst, Senior, Grants Compliance	2.00	NU	FT	-	247,800	15	96,124	144,186
Accountant, Senior, Grants	2.00	NU	FT	-	225,100	14	88,247	132,372
Specialist, Senior, Grant Development	1.00	NU	FT	-	117,900	14	88,247	132,372
Total	8.00				\$1,060,889			

Table 17. Grants Development & Compliance Department Personnel Profile

Grants Development & Compliance Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	577,261	922,424	1,291,738	1,218,207	1,060,889
Fringe	168,074	268,936	472,880	413,605	393,238
Capitalized Labor-Fringe		-648		-74,604	
Total	\$745,335	\$1,190,712	\$1,764,618	\$1,557,208	\$1,454,127

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	6,063		9,200	4,599	5,000
Copier & Printer Usage and Maintenance	136	443		100	800
Other Services- Gen & Adm	495	858	3,500	1,849	1,400
Office Supplies	268				
Equip/Furn < \$5,000-Gen & Adm	300	5,670	7,300	3,651	1,000
Computer Equip under \$5,000			4,500	4,072	2,000
NU-Dues & Subscriptions	755				
Total	\$8,017	\$6,971	\$24,500	\$14,271	\$10,200



TriMet Fact

Some segments of the MAX system have been in use for 30 years. In some areas, rail needs to be replaced or the material under the tracks needs to be upgraded. In the coming years, we will replace problematic switches and make other track adjustments to reduce the number of disruptions, delays and precautionary slow zones.

Information Technology Division

Division Overview

Mission

The Information Technology Division is responsible for managing information resources including corporate data, computing tools, and networks used to carry out agency-wide business processes and management tools.

Authorized Positions

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	102.00	106.00	109.00	104.00	104.00	-	-

Table 1. Information Technology Division Authorized FTEs

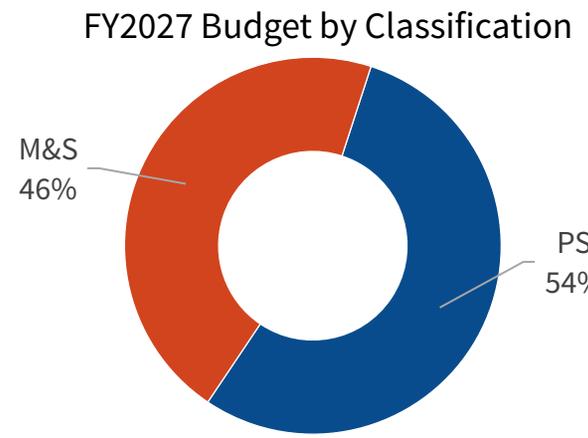
Budget Summary

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	17,061,736	18,276,475	21,343,567	20,488,664	21,120,141	-	-
M&S	12,660,442	16,068,933	16,062,500	16,879,876	17,689,500	-	-
Total	\$29,722,178	\$34,345,408	\$37,406,067	\$37,368,540	\$38,809,641	-	-

Table 2. Information Technology Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$1.4 million (+3.8%), rising from \$37.4 million to \$38.8 million. Personnel Services decrease by \$233.8K (-1.0%), while Materials & Services increase by \$1.6 million (+10.1%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 54% (\$21.1 million) of the total budget, while Materials & Services account for approximately 46% (\$17.7 million).



Departments and Priorities

- **IT Administration (ITA):** Provide vision, direction, governance, and strategic planning for Agency IT. Provide administrative support and financial management for the Division.
- **IT Operations & Infrastructure (IOI):** Plan, design, implement, and operate standards for agency IT infrastructure including delivering high availability services.
- **Information Security (IS):** Design, implement, and operate the information security program that protects the agency’s system, services, and data against unauthorized use, disclosure, modification, damage, and loss.
- **Enterprise Systems (ES):** Application development, maintenance, monitoring, and automation for enterprise business systems including integrations, data management, administration systems, and process analysis.
- **Intelligent Transportation Systems (ITS):** Develop or acquire, integrate, and manage the operational technology (OT) systems that enable and support transit operations.

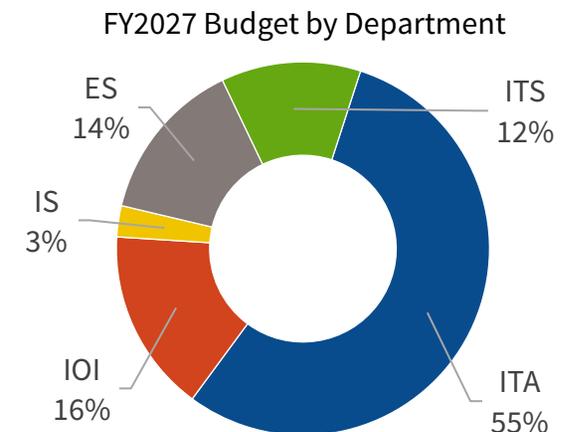
Budget by Department

Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
ITA	15,074,886	17,934,332	19,201,140	19,264,107	21,382,127	-	-
IOI	4,732,784	5,845,303	6,517,085	6,329,129	6,166,361	-	-
IS	1,011,502	1,289,255	1,221,400	1,174,639	1,048,524	-	-
ES	4,931,510	4,893,680	5,646,349	5,660,771	5,510,331	-	-
ITS	3,971,496	4,382,838	4,820,093	4,939,894	4,702,298	-	-
Total	\$29,722,178	\$34,345,408	\$37,406,067	\$37,368,540	\$38,809,641	-	-

Table 3. Information Technology Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$1.4 million (+3.8%), rising from \$37.4 million to \$38.8 million. IT Administration (ITA) increases by \$2.2 million (+11.4%), while IT Operations & Infrastructure (IOI) decreases by \$350.7K (-5.4%), Information Security (IS) decreases by \$172.9K (-14.2%), Enterprise Systems (ES) decreases by \$136.0K (-2.4%), and Intelligent Transportation Systems (ITS) decreases by \$117.8K (-2.4%).

For the FY2027 Proposed Budget, IT Administration represents 55% (\$21.4 million) of the total budget, IT Operations & Infrastructure accounts for 16% (\$6.2 million), Enterprise Systems represents 14% (\$5.5 million), Intelligent Transportation Systems represents 12% (\$4.7 million), and Information Security comprises 3% (\$1.0 million).



FY2026 Accomplishments

Increase Investment in Safe and Reliable Infrastructure

- Assess 50% of the application portfolio for fitness-for-purpose.
- On track with two major projects to modernize and streamline the application portfolio.

FY2027 Goals and Objectives

The focus of IT during FY2027 will be to strengthen TriMet's financial situation by developing efficiencies that hit the bottom line.

Elevate the Customer Experience

- **(ITS)** Fixed-Route Bus CCTV Retrofit Project – Timeline through June 30, 2029
- **(ITS)** Rail Control System Upgrade – Timeline through June 30, 2028
- **(ITS)** Complete the FHWA/ODOT TSP Grant. Timeline = 3 years from the point in time that the federal government releases funding.

Increase Investment in Safe and Reliable Infrastructure

- **(All)** Simplify and streamline the application portfolio. During FY27, IT will complete an assessment of the agency's software portfolio for fitness-for-purpose, and will develop an architecture plan to guide future evolution of the portfolio, with the main objective of keeping operating costs as low as possible while delivering all services that are essential to the mission of the agency.
- **(All)** ERP replacement: This multi-year project is seeking funding to launch in FY27. It is co-sponsored by LRHR and Finance. Industry baselines indicate that while the initial expense is large, TriMet could look forward to a payback in under 3 years, with ongoing savings on the order of \$10M annually.
- **(ITA)** Continue reducing technical debt through a dual approach: (1) executing business-driven projects that align with operational needs while also minimizing technical debt, and (2) initiating IT-led modernization projects to enhance core architecture for future improvements. Timeline through June 30, 2027.
- **(IS)** Strengthen and fund maintenance of our transit assets. Timeline through June 30, 2027.
- **(IS)** Work with the TriMet OT Cybersecurity Working Group (OTCSWG) to develop a plan for replacing aging GE Fanuc PLCs in the Signal environment, including testing replacement hardware and software and defining a fully budgeted path for remaining device replacements.
- **(IS)** Implement Zscaler in the second rollout phase, expanding deployment to most desk workers to strengthen network security and improve visibility into Generative AI usage across the agency. Target completion: June 30, 2027.
- **(ES)** Work with Service Delivery to replace legacy applications with Hastus commercial-off-the-shelf software, a new scheduling program that will make life easier for operators and the teams who support them.

IT Administration Department (ITA)

The IT Administration Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT, as well as administrative support and financial management for the Division.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	3,227,063	3,720,327	5,143,840	4,472,053	5,223,127	-	-
M&S	11,847,823	14,214,005	14,057,300	14,792,054	16,159,000	-	-
Total	\$15,074,886	\$17,934,332	\$19,201,140	\$19,264,107	\$21,382,127	-	-

Table 4. IT Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Information Officer	1.00	NU	FT	-	303,044	26	233,346	350,020
Director, Project & Portfolio Management	1.00	NU	FT	-	237,802	22	170,901	256,354
Manager, IT Project Management Office	1.00	NU	FT	-	158,162	20	145,546	218,318
Manager, Mobility & Location Based Services	1.00	NU	FT	-	196,205	19	134,166	201,251
Manager, Service Desk	1.00	NU	FT	-	159,102	18	123,570	185,355
Project Manager, IT	5.00	NU	FT	-	830,341	18	123,570	185,355
Project Manager, IT	2.00	NU	FT	X	315,155	18	123,570	185,355
Analyst, Senior, Geospatial Systems	1.00	NU	FT	-	112,895	16	104,587	156,881
Analyst, Senior, IT Business Systems	4.00	NU	FT	-	514,503	16	104,587	156,881
Analyst, Senior, IT Business Systems	1.00	NU	FT	X	125,925	16	104,587	156,881
Engineer, Senior, Geospatial Data	1.00	NU	FT	-	149,530	16	104,587	156,881
Analyst, Senior, Geospatial Data	2.00	NU	FT	-	245,072	15	96,124	144,186
Analyst, IT Finance & Planning	1.00	NU	FT	-	121,968	14	88,247	132,372
Analyst, IT Finance & Planning	1.00	NU	FT	X	110,310	14	88,247	132,372
Analyst, Geospatial Data	1.00	NU	FT	X	75,306	12	74,231	111,344
Assistant, Executive Administrative	1.00	NU	FT	-	103,792	12	74,231	111,344
Specialist, Senior, Technical Support	2.00	NU	FT	-	165,818	12	74,231	111,344
Total	27.00				\$3,924,930			

Table 5. IT Administration Department Personnel Profile

IT Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,171,139	3,354,098	4,349,458	3,746,291	4,397,111
Fringe	944,782	1,118,086	1,420,777	1,281,135	1,430,506
Capitalized Labor-Fringe	-888,858	-751,857	-626,395	-555,373	-604,490
Total	\$3,227,063	\$3,720,327	\$5,143,840	\$4,472,053	\$5,223,127

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	625,266	1,013,702	176,600	969,597	263,800
Temporary Help-Gen & Adm	354,851	846,493	169,800	188,904	136,200
Copier & Printer Usage and Maintenance	438	1,178		279	1,200
Computer Hardware Maint-Fac Maint		26,460			13,000
Software Maintenance	615,221	1,281,276		450,407	
Warranty Costs		-19,362			
Vehicle Control Sys Maint	352,000				
Other Services- Gen & Adm	54,023	79,864	5,000	17,988	5,000
Office Supplies	4,709	7,113	1,000	1,884	5,000
Equip/Furn < \$5,000-Gen & Adm	1,594	5,135		2,716	
Other Materials- Gen & Adm	566,380	37,090	10,000	383,877	64,000
Unreconciled P-Card Expense	492	164			
Microcomputer Software	380,533	432	2,000	999	
Computer Equip under \$5,000	24,319	24,439		11,187	24,000
Telephone	129,412	84,389	34,000	35,617	90,000
NU-Dues & Subscriptions	41,868	6,632	73,500	54,251	12,000
NU-Local Travel & Meetings	45,843	7,235	1,000	30,660	700
NU-Education & Training - Gen & Adm	30,140	62,933	70,000	46,305	1,600
NU-Out-Of-Town Travel	47,029	55,359	25,000	20,386	5,100
Employee Recognition	718	2,287	1,000	1,171	2,000
Software License Fees	8,572,987	10,691,186	13,488,400	12,575,826	15,535,400
Total	\$11,847,823	\$14,214,005	\$14,057,300	\$14,792,054	\$16,159,000

IT Operations & Infrastructure Department (IOI)

The IT Operations & Infrastructure Department is responsible for planning, designing, implementing, and operating standards for agency IT infrastructure including delivering high availability services.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	4,444,267	4,598,523	4,850,885	4,933,617	4,820,761	-	-
M&S	288,517	1,246,780	1,666,200	1,395,512	1,345,600	-	-
Total	\$4,732,784	\$5,845,303	\$6,517,085	\$6,329,129	\$6,166,361	-	-

Table 6. IT Operations & Infrastructure Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, IT Operations & Infrastructure	1.00	NU	FT	-	240,238	22	170,901	256,354
Manager, Network Communications	1.00	NU	FT	-	176,205	19	134,166	201,251
Manager, Physical Infrastructure	1.00	NU	FT	-	195,525	19	134,166	201,251
Manager, Technical Services	1.00	NU	FT	-	169,162	18	123,570	185,355
Engineer, Senior, Network (Communications)	3.00	NU	FT	-	511,378	17	113,731	170,595
Engineer, Senior, Network (Fiber)	3.00	NU	FT	-	452,457	17	113,731	170,595
Engineer, Senior, Systems (Server Administration)	4.00	NU	FT	-	608,393	17	113,731	170,595
Engineer, Senior, Systems (Server Administration)	1.00	NU	FT	X	134,949	17	113,731	170,595
Engineer, Senior, Mobile Device	1.00	NU	FT	-	138,909	16	104,587	156,881
Engineer, Senior, Telecommunications	2.00	NU	FT	-	282,986	16	104,587	156,881
Engineer, Senior, Virtual Desktop	1.00	NU	FT	-	112,656	16	104,587	156,881
Engineer, Network Communications	1.00	NU	FT	-	141,421	15	96,124	144,186
Engineer, Systems (Server Administration)	1.00	NU	FT	-	140,978	15	96,124	144,186
Specialist, Senior, Technical Support	5.00	NU	FT	-	493,790	12	74,231	111,344
Total	26.00				\$3,799,046			

Table 7. IT Operations & Infrastructure Department Personnel Profile

IT Operations & Infrastructure Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,408,330	3,524,139	3,831,734	3,767,987	3,799,046
Fringe	1,071,733	1,095,452	1,328,338	1,351,857	1,329,780
Capitalized Labor-Fringe	-35,796	-21,068	-309,187	-186,227	-308,065
Total	\$4,444,267	\$4,598,523	\$4,850,885	\$4,933,617	\$4,820,761

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	52,567	433,393	9,400	70,734	6,100
Temporary Help-Gen & Adm	148,891	172,013		326,585	3,200
Copier & Printer Usage and Maintenance	332	424		190	400
Communication Systems Maintenance	1,425	3,327	1,553,400	777,125	1,258,200
Computer Hardware Maint-Fac Maint	5,367	6,459	20,000	9,999	6,000
Other Services- Gen & Adm	2,500	3,315		1,275	
Other Materials- Gen & Adm		559,106	6,400	142,745	6,400
Unreconciled P-Card Expense	1,612	119			
Communications System Materials		2,531			
Microcomputer Mtc Mat'l			2,000	999	
Network Access Services	68,823	63,033	75,000	64,330	65,000
NU-Local Travel & Meetings	7,000	3,060		1,530	300
Total	\$288,517	\$1,246,780	\$1,666,200	\$1,395,512	\$1,345,600

Information Security Department (IS)

The Information Security Department designs, implements, and operates the information security program that protects the agency’s systems, services, and data against unauthorized use, disclosure, modification, damage, and loss.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	893,570	1,173,096	1,051,600	1,018,148	919,924	-	-
M&S	117,932	116,159	169,800	156,491	128,600	-	-
Total	\$1,011,502	\$1,289,255	\$1,221,400	\$1,174,639	\$1,048,524	-	-

Table 8. Information Security Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Information Security	1.00	NU	FT	-	251,107	22	170,901	256,354
Analyst, Senior, Network Ops & Cybersecurity	3.00	NU	FT	-	444,664	17	113,731	170,595
Total	4.00				\$695,771			

Table 9. Information Security Department Personnel Profile

Information Security Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	681,292	852,458	791,909	769,566	695,771
Fringe	212,278	320,638	259,691	248,582	224,153
Total	\$893,570	\$1,173,096	\$1,051,600	\$1,018,148	\$919,924

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PCI Compliance Audit	81,744	89,798	110,000	116,286	110,000
Professional & Technical-Gen & Adm	34,782	25,990	59,800	29,901	18,100
Temporary Help-Gen & Adm				10,240	
Copier & Printer Usage and Maintenance	193	371		64	500
Other Services- Gen & Adm	1,213				
Total	\$117,932	\$116,159	\$169,800	\$156,491	\$128,600

Enterprise Systems Department (ES)

The Enterprise Systems Department is responsible for providing vision, direction, governance, and strategic planning for Agency IT. The department also provides administrative support and financial management for the Division.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	4,533,074	4,420,067	5,567,749	5,255,040	5,485,131	0	0
M&S	398,436	473,613	78,600	405,731	25,200	0	-
Total	\$4,931,510	\$4,893,680	\$5,646,349	\$5,660,771	\$5,510,331	0	0

Table 10. Enterprise Systems Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Enterprise Systems	1.00	NU	FT	-	258,880	23	184,983	277,476
Enterprise Architect, Principal	1.00	NU	FT	-	195,129	20	145,546	218,318
Manager, Enterprise Systems Applications	1.00	NU	FT	-	205,856	20	145,546	218,318
Manager, Enterprise Systems Development	1.00	NU	FT	-	197,240	20	145,546	218,318
Manager, SRE & Database Services	1.00	NU	FT	-	176,553	20	145,546	218,318
Developer Analyst, Principal, Oracle	1.00	NU	FT	-	180,496	19	134,166	201,251
Database Architect, Senior	1.00	NU	FT	-	166,562	18	123,570	185,355
DBA, Senior, Oracle Applications	3.00	NU	FT	-	523,454	18	123,570	185,355
Engineer, Senior, Software	6.00	NU	FT	-	933,717	18	123,570	185,355
Developer, Senior, Oracle	1.00	NU	FT	-	157,522	17	113,731	170,595
Analyst, Senior, IT Systems	2.00	NU	FT	-	279,147	16	104,587	156,881
Engineer, Software	6.00	NU	FT	-	833,193	16	104,587	156,881
Total	25.00				\$4,107,750			

Table 11. Enterprise Systems Department Personnel Profile

Enterprise Systems Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,770,569	3,805,111	4,310,718	4,174,713	4,107,750
Fringe	1,264,854	1,388,792	1,428,800	1,377,740	1,377,381
Capitalized Labor-Fringe	-502,349	-773,836	-171,769	-297,413	
Total	\$4,533,074	\$4,420,067	\$5,567,749	\$5,255,040	\$5,485,131

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm			24,600	13,529	
Temporary Help-Gen & Adm	383,961	464,603	50,000	390,173	25,100
Copier & Printer Usage and Maintenance	36	42		12	100
Other Materials- Gen & Adm			4,000	2,001	
Unreconciled P-Card Expense	4,597	8,968			
Computer Equip under \$5,000	9,842			16	
Total	\$398,436	\$473,613	\$78,600	\$405,731	\$25,200

Intelligent Transportation Systems Department (ITS)

The Intelligent Transportation Systems Department is responsible for developing or acquiring, integrating, and managing the operational technology (OT) systems that enable and support transit operations. OT systems include bus and rail dispatch, automatic vehicle location, automated passenger counting, radio communications, onboard and fixed cameras and video management, transit signal priority, passenger information systems, and operator information systems.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	3,963,762	4,364,462	4,729,493	4,809,806	4,671,198	0	0
M&S	7,734	18,376	90,600	130,088	31,100	0	0
Total	\$3,971,496	\$4,382,838	\$4,820,093	\$4,939,894	\$4,702,298	0	0

Table 12. Intelligent Transportation Systems Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Intelligent Transportation Systems	1.00	NU	FT	-	239,565	22	170,901	256,354
Manager, ITS Systems	2.00	NU	FT	-	371,974	20	145,546	218,318
Engineer, Senior, Intelligent Transp Systems	10.00	NU	FT	-	1,590,799	18	123,570	185,355
Engineer, Senior, Software	4.00	NU	FT	-	694,595	18	123,570	185,355
Engineer, Intelligent Transportation Systems	3.00	NU	FT	-	347,003	16	104,587	156,881
Engineer, Intelligent Transportation Systems	2.00	NU	FT	X	267,208	16	104,587	156,881
Total	22.00				\$3,511,144			

Table 13. Intelligent Transportation Systems Department Personnel Profile

Intelligent Transportation Systems Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,210,999	3,466,838	3,568,184	3,597,110	3,511,144
Fringe	945,128	1,149,006	1,161,309	1,226,236	1,160,054
Capitalized Labor-Fringe	-192,365	-251,382		-13,540	
Total	\$3,963,762	\$4,364,462	\$4,729,493	\$4,809,806	\$4,671,198

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	4,608	15,120	85,100	83,049	26,000
Copier & Printer Usage and Maintenance	76	130		84	200
Equip/Furn < \$5,000-Gen & Adm		674			
Other Materials- Gen & Adm	3,017	99	5,500	46,955	2,900
Unreconciled P-Card Expense		3			
Computer Equip under \$5,000	33	2,350			2,000
Total	\$7,734	\$18,376	\$90,600	\$130,088	\$31,100



TriMet Fact

In 2025, The American Council of Engineering Companies (ACEC) Oregon Chapter recognized TriMet's "A Better Red" project with a best in transportation category award. The Better Red project extended MAX Red Line west to serve 10 more stations in Beaverton and Hillsboro, and improved schedule reliability for the entire MAX system. The project brought nearly \$100 million in federal funds and creates jobs for the region.

Labor Relations & Human Resources Division

Division Overview

Mission

The Labor Relations and Human Resources Division's purpose is for TriMet to be a place where talented people want to come, stay and thrive.

Auhtorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	47.80	65.60	65.80	56.80	56.80	-	-

Table 1. Labor Relations & Human Resources Division Authorized FTEs

Budget Summary

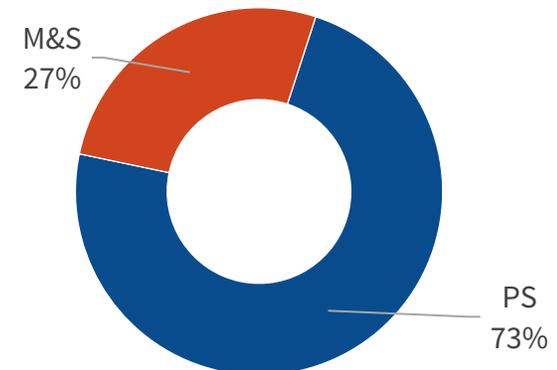
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	6,337,382	8,203,867	10,152,568	9,702,440	9,413,854	-	-
MS	2,791,705	3,126,349	3,877,900	3,568,568	3,427,900	-	-
Total	\$9,129,087	\$11,330,216	\$14,030,468	\$13,271,008	\$12,841,754	-	-

Table 2. Labor Relations & Human Resources Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$1.2 million (-8.5%), declining from \$14.0 million to \$12.8 million. Personnel Services decrease by \$738.7K (-7.3%), while Materials & Services decrease by \$450.0K (-11.6%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 73% (\$9.4 million) of the total budget, while Materials & Services account for approximately 27% (\$3.4 million).

FY2027 Budget by Classification



Departments and Priorities

- **Human Resources Administration (HRA):** Responsible for aligning the division on strategy, objectives, and project ownership to establish TriMet as a place where talented people want to come, stay and thrive.
- **Benefits & HRIS (BH):** Manages the agency’s benefits programs ensuring a competitive benefits package, including employee wellness initiatives, administration of benefits related initiatives in the HR manual, collective bargaining agreement, and other procedures, and utilizing our HRIS system to ensure access to benefits.
- **Talent Management (TM):** Responsible for talent acquisition, talent development, performance management, succession planning and career development, employee engagement and recognition.
- **Labor Relations (LR):** Responsible for ensuring effective administration of the collective bargaining agreement, bargaining labor agreements, managing discipline and grievance processes, and facilitating successful and sustainable operational practices that respect and value the workforce.
- **Compensation (C):** Manages the agency’s compensation program, HR data analysis, performance management, and human capital systems.
- **LRHR Legal Compliance (LC):** Provides advice to Agency and Division on labor & employment laws and regulations; oversees workplace accommodations, EEO investigations, administrative responses (ERB, BOLI, EEOC, DOL), HR policy manual, personnel files, and various other LRHR programs that involve legal compliance.

Budget by Department

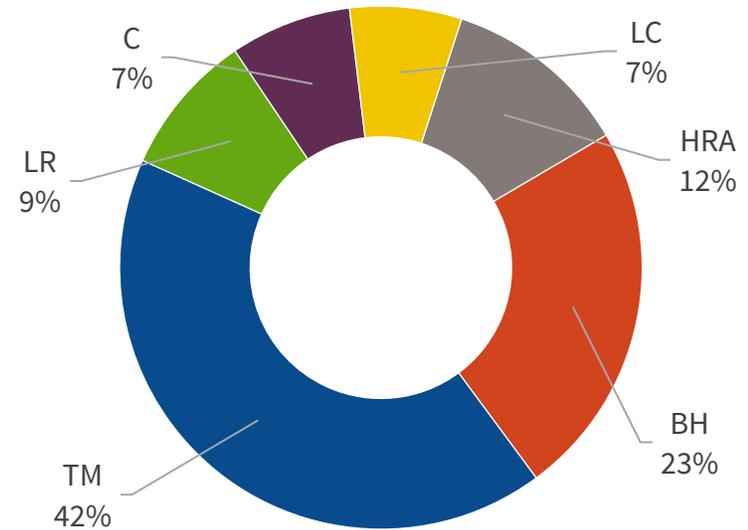
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
HRA	1,312,009	1,259,485	1,572,091	1,270,466	1,481,760	-	-
BH	2,063,933	2,634,595	2,836,294	3,016,579	2,991,782	-	-
TM	3,888,793	4,946,343	7,118,156	6,595,700	5,380,035	-	-
LR	1,215,469	1,338,848	1,449,351	1,324,725	1,135,858	-	-
C	648,883	1,150,945	1,054,576	1,063,538	964,241	-	-
LC	-	-	-	-	888,078	-	-
Total	\$9,129,087	\$11,330,216	\$14,030,468	\$13,271,008	\$12,841,754	-	-

Table 3. Labor Relations & Human Resources Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$1.2 million (-8.5%), declining from \$14.0 million to \$12.8 million. Talent Management (TM) decreases by \$1.7 million (-24.4%), Labor Relations (LR) decreases by \$313.4K (-21.6%), and Compensation (C) decreases by \$90.3K (-8.6%), while Benefits & HRIS (BH) increases by \$155.5K (+5.5%) and Human Resources Administration (HRA) decreases by \$90.3K (-5.7%). Legal Compliance (LC) reflects a new budget of \$888.1K beginning in FY2027.

For the FY2027 Proposed Budget, Talent Management represents 42% (\$5.37 million) of the total budget, Benefits & HRIS accounts for 23% (\$3.0 million), Human Resources Administration represents 12% (\$1.48 million), Labor Relations represents 9% (\$1.13 million), LRHR Legal Compliance represents 7% (\$888.1K), and Compensation comprises 7% (\$964.2K).

FY2027 Budget by Department



FY2026 Accomplishments

Continue to Build an Adaptable, Safe, and Thriving Workplace

- Benefits on boarded and trained four new positions/employees.
- Implemented New Union Contract provisions including Childcare Reimbursement Program.
- Improved EEO/HR investigation program and provided training to managers regarding conducting effective workplace investigations.
- Provided training and guidance to labor relations staff on defending labor arbitrations, and to other LRHR staff on defending BOLI/EEOC charges, ensuring that labor arbitrations and agency charges are handled effectively and efficiently.
- Leveraged existing technology and internal talent to improve the efficiency in which personnel transactions are entered and approved into our HR database.
- Implemented New & Improved Wellness Program, including a virtual physical therapy program Sword.
- Improved workplace accommodation programs and processes (ADA, religious, safety, pregnancy, etc.).
- Learning and Development launched Cohort 2 of FLEET, a robust frontline leaders training certificate program designed for Transportation and Maintenance assistant managers and managers. By the end of FY2026 over 20% of assistant managers will have completed the FLEET program.
- Learning and Development launched a 5-day, “First Stop” onboarding program for new union employees. In calendar year 2025, 257 employees completed the program.
- Learning and Development designed and delivered over 25 custom eLearning modules for various departments, saving over \$500,000 and our internal instructors’ time while also making training and information available 24/7 to employees.

Ensure Financial Stability & Stewardship

- Created recurring monthly reports at the division, department, and functional levels for overtime use reporting as a tool for overtime management, raising awareness and ensuring that there is a continual focus on overtime spending. Overtime hours were reduced by 13 percent during the first six months of FY2025 following an initial rollout of this reporting.
- Effective defense of LRHR related administrative charges (BOLI, EEOC, DOL, ERB), reducing risk of further litigation or administrative penalties.

Increase Investment in Safe & Reliable Infrastructure

- Leveraged existing technology and internal talent to improve the efficiency in which personnel transactions are entered and approved into our HR database.

FY2027 Goals and Objectives

Continue to Build an Adaptable, Safe, and Thriving Workplace

- **(HRA, LR)** Work with ATU to maintain improved labor relations, ensuring an engaged and supported represented workforce. Timeline through June 30, 2027.
- **(HRA)** Implement Human Resources-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2027.
- **(HRA, TM)** Support leadership and skills development across the agency, with particular focus in transportation and maintenance management positions. Timeline through June 30, 2027.
- **(HRA)** Provide Functional Project Lead and SMEs to consultant and Agency for planning and delivery of a modern ERP platform, replacing the current Oracle EBS system.
- **(BH)** Regularly conduct employee surveys and collaborate with employee communications for awareness and engagement. Timeline through June 30, 2027.
- **(BH, TM)** Deliver current training programs to support new hire onboarding and opportunities in professional development and career growth for TriMet employees. Timeline through June 30, 2027.
- **(BH)** Implement Paid Leave Oregon employee written notification requirement.
- **(TM)** Focus on employee engagement through delivery of the Your Voice survey. Timeline through June 30, 2027.
- **(C, LR)** Engage with employees based on results from the engagement survey and develop initiatives accordingly. Timeline through June 30, 2027.
- **(C)** Implement compensation-related initiatives, particularly those that are agency-wide. Timeline through June 30, 2027
- **(C)** Continue to survey market to ensure a competitive compensation program.
- **(LC)** Improve HR/EEO investigation program and workplace accommodation programs, and provide training to management on same.
- **(LC)** Oversee and improve new occupational health contract. Partner with Risk Management on Workplace Compliance Committee.

Ensure Financial Stability and Stewardship

- **(HRA)** Identify key strategic HR initiatives to achieve TriMet's financial goals.
- **(LC)** Effective legal defense of ULPs, agency charges related to labor and employment (EEOC/BOLI/DOL), and strategic oversight regarding labor arbitrations and employment litigation.

Human Resources Administration Department (HRA)

The Human Resources Administration Department is responsible for aligning the division on strategy, objectives, and project ownership to establish TriMet as a place where talented people want to come, stay, and thrive. The Department is also responsible for developing the division’s staff’s professional competencies, ensuring alignment with TriMet’s values, ensuring division’s employees work safely, and providing administrative support to the division as a whole.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	448,784	481,994	740,491	626,153	720,060	-	-
M&S	863,225	777,491	831,600	644,313	761,700	-	-
Total	\$1,312,009	\$1,259,485	\$1,572,091	\$1,270,466	\$1,481,760	-	-

Table 4. Human Resources Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Labor and Human Resources Officer	1.00	NU	FT	-	322,934	27	253,765	380,648
Assistant, Executive Administrative	1.00	NU	FT	-	93,350	12	74,231	111,344
Total	2.00				\$416,285			

Table 5. Human Resources Administration Department Personnel Profile

Human Resources Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	371,243	405,525	617,451	510,122	607,276
Fringe	77,541	76,469	123,040	116,031	112,784
Total	\$448,784	\$481,994	\$740,491	\$626,153	\$720,060

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	8,675	31,832	110,000	56,889	32,000
Professional & Technical-Gen & Adm	141,500	97,672	128,500	194,435	51,600
Recruitment Expense	30,311				
Copier & Printer Usage and Maintenance	31	206		28	11,500
Software Hosting/Subscription Services					8,600
Cab Service - EE Ride home-Gen & Adm				58	
Other Services- Gen & Adm	90,163	4,274	5,000	5,305	24,700
Office Supplies	2,131	9,369	3,000	3,422	16,000
Other Materials- Gen & Adm	9,183	2,254	5,000	2,718	500
Unreconciled P-Card Expense		1,487			
Postage - Gen & Admin			1,000	599	900
Computer Equip under \$5,000					8,500
Community Outreach					5,000
Telephone	23,359	23,613	7,000	10,912	26,500
NU-Dues & Subscriptions	3,685	7,360	3,500	3,678	14,000
NU-Local Travel & Meetings	5,395	4,879	5,000	1,844	15,000
NU-Education & Training - Gen & Adm	49,141	55,828	73,000	44,911	56,800
NU-Out-Of-Town Travel	19,686	31,140	15,000	13,234	40,000
Union Contractual Services	123,911	424,921	465,600	275,432	380,100
Fines & Penalties		17,131			60,000
Employee Recognition	344,764	45,320			
Employee Awards	11,290	20,205	10,000	30,848	10,000
Total	\$863,225	\$777,491	\$831,600	\$644,313	\$761,700

Benefits & HRIS Department (BH)

The Benefits & HRIS Department is responsible for ensuring a competitive benefits package, utilizing the HRIS system to enhance the employee benefit program, and designing flexibility for benefits related initiatives in the HR policies and procedures.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,124,192	1,524,730	1,838,194	1,855,980	1,909,982	-	-
M&S	939,741	1,109,865	998,100	1,160,599	1,081,800	-	-
Total	\$2,063,933	\$2,634,595	\$2,836,294	\$3,016,579	\$2,991,782	-	-

Table 6. Benefits & HRIS Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Benefits & HRIS	1.00	NU	FT	-	192,677	20	145,546	218,318
Program Manager, HRIS	1.00	NU	FT	-	148,807	16	104,587	156,881
Administrator, Senior, Benefits	1.00	NU	FT	-	118,568	14	88,247	132,372
Administrator, Senior, Pension & Retirement	1.00	NU	FT	-	114,927	14	88,247	132,372
Analyst, Senior, Leave & Disability	1.00	NU	FT	-	110,233	14	88,247	132,372
Program Coordinator, Wellness	1.00	NU	FT	-	68,943	11	67,999	102,001
Specialist, Senior, Benefits	4.00	NU	FT	-	363,888	11	67,999	102,001
Specialist, Leave & Disability	1.00	NU	FT	-	80,246	10	62,259	93,386
Specialist, Pension and Retirement	1.00	NU	FT	-	88,130	10	62,259	93,386
Clerk, Benefits Customer Service	1.00	NU	FT	-	62,629	8	52,046	78,069
Total	13.00				1,349,048			

Table 7. Benefits & HRIS Department Personnel Profile

Benefits & HRIS Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	829,722	1,115,153	1,309,615	1,347,264	1,349,048
Fringe	294,470	409,577	528,579	508,716	560,934
Total	\$1,124,192	\$1,524,730	\$1,838,194	\$1,855,980	\$1,909,982

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	2,193	4,514	12,000	6,587	5,000
DOTS Renewal Medical Svcs	492	2,895		161	2,900
Health Benefit Consultant	245,316	323,043	310,600	381,679	330,000
BenefitHelp Solutions FSA 3rd Party Administrator	10,132	10,565	12,000	11,303	12,000
FMLA/OFLA 3rd Party Administrator	313,824	341,878	300,000	328,035	341,900
Copier & Printer Usage and Maintenance	1,515	4,448		1,746	
Compensation Survey Services	-16,205				
Other Services- Gen & Adm	207,020	265,345	80,000	158,735	
Office Supplies	107	175		47	
Equip/Furn < \$5,000-Gen & Adm	482				
Other Materials- Gen & Adm	42,899	10,287	35,000	43,890	
Postage - Gen & Admin	20,477	11,287	30,000	34,380	15,000
NU-Dues & Subscriptions		299			
Agency Training			150,000	91,237	
Employee Relations	111,489	135,129	68,500	102,799	375,000
Total	\$939,741	\$1,109,865	\$998,100	\$1,160,599	\$1,081,800

Talent Management Department (TM)

The Talent Management Department is responsible for talent acquisition, succession planning and career development, training and development, performance management, and employee engagement.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	3,011,552	4,104,418	5,175,556	4,941,172	3,921,535	-	-
M&S	877,241	841,925	1,942,600	1,654,528	1,458,500	-	-
Total	\$3,888,793	\$4,946,343	\$7,118,156	\$6,595,700	\$5,380,035	-	-

Table 8. Talent Management Department Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Senior Director, Talent Management	1.00	NU	FT	-	245,363	22	170,901	256,354
Director, Learning & Development	1.00	NU	FT	-	181,946	19	134,166	201,251
Manager, Talent Acquisition	1.00	NU	FT	-	139,627	18	123,570	185,355
HR Business Partner	2.00	NU	FT	-	275,362	17	113,731	170,595
Manager, Employee Engagement & Retention	1.00	NU	FT	-	128,403	17	113,731	170,595
Talent Development Partner	1.00	NU	FT	-	140,626	17	113,731	170,595
Assistant Manager, Recruiting	1.00	NU	FT	-	122,978	15	96,124	144,186
Program Manager, Learning Management System	1.00	NU	FT	-	122,321	15	96,124	144,186
Coordinator, Senior, Training & Development	3.00	NU	FT	-	316,366	14	88,247	132,372
Project Manager, Senior	1.00	NU	FT	-	106,303	14	88,247	132,372
Coordinator, Senior, Human Resources Programs	2.00	NU	FT	-	194,098	13	80,965	121,448
Recruiter	1.00	NU	FT	-	78,812	12	74,231	111,344
Coordinator, Senior, Employee Recognition	1.00	NU	FT	-	75,379	11	67,999	102,001
Coordinator, Training & Development	1.00	NU	FT	-	77,413	11	67,999	102,001
Coordinator, Training & Development	0.80	NU	PT	-	65,608	11	67,999	102,001
Recruiter, Associate	3.00	NU	FT	-	216,852	10	62,259	93,386
Recruiter, Associate	1.00	NU	FT	X	62,335	10	62,259	93,386
Assistant, Senior Administrative	1.00	NU	FT	-	76,149	9	56,940	85,408

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Employee Recognition	1.00	NU	FT	-	65,086	9	56,940	85,408
Specialist, Senior, Recruiting	1.00	NU	FT	X	79,851	9	56,940	85,408
Total	25.80				\$2,770,878			

Table 9. Talent Management Department Personnel Profile

Talent Management Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	2,216,251	2,993,957	3,636,416	3,465,776	2,770,879
Fringe	795,301	1,110,461	1,539,140	1,475,396	1,150,656
Total	\$3,011,552	\$4,104,418	\$5,175,556	\$4,941,172	\$3,921,535

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	248,351	64,640	139,600	86,546	152,400
Recruitment Expense	123,022	168,226	396,200	229,117	135,000
Temporary Help-Gen & Adm	503				
Copier & Printer Usage and Maintenance	1,564	5,733		2,304	
Other Services- Gen & Adm	2,114	16,319	40,000	21,053	
Office Supplies	190	522		422	
Equip/Furn < \$5,000-Gen & Adm	549				
Other Materials- Gen & Adm		2,972			
Unreconciled P-Card Expense	12,972	10,867		252	
NU-Dues & Subscriptions	299	40			
NU-Local Travel & Meetings		200			
NU-Education & Training - Gen & Adm	4,839	76		3,599	
UNION-Training Tuition Payment Program Reimbursement	66,960	53,292	625,200	361,136	424,500
MGMT-Tuition Reimbursement	60,781	82,828	107,600	79,578	107,600
Agency Training	355,097	435,893	250,000	362,117	400,000
NU-Out-Of-Town Travel		317			
Union-MGMT-Tuition Reimbursement				12,950	
Employee Recognition			384,000	495,454	239,000
Total	\$877,241	\$841,925	\$1,942,600	\$1,654,528	\$1,458,500

Labor Relations Department (LR)

The Labor Relations Department is responsible for ensuring effective administration of the collective bargaining agreement, bargaining labor agreements, managing discipline and grievance processes, and facilitating successful and sustainable operational practices that respect and value the workforce.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,203,097	1,311,743	1,439,351	1,315,602	1,135,858	-	-
M&S	12,372	27,105	10,000	9,123	-	-	-
Total	\$1,215,469	\$1,338,848	\$1,449,351	\$1,324,725	\$1,135,858	-	-

Table 10. Labor Relations Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Labor Relations	1.00	NU	FT	-	198,765	21	157,787	236,683
Manager, Labor Relations	1.00	NU	FT	-	170,362	19	134,166	201,251
Program Manager, Labor Relations	2.00	NU	FT	-	278,392	17	113,731	170,595
Representative, Senior, Labor Relations	1.00	NU	FT	-	107,777	15	96,124	144,186
Assistant, Senior Administrative	1.00	NU	FT	-	76,544	9	56,940	85,408
Total	6.00				\$831,841			

Table 11. Labor Relations Department Personnel Profile

Labor Relations Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	918,110	960,030	1,053,984	969,588	831,841
Fringe	284,987	351,713	385,367	346,014	304,017
Total	\$1,203,097	\$1,311,743	\$1,439,351	\$1,315,602	\$1,135,858

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		254		499	
Copier & Printer Usage and Maintenance	538	791		358	
Other Services- Gen & Adm	1,960	5,933	10,000	5,001	
Office Supplies	813			76	
Unreconciled P-Card Expense	7				
Telephone	9,054	10,121		2,489	
NU-Dues & Subscriptions		345		244	
NU-Education & Training - Gen & Adm		886		150	
NU-Out-Of-Town Travel		8,775		306	
Total	\$12,372	\$27,105	\$10,000	\$9,123	

Compensation Department (C)

The Compensation Department is responsible for managing the agency’s compensation, HR data analysis, performance management, and human capital systems. These programs support TriMet’s business plan goal to recruit, retain, and engage a talented workforce.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	549,757	780,982	958,976	963,533	878,341	-	-
M&S	99,126	369,963	95,600	100,005	85,900	-	-
Total	\$648,883	\$1,150,945	\$1,054,576	\$1,063,538	\$964,241	-	-

Table 12. Compensation Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Compensation	1.00	NU	FT	-	204,195	20	145,546	218,318
Program Manager, Human Capital Systems	1.00	NU	FT	-	125,025	16	104,587	156,881
Analyst, Senior, Compensation	2.00	NU	FT	-	215,215	15	96,124	144,186
Analyst, Senior, Human Resources Data	1.00	NU	FT	-	93,284	14	88,247	132,372
Total	5.00				\$637,720			

Table 13. Compensation Department Personnel Profile

Compensation Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	415,001	587,863	692,170	711,408	637,720
Fringe	134,756	193,119	266,806	252,125	240,621
Total	\$549,757	\$780,982	\$958,976	\$963,533	\$878,341

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	5,235	23,582	6,100	13,059	6,000
Copier & Printer Usage and Maintenance	167	298		66	
Compensation Survey Services	88,090	80,280	87,600	84,928	79,900
Other Materials- Gen & Adm	2,124	925	1,900	1,872	
Unreconciled P-Card Expense	3,510	104			
Employee Recognition		264,774		80	
Total	\$99,126	\$369,963	\$95,600	\$100,005	\$85,900

LRHR Legal Compliance Department (LC)

Provides advice to agency and division on labor & employment laws and regulations; oversees workplace accommodations, EEO investigations, HR policy manual, personnel files, ULPs and agency charges (EEOC/BOLI/DOL), Occupational Health contract (DOT exams, FFD exams), and various other LRHR programs that involve legal compliance.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	-	-	-	848,078	-	-
M&S	-	-	-	-	40,000	-	-
Total	-	-	-	-	\$888,078	-	-

Table 14. LRHR Legal Compliance Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, LRHR Compliance	1.00	NU	FT	-	206,258	22	170,901	256,354
Deputy General Counsel, Labor Employment Law	1.00	NU	FT	-	154,462	18	123,570	185,355
Senior Human Resource Generalist	1.00	NU	FT	-	92,020	14	88,247	132,372
HR Generalist	1.00	NU	FT	-	81,324	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	78,312	9	56,940	85,408
Total	5.00				\$612,376			

Table 15. LRHR Legal Compliance Department Personnel Profile

LRHR Legal Compliance Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor					612,376
Fringe					235,702
Total					\$848,078

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal					40,000
Total					\$40,000

Legal Services Division

Division Overview

Mission

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

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total	26.00	24.00	25.50	24.50	24.50	-	-

Table 1. Legal Services Division Authorized FTEs

Budget Summary

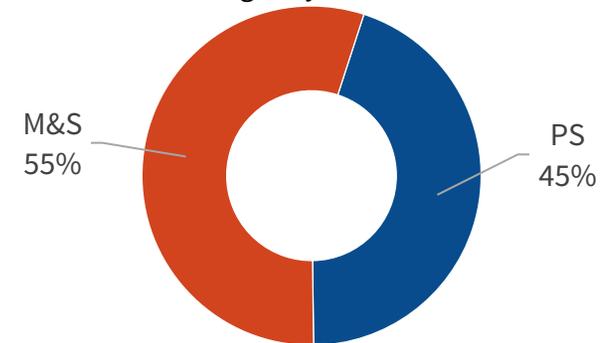
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	4,383,844	4,245,464	4,754,022	4,560,039	4,953,575	-	-
M&S	1,123,010	4,235,676	6,023,300	5,330,312	6,049,600	-	-
Total	\$5,506,854	\$8,481,140	\$10,777,322	\$9,890,351	\$11,003,175	-	-

Table 2. Legal Services Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$225.9K (+2.1%), rising from \$10.8 million to \$11.0 million. Personnel Services increase by \$199.5K (+4.2%), while Materials & Services increase by \$26.3K (+0.4%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 45% (\$4.9 million) of the total budget, while Materials & Services account for approximately 55% (\$6.1 million).

FY2027 Budget by Classification



Departments and Priorities

- **Legal Services Administration (LSA):** Provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board of Directors, Executive Team and staff.
- **Litigation (L):** Works with all TriMet divisions to accomplish TriMet’s mission and goals of reducing legal liability within legal, ethical, financial and business parameters.
- **Real Estate & Transit Oriented Development (RTOD):** Provides thorough and timely legal assistance to the TriMet Board of Directors, Executive Team and staff for all real estate and development needs.

Budget by Departments

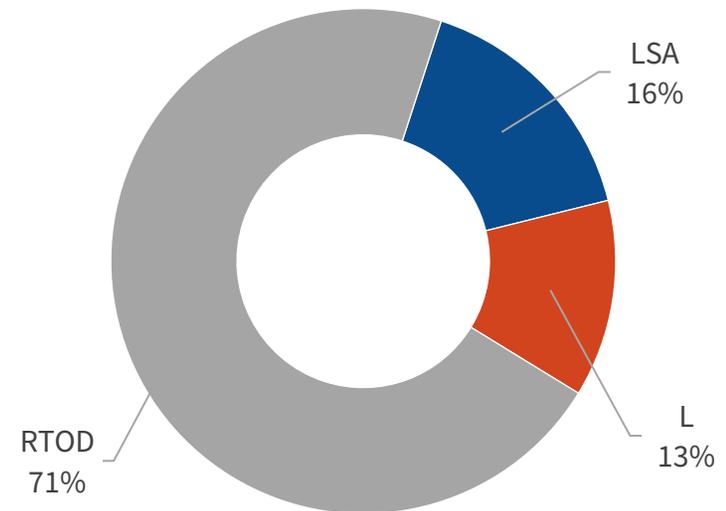
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
LSA	1,684,619	1,667,110	1,948,266	1,783,389	1,767,645	-	-
L	1,295,156	1,432,044	1,438,070	1,408,446	1,383,752	-	-
RTOD	2,527,079	5,381,986	7,390,986	6,698,516	7,851,778	-	-
Total	\$5,506,854	\$8,481,140	\$10,777,322	\$9,890,351	\$11,003,175	-	-

Table 3. Legal Services Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$225.9K (+2.1%), rising from \$10.8 million to \$11.0 million. Real Estate & Transit Oriented Development (RTOD) increases by \$460.8K (+6.2%), while Legal Services Administration (LSA) decreases by \$180.6K (-9.3%) and Litigation (L) decreases by \$54.3K (-3.8%).

For the FY2027 Proposed Budget, RTOD comprises 71% (\$7.9 million) of the total budget, Legal Services Administration (LSA) accounts for 16% (\$1.8 million), and Litigation (L) represents 13% (\$1.4 million).

FY2027 Budget by Department



FY2026 Accomplishments

Elevate the Customer Experience

TriMet finalized an agreement with Multnomah County to support development of the new 95,000-sf East County Library in Gresham. The project repurposes portions of an underutilized park-and-ride and includes coordinated public realm improvements adjacent to the Gresham City Hall MAX Station. The library is projected to open in Spring 2026.

Advance TriMet's Value to the Region

TriMet implemented the GovQA platform to streamline public records request processing under Oregon Public Records Law, automating statutory acknowledgments and improving compliance. The system is projected to save approximately 139 labor hours annually. TriMet received and processed 911 public records requests in 2025, the highest volume since tracking began in 2012.

FY2027 Goals and Objectives

Advance TriMet's Value to the Region

- **(LSA)** Continue to fully develop and implement strategy and actions to achieve TriMet's strategic plan. This is an ongoing, continuous effort.
- **(LSA)** As part of TriMet's Information Governance Program, develop TriMet specific records retention schedules and guidance as a resource for divisions to support compliance with state and federal laws and regulations.
- **(RTOD)** Repurposing TriMet property to something the community can benefit from.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(L)** Engage with employees informed by results of engagement survey and initiatives developed as a result. Completion is targeted for June 30, 2027.
- **(L)** Develop and implement succession program. Timeline through June 30, 2027

Increase Investment in Safe and Reliable Infrastructure

- **(RTOD)** Acquire the former Greyhound bus terminal site at 550 NW 6th Avenue for construction of an off-street operator layover facility, meeting TriMet's obligation to the City of Portland and providing operators with a safe, secure, and efficient restroom, breakroom, and layover facility.
- **(RTOD)** Complete project development and construction of the Hollywood HUB project and provide support to the 82nd Avenue Transit Project through project design regarding property acquisition, helping minimize property impacts and reduce costs.
- **(LSA)** Modernizing and increasing efficiency of our public records request process.

Legal Services Administration Department (LSA)

The Legal Services Administration Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet’s mission and goals within legal, ethical, financial and business parameters.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,517,772	1,463,197	1,613,266	1,554,321	1,627,945	-	-
M&S	166,847	203,913	335,000	229,068	139,700	-	-
Total	\$1,684,619	\$1,667,110	\$1,948,266	\$1,783,389	\$1,767,645	-	-

Table 4. Legal Services Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Legal Services Officer & General Counsel	1.00	NU	FT	-	357,827	27	253,765	380,648
Deputy General Counsel, Senior	1.00	NU	FT	-	186,000	20	145,546	218,318
Director, Information Governance	1.00	NU	FT	-	160,831	17	113,731	170,595
Analyst, Senior, ADA and Title VI Compliance	1.00	NU	FT	-	118,574	16	104,587	156,881
Analyst, Senior, Records	1.00	NU	FT	-	120,999	14	88,247	132,372
Analyst, Records	1.00	NU	FT	-	87,150	12	74,231	111,344
Executive Assistant, Legal & Board	1.00	NU	FT	-	106,413	12	74,231	111,344
Total	7.00				\$1,137,793			

Table 5. Legal Services Administration Department Personnel Profile

Legal Services Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	1,152,965	1,122,003	1,240,153	1,153,727	1,240,511
Fringe	364,807	341,194	382,399	405,236	387,434
Capitalized Labor-Fringe			-9,286	-4,642	
Total	\$1,517,772	\$1,463,197	\$1,613,266	\$1,554,321	\$1,627,945

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	26,120	63,778	73,700	48,270	20,000
Professional & Technical-Gen & Adm	4,209	1,436	54,400	28,355	7,800
Copier & Printer Usage and Maintenance	850	2,143		874	
Other Services- Gen & Adm	2,217	2,729	15,000	8,582	5,000
Office Supplies	3,259	1,738	3,000	1,500	1,500
Other Materials- Gen & Adm	11,213	4,988	14,000	7,299	4,000
Unreconciled P-Card Expense	278	1,094			
Computer Equip under \$5,000	5,820	1,823		84	
Telephone	8,736	9,266	5,000	5,794	5,000
NU-Dues & Subscriptions	54,619	59,724	80,900	74,322	55,900
NU-Local Travel & Meetings	1,853	2,401	7,000	5,123	3,500
NU-Education & Training - Gen & Adm	26,990	28,856	27,000	16,692	25,000
NU-Out-Of-Town Travel	20,101	21,407	50,000	29,645	10,000
Employee Recognition	582	2,530	5,000	2,528	2,000
Total	\$166,847	\$203,913	\$335,000	\$229,068	\$139,700

Litigation Department (L)

The Litigation Department provides professional, competent, highly responsive, and cost-effective legal assistance to the TriMet Board, Executive Team and staff. It works with all TriMet divisions to accomplish TriMet’s mission and goals within legal, ethical, financial, and business parameters.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,290,178	1,429,777	1,418,070	1,397,928	1,378,752	-	-
M&S	4,978	2,267	20,000	10,518	5,000	-	-
Total	\$1,295,156	\$1,432,044	\$1,438,070	\$1,408,446	\$1,383,752	-	-

Table 6. Litigation Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Legal Services	1.00	NU	FT	-	230,725	23	184,983	277,476
Manager, Litigation	1.00	NU	FT	-	217,396	21	157,787	236,683
Deputy General Counsel, Senior	2.00	NU	FT	-	357,938	20	145,546	218,318
Paralegal Investigator	2.00	NU	FT	-	236,080	14	88,247	132,372
Total	6.00				\$1,042,139			

Table 7. Litigation Department Personnel Profile

Litigation Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	957,742	1,034,547	1,061,114	1,061,801	1,042,139
Fringe	332,436	395,230	356,956	336,127	336,613
Total	\$1,290,178	\$1,429,777	\$1,418,070	\$1,397,928	\$1,378,752

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	3,061		20,000	9,999	5,000
Professional & Technical-Gen & Adm		150		50	
Copier & Printer Usage and Maintenance	964	2,006		469	
Unreconciled P-Card Expense	953	111			
Total	\$4,978	\$2,267	\$20,000	\$10,518	\$5,000

Real Estate & Transit Oriented Development Department (RTOD)

The Real Estate & Transit-Oriented Development Department provides all measure of real estate services to TriMet, including property acquisition, disposition, management and development. The Real Estate and TOD team also provides professional, competent, responsive and highly effective service to the TriMet Board of Directors, Executive Team, and staff for all of the agency’s real estate and development needs, and works with all divisions to accomplish TriMet’s mission and goals within legal, ethical, financial and business parameters.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,575,894	1,352,490	1,722,686	1,607,790	1,946,878	-	-
M&S	951,185	4,029,496	5,668,300	5,090,726	5,904,900	-	-
Total	2,527,079	5,381,986	7,390,986	6,698,516	7,851,778	-	-

Table 8. Real Estate & Transit Oriented Development Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Real Estate & Transit Oriented Devel	1.00	NU	FT	-	206,302	21	157,787	236,683
Program Manager, TOD Strategy	1.00	NU	FT	-	185,400	19	134,166	201,251
Deputy General Counsel	1.00	NU	FT	-	155,253	18	123,570	185,355
Manager, Real Estate	1.00	NU	FT	-	152,570	17	113,731	170,595
Program Manager, TOD Design	1.00	NU	FT	-	142,475	17	113,731	170,595
Project Manager, Senior, Third-Party Projects	1.00	NU	FT	-	117,470	15	96,124	144,186
Surveyor, Senior, Right-Of-Way	1.00	NU	FT	-	136,475	15	96,124	144,186
Coordinator, Senior, Property Acquisition & Relo	2.00	NU	FT	-	245,741	14	88,247	132,372
Coordinator, Senior, Property Acquisition & Relocation	1.00	NU	FT	X	110,310	14	88,247	132,372
Coordinator, TOD Projects	0.50	NU	PT	-	72,012	14	88,247	132,372
Assistant, Senior Administrative	1.00	NU	FT	-	77,834	9	56,940	85,408
Total	11.50				\$1,601,842			

Table 9. Real Estate & Transit Oriented Development Department Personnel Profile

Real Estate & Transit Oriented Development Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	1,578,055	1,339,106	1,534,300	1,535,210	1,601,842
Fringe	567,071	438,386	550,696	503,823	589,764
Capitalized Labor-Fringe	-569,232	-425,002	-362,310	-431,243	-244,728
Total	\$1,575,894	\$1,352,490	\$1,722,686	\$1,607,790	\$1,946,878

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	42,423	20,032	15,700	8,154	15,700
Professional & Technical-Gen & Adm	325,467	433,891	238,200	140,585	
Copier & Printer Usage and Maintenance	370	1,195		436	
Other Services- Gen & Adm	28,154	63,584	6,000	5,878	6,000
Other Materials- Gen & Adm	6,900	1,454	21,000	10,761	21,000
Unreconciled P-Card Expense	1,195				
Property Taxes		235,878	48,300	60,986	48,300
Software License Fees		810			
Lease Agreements	70,278	18,870		75,806	153,300
Office Leases	476,398	3,253,782	5,339,100	4,788,120	5,660,600
Total	\$951,185	\$4,029,496	\$5,668,300	\$5,090,726	\$5,904,900



TriMet Fact

TriMet launched its centralized Security Operations Center in August 2024 to improve response times, proactive deployment, and incident reporting through unified dispatch, analytics, surveillance and public reporting tools. The SOC earned the 2025 APTA Gold Award for Rail Security for advancing systemwide safety.

Public Affairs Division

Division Overview

Mission

TriMet’s Public Affairs Division helps create and maintain the TriMet brand, messaging, look and voice to support our agency’s vision, mission and values, and to facilitate a two-way conversation with the community and our employees. The department helps guide TriMet with strategic communications, targeted marketing, business development, extensive outreach and engagement, informing customers and government relations.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	95.00	99.00	102.00	93.00	93.00	-	-

Table 1. Public Affairs Division Authorized FTEs

Budget Summary

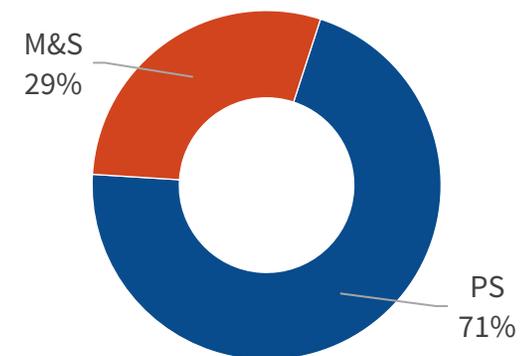
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	10,852,331	12,232,332	12,829,605	12,537,729	12,251,792	-	-
M&S	6,395,464	7,968,228	5,151,800	4,847,309	5,006,500	-	-
Total	\$17,247,795	\$20,200,560	\$17,981,405	\$17,385,038	\$17,258,292	-	-

Table 2. Public Affairs Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$723.1K (-4.0%), declining from \$18.0 million to \$17.3 million. Personnel Services decrease by \$577.8K (-4.5%), while Materials & Services decrease by \$145.3K (-2.8%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 71% (\$12.3 million) of the total budget, while Materials & Services account for approximately 29% (\$5.0 million).

FY2027 Budget by Classification



Departments and Priorities

- **Public Affairs Administration (PAA):** Public Affairs is composed of Administration, Community Affairs & Engagement, Government Affairs, Communications & Marketing, and Customer Information Services.
- **Community Affairs & Engagement (CAE):** Responsible for building and strengthening relationships between TriMet and the communities it serves.
- **Government Services & Public Affairs (GSPA):** Manages on-going intergovernmental relations, long range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.
- **Communications & Marketing (CM):** Develops and executes comprehensive communications and marketing efforts to build awareness, trust and ridership utilizing various advertising channels throughout the transit system.
- **Customer Information Services (CIS):** Supports the agency’s business plan creating the best possible experience for our riders.

Budget by Departments

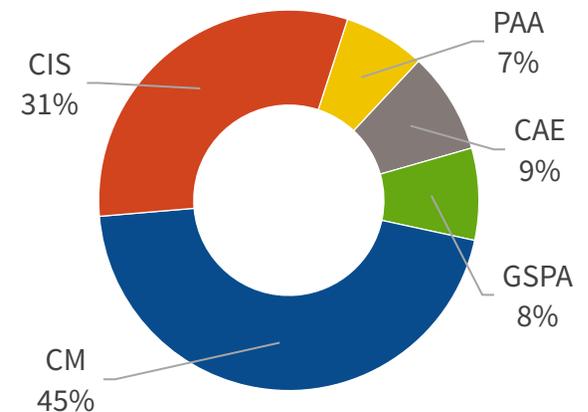
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PAA	1,010,760	1,238,878	1,186,745	1,046,343	1,200,540	-	-
CAE	1,404,144	1,153,992	1,585,072	1,434,864	1,486,756	-	-
GSPA	1,316,577	1,170,151	1,430,102	1,367,984	1,348,914	-	-
CM	8,849,431	11,475,054	8,525,103	8,508,566	7,812,138	-	-
CIS	4,666,883	5,162,485	5,254,383	5,027,281	5,409,944	-	-
Total	\$17,247,795	\$20,200,560	\$17,981,405	\$17,385,038	\$17,258,292	-	-

Table 3. Public Affairs Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$723.1K (-4.0%), declining from \$18.0 million to \$17.3 million. Communications & Marketing (CM) decreases by \$713.0K (-8.4%) and Government Services & Public Affairs (GSPA) decreases by \$81.2K (-5.7%), while Customer Information Services (CIS) increases by \$155.6K (+3.0%), Public Affairs Administration (PAA) increases by \$13.8K (+1.2%), and Community Affairs & Engagement (CAE) decreases by \$98.3K (-6.2%).

In the FY2027 Proposed Budget, Communications & Marketing (CM) comprises 45% of the total budget, Customer Information Services (CIS) represents 31%, Community Affairs & Engagement (CAE) accounts for 9%, Government Services & Public Affairs (GSPA) represents 8%, and Public Affairs Administration (PAA) comprises 7%.

FY2027 Budget by Department



FY2026 Accomplishments

Elevate the Customer Experience

- Trimet.org now available in multiple languages, and our “how to ride” information brochure is available in multiple languages.
- Completed audible announcement project of all bus stops.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(PAA, CAE)** Engage riders, partners, and community stakeholders for feedback on the Budget, Business Plan, service changes, Equity and Title VI updates, reduced fare based on income, fare policy, and other initiatives and projects in development or underway such as the Interstate Bridge Replacement Program, projects on 82nd Avenue and TV Highway, and transit-oriented development.
- **(PAA)** Explore additional fare mitigation resources to allow greater subsidies for riders living on low incomes through external partners with overlapping vulnerable communities.
- **(CM)** Implement campaigns and programs to reduce barriers to ridership.
- **(CM, CIS)** Enhance digital and onboard customer information for ADA accessibility and real-time updates, including trimet.org, announcements, multimedia content, TTS, and signage. Timeline is continuous.

Ensure Financial Stability and Stewardship

- **(GSPA)** Pursue additional opportunities to maximize local, regional, federal, and state legislative and program funding, including grants and related mechanisms.

Increase Investment in Safe and Reliable Infrastructure

- **(CAE)** Develop the 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.
- **(CAE)** Develop the TV Highway Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(CM)** Identify additional methods for enhancing communication with operators and other employees who work directly with riders and the public.
- **(CM)** Regularly conduct employee surveys and work with employee communications to support employee awareness and engagement.

Public Affairs Administration Department (PAA)

The Public Affairs Division is composed of the following departments: Administration; Community Affairs & Engagement; Government Affairs; Communications; Marketing and Business Development; and Customer Information Services.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	726,584	958,549	779,645	748,786	858,840	-	-
M&S	284,176	280,329	407,100	297,557	341,700	-	-
Total	\$1,010,760	\$1,238,878	\$1,186,745	\$1,046,343	\$1,200,540	-	-

Table 4. Public Affairs Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Public Affairs Officer	1.00	NU	FT	-	278,050	25	216,061	324,091
Assistant, Executive Administrative	1.00	NU	FT	-	92,787	12	74,231	111,344
Project Manager	1.00	NU	FT	-	90,398	12	74,231	111,344
Total	3.00				\$461,235			

Table 5. Public Affairs Administration Department Personnel Profile

Public Affairs Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	543,953	733,779	626,712	575,130	654,755
Fringe	182,631	224,770	185,281	189,829	204,085
Capitalized Labor-Fringe			-32,348	-16,173	
Total	\$726,584	\$958,549	\$779,645	\$748,786	\$858,840

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal	26,688		5,000	2,499	
Professional & Technical-Gen & Adm	191	23,232	124,200	86,724	55,500
Temporary Help-Gen & Adm			1,500	750	
Copier & Printer Usage and Maintenance	669	560		380	600
Cab Service - EE Ride home-Gen & Adm				33	
Other Services- Gen & Adm	18,897	18,443	18,800	16,332	20,000
Office Supplies	7,604	9,991	7,800	6,152	8,000
Other Materials- Gen & Adm	3,758	6,458	4,800	2,950	6,500
Unreconciled P-Card Expense	4,969	196			
Safety Supplies- Gen & Adm	170				100
Telephone	110,750	86,564	67,500	67,928	105,000
NU-Dues & Subscriptions	35,879	81,071	45,700	24,876	82,000
NU-APTA & OTA Dues			58,900	29,451	
NU-Local Travel & Meetings	14,396	8,012	18,400	10,391	10,000
NU-Education & Training - Gen & Adm	36,500	23,819	28,000	30,525	30,000
NU-Out-Of-Town Travel	22,883	17,992	19,500	15,065	20,000
Employee Recognition	822	3,991	7,000	3,501	4,000
Total	\$284,176	\$280,329	\$407,100	\$297,557	\$341,700

Community Affairs & Engagement Department (CAE)

The Community Affairs & Engagement Department is responsible for building and strengthening relationships between TriMet and the communities it serves. The Department facilitates two-way communication to reflect community needs and values in service, policy and capital projects.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	992,146	717,937	1,067,772	917,086	969,456	-	-
M&S	411,998	436,055	517,300	517,778	517,300	-	-
Total	\$1,404,144	\$1,153,992	\$1,585,072	\$1,434,864	\$1,486,756	-	-

Table 6. Community Affairs & Engagement Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Community Affairs & Engagement	1.00	NU	FT	-	165,085	18	123,570	185,355
Manager, Community Affairs	1.00	NU	FT	-	134,351	16	104,587	156,881
Manager, Community Affairs	1.00	NU	FT	X	140,128	16	104,587	156,881
Manager, Community Engagement Programs	1.00	NU	FT	-	126,300	16	104,587	156,881
Coordinator, Senior, Community Engagement Programs	1.00	NU	FT	-	104,548	13	80,965	121,448
Coordinator, Community Affairs	1.00	NU	FT	-	101,127	12	74,231	111,344
Coordinator, Community Affairs	3.00	NU	FT	X	258,151	12	74,231	111,344
Coordinator, Outreach Programs & Events	1.00	NU	FT	-	87,960	11	67,999	102,001
Coordinator, Outreach Services	1.00	NU	FT	-	99,040	11	67,999	102,001
Representative, Community Affairs	1.00	NU	FT	-	70,230	10	62,259	93,386
Assistant, Senior Administrative	1.00	NU	FT	-	79,165	9	56,940	85,408
Total	13.00				\$1,366,084			

Table 7. Community Affairs & Engagement Department Personnel Profile

Community Affairs & Engagement Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	1,115,790	942,175	1,491,414	1,310,730	1,366,084
Fringe	434,704	451,921	632,390	559,528	578,253
Capitalized Labor-Fringe	-558,348	-676,159	-1,056,032	-953,172	-974,881
Total	\$992,146	\$717,937	\$1,067,772	\$917,086	\$969,456

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		378		323	500
Ride Connection Mini Grant Administration		195			200
Copier & Printer Usage and Maintenance	575	3,258		1,059	2,000
Other Services- Gen & Adm	322,507	313,821	437,000	455,409	400,000
Unreconciled P-Card Expense	1,355	3,841		254	
Community Outreach	82,798	108,116	80,300	57,303	107,500
Outreach/Promotions	5				
Telephone	955	3,386		1,396	3,500
NU-Local Travel & Meetings	3,500	3,060		1,530	3,100
NU-Out-Of-Town Travel	303			504	500
Total	\$411,998	\$436,055	\$517,300	\$517,778	\$517,300

Government Services and Public Affairs Department (GSPA)

The Government Services and Public Affairs Department is responsible for on-going intergovernmental relations and for long-range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	795,002	763,233	970,102	962,460	837,714	-	-
M&S	521,575	406,918	460,000	405,524	511,200	-	-
Total	1,316,577	1,170,151	1,430,102	1,367,984	1,348,914	-	-

Table 8. Government Services and Public Affairs Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Government Relations	1.00	NU	FT	-	194,710	20	145,546	218,318
Program Manager, Government Affairs & Policy	1.00	NU	FT	-	163,889	18	123,570	185,355
Program Manager, Local Government Affairs	1.00	NU	FT	-	137,821	18	123,570	185,355
Program Manager, State Government Relations	1.00	NU	FT	-	123,581	18	123,570	185,355
Total	4.00				\$620,001			

Table 9. Government Services and Public Affairs Department Personnel Profile

Government Services and Public Affairs Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	602,110	539,771	718,059	718,396	620,001
Fringe	193,187	223,462	252,043	244,064	217,713
Capitalized Labor-Fringe	-295				
Total	\$795,002	\$763,233	\$970,102	\$962,460	\$837,714

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	447,931	381,836	452,700	393,836	489,000
Copier & Printer Usage and Maintenance	94	260		64	300
Other Services- Gen & Adm	2,418	17,930	6,300	9,362	17,000
Other Materials- Gen & Adm	28		1,000	501	
Telephone				123	
NU-APTA & OTA Dues	67,590				
NU-Local Travel & Meetings	3,514	3,859		1,530	3,500
NU-Out-Of-Town Travel		3,033		108	1,400
Total	\$521,575	\$406,918	\$460,000	\$405,524	\$511,200

Communications & Marketing Department (CM)

The Communications & Marketing Department develops and executes comprehensive communication, marketing, outreach and customer experience efforts to increase ridership and influence a positive public perception of TriMet and TriMet's transit service. The Department promotes transit and TriMet's service, while building public support for and understanding of TriMet's initiatives and vision, mission and values. The Department continues to support TriMet's Business Plan, increasing ridership, employee recruitment and retention and knowledge of the agency's equity efforts.

The department manages the agency's transit advertising program and develops other revenue generating programs. The fare programs team works to improve affordability, expand access to opportunity and ensure mobility for people of all incomes and life stages through a number of fare relief programs.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	4,171,179	5,175,237	5,243,503	5,428,298	4,650,238	-	-
M&S	4,678,252	6,299,817	3,281,600	3,080,268	3,161,900	-	-
Total	\$8,849,431	\$11,475,054	\$8,525,103	\$8,508,566	\$7,812,138	-	-

Table 10. Communications & Marketing Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Marketing & Business Development	1.00	NU	FT	-	222,330	21	157,787	236,683
Director, Communications	1.00	NU	FT	-	204,582	20	145,546	218,318
Manager, Fare Programs	1.00	NU	FT	-	131,287	17	113,731	170,595
Manager, Marketing	1.00	NU	FT	-	146,163	17	113,731	170,595
Manager, Media Relations	1.00	NU	FT	-	150,485	17	113,731	170,595
Manager, Creative Services	1.00	NU	FT	-	134,162	16	104,587	156,881
Manager, Digital Communications	1.00	NU	FT	-	142,307	16	104,587	156,881
Analyst, Senior, Research	2.00	NU	FT	-	248,813	15	96,124	144,186
Manager, Employee Communications	1.00	NU	FT	-	112,921	15	96,124	144,186
Coordinator, Senior Fare Policy Program	1.00	NU	FT	-	127,133	14	88,247	132,372
Coordinator, Senior, Communications	2.00	NU	FT	-	226,494	14	88,247	132,372

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Coordinator, Senior, Marketing & Business Develop	1.00	NU	FT	-	124,716	14	88,247	132,372
Developer, UX	1.00	NU	FT	-	113,879	14	88,247	132,372
Public Information Officer	2.00	NU	FT	-	209,973	14	88,247	132,372
Designer, UX	1.00	NU	FT	-	117,342	13	80,965	121,448
Coordinator, Employee Communications	1.00	NU	FT	-	105,820	12	74,231	111,344
Graphic Designer	3.00	NU	FT	-	279,420	12	74,231	111,344
Representative, Transportation Options	2.00	NU	FT	-	189,898	12	74,231	111,344
Coordinator, Outreach Programs & Events	1.00	NU	FT	-	97,607	11	67,999	102,001
Coordinator, Print Production	1.00	NU	FT	-	99,846	11	67,999	102,001
Coordinator, Transportation Options	1.00	NU	FT	-	99,040	11	67,999	102,001
Specialist, Senior, Transportation Options	2.00	NU	FT	-	138,403	9	56,940	85,408
Specialist, Senior, Video Production	1.00	NU	FT	-	78,395	9	56,940	85,408
Total	30.00				\$3,501,017			

Table 11. Communications & Marketing Department Personnel Profile

Communications & Marketing Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,092,055	3,801,345	3,913,925	3,946,372	3,501,017
Fringe	1,177,744	1,436,832	1,554,868	1,612,058	1,380,813
Capitalized Labor-Fringe	-98,620	-62,940	-225,290	-130,132	-231,592
Total	\$4,171,179	\$5,175,237	\$5,243,503	\$5,428,298	\$4,650,238

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Production	390,084	171,630	287,200	333,210	171,000
Professional & Technical-Gen & Adm	160,949	58,454	80,300	42,383	100,000
Student Pass/BETC Program	7,588	5,049	154,000	96,353	6,000
Consumer Research & Eval	186,997	252,738	353,500	316,872	220,000
Copier & Printer Usage and Maintenance	1,685	3,681		610	3,700
Software Hosting/Subscription Services	92,243	41,922			40,000
Other Services- Gen & Adm	59,161	27,387			43,000
Graphics Material	65,664	26,900			26,000
Unreconciled P-Card Expense	127,231	13,132		219	
Computer Equip under \$5,000	14,324	11,442	5,000	3,699	12,000
Community Outreach	752,717	4,387,996	1,500,000	1,400,507	1,500,000
Promotions	37,590	136,017	35,500	31,777	86,000
Publications	764	994	1,000	501	1,000
Outreach/Promotions	1,102,993	795,333	626,300	711,588	795,000
Van Pool		762			800
Sales Programs	8,621	1,615	10,000	7,361	1,700
Telephone	11,950	13,117		3,669	13,000
NU-Dues & Subscriptions	23			312	
NU-Local Travel & Meetings	3,500	3,076		1,038	3,000
NU-Out-Of-Town Travel		3,383			2,000
UN-Education & Training - Gen & Adm		385			
Media Fees	92,450	58,747	224,800	123,492	58,000
Conference and Event Coordination	115,945				

Communications & Marketing Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Employee Communications	2,693	3,171	4,000	6,677	3,000
Employee Recognition	7,437	31,208			16,000
Software License Fees		7,843			
Special Event Expenses	1,435,643	243,835			60,700
Total	\$4,678,252	\$6,299,817	\$3,281,600	\$3,080,268	\$3,161,900

Customer Information Services Department (CIS)

The Customer Information Services Department supports the agency's business plan creating the best possible experience for TriMet riders. The Department builds and supports strategic rider-focused initiatives to enhance the customer experience, guide the agency's customer service performance, and build community support in alignment with TriMet's brand position and shared values.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	4,167,420	4,617,376	4,768,583	4,481,099	4,935,544	-	-
M&S	499,463	545,109	485,800	546,182	474,400	-	-
Total	\$4,666,883	\$5,162,485	\$5,254,383	\$5,027,281	\$5,409,944	-	-

Table 12. Customer Information Services Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Customer Experience	1.00	NU	FT	-	149,364	18	123,570	185,355
Manager, Customer Experience	1.00	NU	FT	-	125,352	15	96,124	144,186
Manager, On-Street Customer Service	1.00	NU	FT	-	129,575	14	88,247	132,372
Project Manager, Senior	1.00	NU	FT	-	118,888	14	88,247	132,372
Assistant, Senior Administrative	1.00	NU	FT	-	57,533	9	56,940	85,408
Coordinator, Operations	2.00	U	FT	-	191,275	876	70,491	93,995
Specialist, Information Development	4.00	U	FT	-	409,809	732	75,525	100,693
Customer Service Representative	7.00	U	FT	-	587,814	731	66,664	88,878
Representative, Field Outreach & Comm. Rels.	7.00	U	FT	-	376,565	715	45,178	56,493
Representative, Field Outreach & Comm. Rels.	11.00	U	FT	X	591,746	715	45,178	56,493
Customer Experience Agent	5.00	U	FT	-	320,859	714	49,566	65,624
Supervisor, Customer Service Center	2.00	U	FT	-	184,926	710	77,896	103,854
Total	43.00				\$3,243,706			

Table 13. Customer Information Services Department Personnel Profile

Customer Information Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,138,955	3,370,172	3,200,398	3,135,666	3,301,960
Fringe	1,198,674	1,256,631	1,568,185	1,345,433	1,633,584
Capitalized Labor-Fringe	-170,209	-9,427			
Total	\$4,167,420	\$4,617,376	\$4,768,583	\$4,481,099	\$4,935,544

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	577		7,300	3,929	
Copier & Printer Usage and Maintenance	938	2,475		752	2,500
Other Services- Gen & Adm	2,220	21,351	2,500	25,463	12,000
Uniforms- Rev Veh Op	1,151	2,626	2,500	1,251	2,500
Schedule & service information	37,128	17,527	152,500	76,251	30,000
Office Supplies	1,946	1,167		462	1,500
Other Materials- Gen & Adm	1,125	625	2,500	1,594	2,500
Unreconciled P-Card Expense	8,295	14,099		171	
Safety Supplies- Gen & Adm		288			300
Schedule Books & Map	1,415	939	10,900	8,389	10,900
On Street Customer Service	14,825	11,945	23,700	19,491	23,700
Customer Info Material			11,400	5,746	
Customer information & signage	257,929	283,095	184,800	259,064	270,000
Call Center Operations	131,905	126,547	85,900	135,978	100,000
Telephone	3,355	7,802		2,661	8,000
Data Communication Services	24,454				
NU-Local Travel & Meetings	10,500	9,180		4,080	10,000
Customer Service Training	1,700	-97	1,800	900	500
Software License Fees		45,540			
Total	\$499,463	\$545,109	\$485,800	\$546,182	\$474,400



TriMet Fact

In 2023, TriMet's Procurement & Supply Chain Management department earned GFOA's Excellence in Government Finance award for expanding certified small-business participation by hosting Small-Business Summits, revising payment terms and removing policy barriers that previously limited access to agency contracts. These practices continue today.

Safety & Security Division

Division Overview

Mission

The Safety & Security Division is responsible for leading the entire agency in creating a culture of safety and service excellence, in which safety is the fundamental value guiding all agency decisions.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	91.00	88.00	101.00	100.00	100.00	-	-

Table 1. Safety & Security Division Authorized FTEs

Budget Summary

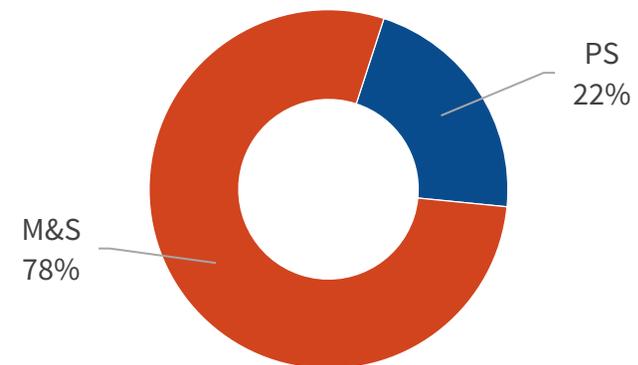
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	12,501,040	15,937,734	15,909,382	15,529,252	16,285,694	-	-
MS	37,449,039	52,666,064	59,646,100	59,168,986	59,256,600	-	-
Total	\$49,950,079	\$68,603,798	\$75,555,482	\$74,698,238	\$75,542,294	-	-

Table 2. Safety & Security Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$13.2K (-0.02%), remaining essentially flat at \$75.5 million. Personnel Services increase by \$376.3K (+2.4%), while Materials & Services decrease by \$389.5K (-0.7%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 22% (\$16.3 million) of the total budget, while Materials & Services account for approximately 78% (\$59.3 million).

FY2027 Budget by Classification



Departments and Priorities

- **Safety & Security Administration (SSA):** Responsible for strategic planning for the division; contract and Intergovernmental Agreement (IGA) administration as well as financial projection and reconciliation for the division.
- **Safety & Environmental Services (SES):** Provides a safe and secure system for our riders and employees.
- **Security Department (SD):** Security Management provides high visibilities patrol and security measures, CCTV systems, and facility access control.
- **Emergency Management (EM):** Emergency Management program provides agency preparedness planning, response and recovery efforts and ensures the agency is resilient to internal and external stressors.

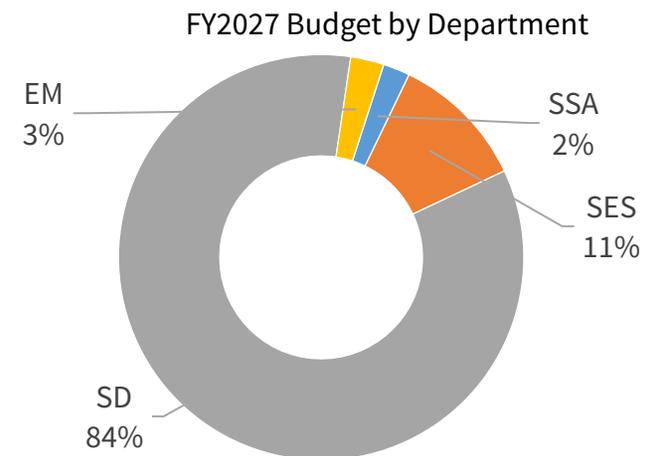
Budget by Department

Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
SSA	1,222,327	1,478,844	1,345,318	1,321,416	1,623,734	-	-
SES	4,811,539	7,433,574	8,494,514	7,838,519	8,191,188	-	-
SD	43,916,213	59,691,380	65,715,650	65,538,303	63,717,998	-	-
EM	-	-	-	-	2,009,374	-	-
Total	\$49,950,079	\$68,603,798	\$75,555,482	\$74,698,238	\$75,542,294	-	-

Table 3. Safety & Security Division Budget by Department

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$13.2K (-0.02%), remaining essentially flat at \$75.5 million. Security Department (SD) decreases by \$2.0 million (-3.0%), while Safety & Environmental Services (SES) decreases by \$303.7K (-3.6%) and Safety & Security Administration (SSA) increases by \$278.4K (+20.7%). Emergency Management (EM) is newly established in FY2027 with \$2.0 million in budgeted expenditures.

For the FY2027 Proposed Budget, Security Department (SD) comprises approximately 84% (\$63.7 million) of the total budget, Safety & Environmental Services (SES) represents 11% (\$8.2 million), Emergency Management (EM) accounts for 3% (\$2.0 million), and Safety & Security Administration (SSA) comprises 2% (\$1.6 million).



FY2026 Accomplishments

Continue to Build an Adaptable, Safe and Thriving Workplace

- Rollout increased safety training.
- Implement the new Injury and Illness Prevention Plan.

Elevate the Customer Experience

- The Security Department Increased CSS Code Enforcement Staffing by 11%, as well as the staffing of contracted CSO's, to help enforce TriMet code and create a safer environment for all riders. In addition, staffing was increased for the Safety Response Team to provide ridership engagement and support for all riders, particularly those in need of social services.
- Enhanced transit security infrastructure through updating and increasing CCTV coverage and the launch of emergency blue-light phones (BLP) at transit facilities and platforms. These measures have improved incident detection, lowered incidence of security and police calls at these locations, and improved overall emergency response times.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(SES)** Make transit the safest mode of travel in the region.
- **(SES)** Deliver safe, reliable service that riders can count on and that rebuilds public confidence in transit.
- **(SD)** Train for and use crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications, including CCTV improvements, enhanced lighting, vegetation management, and sight line improvements. Timeline through June 30, 2027.
- **(SD)** Track and analyze baseline incident data to enhance understanding and responsiveness to security and behavioral issues on the system, including through new technologies. Timeline through June 30, 2027.
- **(SD)** Complete installation of Blue Light Phones at specified locations throughout the transit district to better connect riders to Security services and increase capabilities for early detection of security-related incidents.
- **(SD)** Develop and pilot an emergency strobe speaker system at select transit facilities to enhance emergency communication capabilities for riders and reduce reliance on leased security camera trailers.
- **(SSA)** Support safe operation and customer service provided by operators through training, recertification, and coaching through transportation management. Timeline through June 30, 2027.

Increase Investment in Safe and Reliable Infrastructure

- **(SSA, SD, EM)** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline through June 30, 2027.
- **(SES)** Implement Safety Management System (SMS) and associated change management efforts to drive cultural adoption of SMS and increase ownership of safety across all departments and employees. Timeline through June 30, 2027.

Advance TriMet's Value to the Region

- **(SD, EM)** Continue to develop and implement effective safety and security strategies to ensure a safe and welcoming transit system for riders and employees.
- **(SD, EM)** Work with partners and service providers to address the needs of vulnerable populations and those in need of services. Timeline through June 30, 2027.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(SES)** Advance a data-driven Safety Management System (SMS) and improve safety culture to support employee pride and system-wide safety performance.
- **(EM)** Continue to develop and deliver emergency management preparedness and mitigation plans to ensure readiness for continued operations during disasters and disruptive events while providing a safe working environment.
- **(SSA, SD, SES)** Maintain and enhance, where necessary, safety infrastructure through design criteria for vehicles, passenger facilities, and work environments. Timeline through June 30, 2027.

Safety & Security Administration Department (SSA)

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

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	832,251	1,118,385	1,156,318	1,086,720	1,143,734	-	-
M&S	390,076	360,459	189,000	234,696	480,000	-	-
Total	\$1,222,327	\$1,478,844	\$1,345,318	\$1,321,416	\$1,623,734	-	-

Table 4. Safety & Security Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Safety & Security Officer	1.00	NU	FT	-	280,882	25	216,061	324,091
Administrator, Senior, Safety & Security Programs	1.00	NU	FT	-	110,070	14	88,247	132,372
Assistant, Executive Administrative	1.00	NU	FT	-	91,270	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	63,253	9	56,940	85,408
Assistant, Administrative	1.00	NU	FT	-	50,211	7	47,529	71,293
Total	5.00				\$595,686			

Table 5. Safety & Security Administration Department Personnel Profile

Safety & Security Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	490,166	688,985	738,810	652,668	728,912
Fringe	342,085	429,400	417,508	434,052	414,822
Total	\$832,251	\$1,118,385	\$1,156,318	\$1,086,720	\$1,143,734

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	2,500				
Copier & Printer Usage and Maintenance	414	1,438		687	11,000
Other Services- Gen & Adm	495	140		226	
Office Supplies	9,768	11,708	9,800	16,614	39,000
Other Materials- Gen & Adm	21,878	74,213	4,900	5,338	5,500
Unreconciled P-Card Expense				508	
Computer Equip under \$5,000	1,271	4,759	4,400	2,512	73,500
Safety Supplies- Gen & Adm	2,289				
Telephone	55,712	65,211	55,100	88,986	274,000
NU-Dues & Subscriptions	2,634	8,452	6,000	8,995	8,500
NU-Local Travel & Meetings	30,097	15,717	10,300	8,657	30,000
NU-Education & Training - Gen & Adm	189,645	95,942	39,400	56,394	5,000
NU-Out-Of-Town Travel	73,373	82,879	59,100	45,779	20,000
Lease Agreements					13,500
Total	\$390,076	\$360,459	\$189,000	\$234,696	\$480,000

Safety & Environmental Services Department (SES)

The Safety & Environmental Services Department is responsible for maintaining a safe and secure system for riders and employees. The Department leads the organization in promoting a culture of safety and service excellence, guiding all agency decisions.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	2,292,624	2,626,452	3,238,814	3,084,885	2,941,988	-	-
M&S	2,518,915	4,807,122	5,255,700	4,753,634	5,249,200	-	-
Total	\$4,811,539	\$7,433,574	\$8,494,514	\$7,838,519	\$8,191,188	-	-

Table 6. Safety & Environmental Services Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Safety Mgmt Systems & Environmental Svcs	1.00	NU	FT	-	205,500	21	157,787	236,683
Manager, Project Management	1.00	NU	FT	-	154,661	17	113,731	170,595
Manager, Regulatory Compliance & Safety Assurance	1.00	NU	FT	-	166,496	17	113,731	170,595
Manager, Safety Systems	1.00	NU	FT	-	130,733	16	104,587	156,881
Administrator, Senior, MOW Safety	1.00	NU	FT	-	137,597	15	96,124	144,186
Administrator, Senior, Transportation Operations Safety	1.00	NU	FT	-	125,218	15	96,124	144,186
Coordinator, Senior, Safety Systems	4.00	NU	FT	-	446,033	14	88,247	132,372
Administrator, Senior, Drug & Alcohol Testing Program	1.00	NU	FT	-	102,544	13	80,965	121,448
Coordinator, Safety Systems	3.00	NU	FT	-	342,412	13	80,965	121,448
Analyst, Safety & Security Data Management	1.00	NU	FT	-	83,629	12	74,231	111,344
Coordinator, Environmental	1.00	NU	FT	-	95,574	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	64,454	9	56,940	85,408
Specialist, Senior, Drug & Alcohol Program	1.00	NU	FT	-	72,675	9	56,940	85,408
Total	18.00				\$2,127,527			

Table 7. Safety & Environmental Services Department Personnel Profile

Safety & Environmental Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	1,716,212	1,871,679	2,356,239	2,217,076	2,127,527
Fringe	692,572	848,310	882,575	898,314	814,461
Capitalized Labor-Fringe	-116,160	-93,537		-30,505	
Total	\$2,292,624	\$2,626,452	\$3,238,814	\$3,084,885	\$2,941,988

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	94,034	366,222	100,000	62,713	
Drug & Alcohol Testing	165,319	221,718	443,700	373,752	400,000
Safety Occupational Regulatory	1,220,129	3,049,943	3,602,900	2,889,949	3,812,500
Environmental Consulting	104,252	115,750	105,200	90,495	114,000
Copier & Printer Usage and Maintenance	996	3,270		1,119	
Contracted Maint - Environmental	515,612	520,765	582,300	529,949	520,800
Other Services- Gen & Adm	54,694	3,098	46,500	34,522	10,000
Waste Disposal Services	323,581	326,724	275,900	220,702	324,000
Office Supplies		499		204	
Other Materials- Gen & Adm	26,846	135,514	49,900	39,167	49,500
Unreconciled P-Card Expense		2,869			
Computer Equip under \$5,000	6,545	17,662	49,300	24,722	
Obsolete Inventory				473,210	
Telephone	6,907	7,607		2,358	
NU-Local Travel & Meetings		34,082		10,200	18,400
NU-Education & Training - Gen & Adm		-10			
NU-Out-Of-Town Travel		1,409		572	
Total	\$2,518,915	\$4,807,122	\$5,255,700	\$4,753,634	\$5,249,200

Security Department (SD)

The Security & Emergency Management Department is responsible for providing a safe, secure and welcoming transit system for our riders and employees through high visibility system presence, ridership engagement, and improved security technologies. These include expansion of CCTV system capabilities, installation of blue-light security phones, and updated facility access control.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	9,376,165	12,192,897	11,514,250	11,357,647	11,480,598	-	-
M&S	34,540,048	47,498,483	54,201,400	54,180,656	52,237,400	-	-
Total	\$43,916,213	\$59,691,380	\$65,715,650	\$65,538,303	\$63,717,998	-	-

Table 8. Security Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Security	1.00	NU	FT	-	191,163	20	145,546	218,318
Manager, Project Management	1.00	NU	FT	-	164,157	17	113,731	170,595
Manager, Public Safety Operations	1.00	NU	FT	-	130,613	17	113,731	170,595
Manager, Safety Response	1.00	NU	FT	-	130,733	16	104,587	156,881
Manager, Security Operations & Investigations	1.00	NU	FT	-	113,372	16	104,587	156,881
Manager, Security Operations Center (SOC)	1.00	NU	FT	-	142,344	16	104,587	156,881
Assistant Manager, Public Safety Operations	1.00	NU	FT	-	103,681	14	88,247	132,372
Analyst, Investigations	2.00	NU	FT	-	191,591	13	80,965	121,448
Assistant Manager, Safety Response	1.00	NU	FT	-	109,070	13	80,965	121,448
Coordinator, Senior, Vulnerable Populations	1.00	NU	FT	-	96,001	13	80,965	121,448
Administrator, Security Access Control	1.00	NU	FT	-	102,500	12	74,231	111,344
Coordinator, Crime Prevention & Data Analysis	1.00	U	FT	-	103,341	437	76,170	101,566
Security Dispatcher	13.00	U	FT	-	1,404,358	343	80,974	107,973
Customer Safety Supervisor	42.00	U	FT	-	4,518,984	342	79,310	105,747
Lead Customer Safety Supervisor	5.00	U	FT	-	564,746	341	83,262	111,010
Total	73.00				\$8,066,653			

Table 9. Security Department Personnel Profile

Security Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	6,983,838	9,117,191	8,275,408	8,329,164	8,276,515
Fringe	2,395,173	3,075,706	3,238,842	3,028,483	3,204,083
Capitalized Labor-Fringe	-2,846				
Total	\$9,376,165	\$12,192,897	\$11,514,250	\$11,357,647	\$11,480,598

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Legal		340,723			
Professional & Technical-Gen & Adm	38,082	316,242	33,300	87,734	35,000
Temporary Help-Trans Adm	32,234	65,514	24,800	12,399	
Copier & Printer Usage and Maintenance	3,499	8,782		3,603	
Body Repair - NRV				15,713	
Transit Police Services	6,010,137	6,491,561	10,209,000	9,494,304	13,885,000
Deputy DA Contract	666,073	958,133	1,025,700	1,043,171	1,454,700
Security Services	24,519,670	33,468,672	40,914,900	40,762,353	34,737,500
Building Security Maintenance	358,934	363,527	197,000	571,211	500,000
Exclusion & Tow Hearings	337				
Transit Police Services - Canine Unit	500,445	881,661	692,700	757,973	700,000
Security Services - Gang Outreach	-16,739				
Community Safety Workers		483,445	650,000	493,981	650,000
Other Services- Gen & Adm	1,402,464	1,927,725	184,000	481,478	40,000
Other Services- Revenue Veh.Maint				165	
Uniforms- Rev Veh Op	28,892	13,299	15,000	25,587	15,000
Gasoline - NRV Maintenance				41,097	
Tires Serv Vehicle-Rev Equip Maint				6,444	
Office Supplies				347	
Maint Material - Serv Veh				17,970	
Other Materials- Gen & Adm	858,994	1,923,724	220,500	230,633	220,200
Unreconciled P-Card Expense	3,082	4,113			
Computer Equip under \$5,000	35,716	53,836	34,500	66,526	

Security Department

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Safety Supplies-Rev Eq Maint				738	
Community Outreach		1,125			
Telephone	98,228	130,084		65,687	
NU-Local Travel & Meetings				1,020	
NU-Out-Of-Town Travel		1,175		522	
Software License Fees		65,142			
Total	\$34,540,048	\$47,498,483	\$54,201,400	\$54,180,656	\$52,237,400

Emergency Management Department (EM)

The Emergency Management Department is primarily responsible for agency preparedness planning, response and recovery efforts, and ensuring the agency is resilient to internal and external stressors.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	-	-	-	719,374	-	-
M&S	-	-	-	-	1,290,000	-	-
Total	-	-	-	-	\$2,009,374	-	-

Table 10. Emergency Management Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Emergency Management	1.00	NU	FT	-	167,001	19	134,166	201,251
Manager, Emergency Management	1.00	NU	FT	-	148,778	17	113,731	170,595
Coordinator, Senior, Emergency Management	1.00	NU	FT	-	95,057	14	88,247	132,372
Coordinator, Senior, Public Safety Training & Dev	1.00	NU	FT	-	112,457	14	88,247	132,372
Total	4.00				\$523,293			

Table 11. Emergency Management Department Personnel Profile

Emergency Management

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor					523,292
Fringe					196,082
Total					\$719,374

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm					1,110,600
Other Services- Gen & Adm					23,300
Other Materials- Gen & Adm					153,000
NU-Local Travel & Meetings					3,100
Total					\$1,290,000



TriMet Fact

Starting in Fiscal Year 2021, and every following year, TriMet's Finance team has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for creating a transparent and easily understandable agency budget. For the FY2026 budget, TriMet received special recognition in the Long-Range Operating Financial Plans and Capital Program categories.

Strategy & Planning Division

Division Overview

Mission

The Strategy & Planning Division provides strategic direction and planning for TriMet. Under direction of the Chief Strategy and Planning Officer (CSPO), the division provides Strategic Planning including TriMet 2030, Service Planning, Transit Systems Support Services, and Long-Range Asset Planning including Zero Emissions Programs and Sustainability.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	0.00	18.00	20.00	20.00	36.00	-	-

Table 1. Strategy & Planning Division Authorized FTEs

Budget Summary

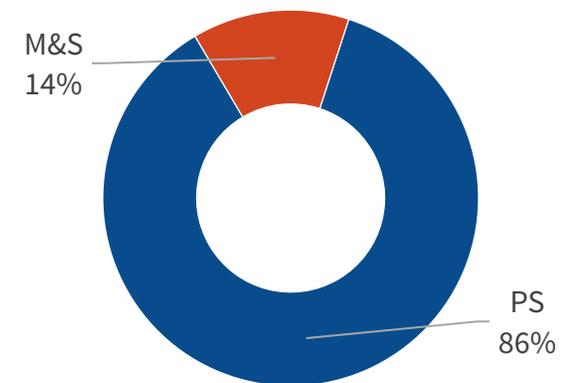
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	3,179,877	3,826,056	3,542,026	6,497,956	-	-
M&S	-	994,596	906,200	735,202	1,013,300	-	-
Total	-	\$4,174,473	\$4,732,256	\$4,277,228	\$7,511,256	-	-

Table 2. Strategy & Planning Division Budget

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$2.8 million (+58.7%), rising from \$4.7 million to \$7.5 million. Personnel Services increases by \$2.7 million (+69.8%), while Materials & Services increases by \$107.1K (+11.8%).

For the FY2027 Proposed Budget, Personnel Services comprises 86% (\$6.5 million) of the total budget, while Materials & Services accounts for 14% (\$1.0 million).

FY2027 Budget by Classification



Departments and Priorities

- **Strategy & Planning Administration (PLAN):** Responsible for identifying and implementing agency-wide strategies including TriMet 2030, facility and asset planning, and zero emission vehicle fleet initiatives.
- **Service Planning (SP):** Responsible for long and short-range planning for bus and rail service, bus stop locations, bus passenger facilities, transit priority, planning for pedestrian and bicycle access to transit, fostering and improving partnerships for transit growth, supporting sustainability planning and actions, and managing external funding processes.
- **Transit Systems Support Services (TSSS)¹:** Responsible for operations data analysis, asset management, research and development, and records governance for operational SOPs, rules, instructions, and other directive documents.

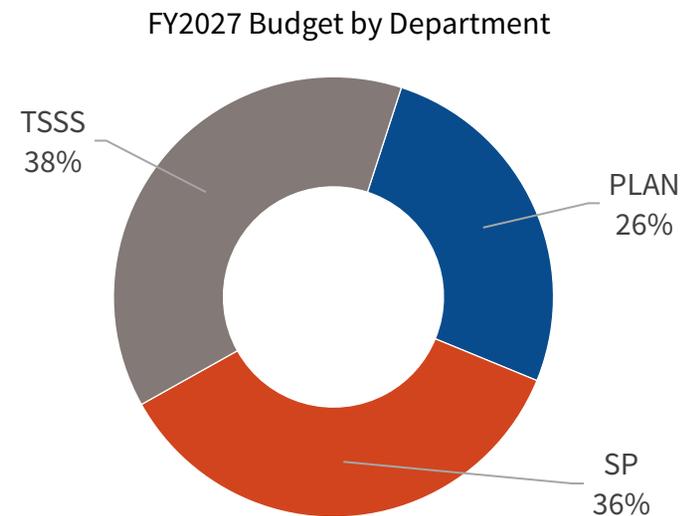
Budget by Departments

Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PLAN	-	1,053,978	1,383,731	1,112,684	1,966,424	-	-
SP	-	3,120,495	3,348,525	3,164,544	2,683,947	-	-
TSSS	-	-	-	-	2,860,885	-	-
Total	-	\$4,174,473	\$4,732,256	\$4,277,228	\$7,511,256	-	-

Table 3. Strategy & Planning Division Budget by Departments

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget increases by \$2.8 million (+58.7%), rising from \$4.7 million to \$7.5 million. Strategy & Planning Administration (PLAN) increases by \$582.7K (+42.1%), while Service Planning (SP) decreases by \$664.6K (-19.8%), and Transit Systems Support Services (TSSS) adds \$2.9 million as a new department in FY2027.

For the FY2027 Proposed Budget, Service Planning (SP) comprises 36% (\$2.7 million) of the total budget, Transit Systems Support Services (TSSS) represents 38% (\$2.9 million), and Strategy & Planning Administration (PLAN) accounts for 26% (\$2.0 million).



¹Transit System Support Services (TSSS) restructured to Strategy & Planning Division for organizational effectiveness for FY2027 year.

FY2026 Accomplishments

TriMet 2030 Strategic Plan

- Led the development of the TriMet 2030 strategic plan and the goals and strategies that will drive TriMet's work for the next five years.

Elevate the Customer Experience

- Ensured the organization continues to deliver service that is accessible and reliable.
- Improved the customer experience and reduced barriers to ridership through improving bus stops and replacing existing shelters that have reached the end of useful life. This includes the creation, prototyping, and installation of a new shelter design and construction of ADA bus stop improvements.
- Supported 82nd Ave and TV highway FX projects vehicle propulsion decisions.

Ensure Financial Stability and Stewardship

- Secured STIF payroll and STIF population funds to be used for service operations and ADA transportation.
- Secured STIF discretionary funds to be used for ADA accessibility improvements at bus stops and reduction of bus traffic delays through transit priority spot improvements.
- Developed a Service Plan that was forwarded for consideration to the TriMet Board of Directors that reduces service to address the budget deficit.
- Completed Automatic Passenger Counter validation for NTD with no issues.

Increase Investment in Safe and Reliable Infrastructure

- Implemented an enhancement to TriMet's model for managing assets that will help asset owners in seeking capital funding for consideration in FY28.
- Initiated Facilities and Major Assets Plan with a focus on more immediate bus requirement needs.

Advance TriMet's Value to Region

- Reduced reporting lag on Monthly Operations Analysis to TriMet Board of Directors.
- Collect, analyze, monitor and troubleshoot performance of existing zero emission bus fleet and planning for future fleet needs.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(SP)** Develop and publish the annual service plan and implement service adjustments to address the FY2027 budget deficit while maintaining frequent service and retaining the customer base to the greatest extent possible.
- **(SP, TSSS)** Analyze service disruptions and the root causes of stops and delays, develop mitigation strategies, and implement improvements to enhance service reliability.
- **(TSSS)** Complete analysis of transit ridership response to variables under TriMet's control to inform future service and policy decisions.

Ensure Financial Stability and Stewardship

- **(SP)** Reduce service as necessary to address the FY2027 budget deficit while maintaining frequent service and retaining the customer base to the greatest extent possible.
- **(TSSS)** Implement a coordinated agency structure and hierarchy of policies and procedures aligned with best practices, regulatory requirements, and continuous improvement objectives.

Increase Investment in Safe and Reliable Infrastructure

- **(PLAN)** Continue implementation of long-range asset planning initiatives.
- **(TSSS)** Publish a new FTA-compliant Transit Asset Management (TAM) Plan by October 1, 2026.
- **(TSSS)** Continue development toward implementation of an enterprise asset management system (EAMS), including advancing the business case and project development pending funding availability. Timeline through June 30, 2029.

Advance TriMet's Value to the Region

- **(PLAN)** Continue implementation of the TriMet 2030 Strategic Plan.
- **(PLAN, SP)** Proactively participate in regional planning and policy processes to guide the vision for future regional transit and educate partners on the capital, operating, and maintenance requirements associated with a transit-supportive regional vision.

Continue to Build an Adaptable, Safe and Thriving Workplace

- **(TSSS)** Create and publish new on-time performance dashboards for bus and rail to improve transparency, accessibility, and decision-making.
- **(TSSS)** Launch new Bus Maintenance and Maintenance of Way TriNET pages and enhance internal document accessibility and usability for frontline staff.

Strategy & Planning Administration Department (PLAN)

The Strategy & Planning Administration Department is responsible for identifying and implementing agency-wide strategies and programs and driving the long-term planning and strategic policy of the agency. Responsible for strategic guidance of:

- TriMet 2030
- Operational Analysis & Essential Data
- Long Range Asset Planning, Zero-Emission Programs and Sustainability
- Service Planning

The following divisions report to the CSPO but are not part of the Strategy and Planning Administration department:

- Public Access & Innovation Division
- Engineering & Construction Division

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	932,191	1,263,231	1,013,327	1,865,824	-	-
M&S	-	121,787	120,500	99,357	100,600	-	-
Total	-	\$1,053,978	\$1,383,731	\$1,112,684	\$1,966,424	-	-

Table 4. Strategy & Planning Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Chief Strategy & Planning Officer	1.00	NU	FT	-	306,239	27	253,765	380,648
Executive Director, Planning	1.00	NU	FT	-	241,505	22	170,901	256,354
Director, Long-Range Asset Planning	1.00	NU	FT	-	195,233	21	157,787	236,683
Program Manager, Senior, Strategy and Planning	1.00	NU	FT	-	173,660	18	123,570	185,355
Program Manager, Zero Emission Buses	1.00	NU	FT	-	178,888	18	123,570	185,355
Project Manager, Senior, Long-Range Asset Planning	1.00	NU	FT	-	130,733	16	104,587	156,881
Executive Assistant, Senior (CSPO)	1.00	NU	FT	-	102,565	13	80,965	121,448
Total	7.00				\$1,328,823			

Table 5. Strategy & Planning Administration Department Personnel Profile

Strategy & Planning Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor		678,241	986,775	841,333	1,459,314
Fringe		264,468	276,456	244,286	406,510
Capitalized Labor-Fringe		-10,518		-72,292	
Total		\$932,191	\$1,263,231	\$1,013,327	\$1,865,824

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		75,248	40,000	42,253	54,900
Copier & Printer Usage and Maintenance		1,105		651	900
Other Services- Gen & Adm		20,380		68	10,000
Office Supplies			3,000	1,517	
Equip/Furn < \$5,000-Gen & Adm			8,000	3,999	
Other Materials- Gen & Adm		5,992	2,000	999	5,800
Unreconciled P-Card Expense		1,614			
Telephone			6,000	3,000	2,000
NU-Dues & Subscriptions			10,000	5,151	
NU-Local Travel & Meetings		6,386	4,000	6,055	5,000
NU-Education & Training - Gen & Adm		5,600	25,000	17,431	15,000
NU-Out-Of-Town Travel		4,890	20,000	16,982	5,000
Employee Recognition		572	2,500	1,251	2,000
Total		\$121,787	\$120,500	\$99,357	\$100,600

Service Planning Department (SP)

The Service Planning Department is responsible for the planning of transit service. This includes planning for bus and MAX service, bus stop locations, bus passenger facilities, transit priority, planning for pedestrian/bicycle access to transit, and fostering and improving partnerships for transit growth including the coordinating STIF processes.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	2,247,686	2,562,825	2,528,699	1,988,147	-	-
M&S	-	872,809	785,700	635,845	695,800	-	-
Total	-	3,120,495	3,348,525	3,164,544	2,683,947	-	-

Table 6. Service Planning Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Mobility Planning & Policy	1.00	NU	FT	-	189,125	20	145,546	218,318
Manager, Service Planning & Development	2.00	NU	FT	-	298,220	17	113,731	170,595
Coordinator, Senior, Operating Projects	1.00	NU	FT	-	136,214	15	96,124	144,186
Planner, Senior	1.00	NU	FT	-	122,685	15	96,124	144,186
Planner, Senior	1.00	NU	FT	X	137,846	15	96,124	144,186
Administrator, Senior, Senior & Disabled Transport	1.00	NU	FT	-	111,680	14	88,247	132,372
Planner	3.00	NU	FT	-	309,656	13	80,965	121,448
Planner, Associate	1.00	NU	FT	-	86,694	11	67,999	102,001
Assistant, Administrative	1.00	NU	FT	-	58,427	7	47,529	71,293
Total	12.00				\$1,450,548			

Table 7. Service Planning Department Personnel Profile

Service Planning Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor		1,797,918	1,893,560	1,881,510	1,450,548
Fringe		612,003	669,265	655,373	537,599
Capitalized Labor-Fringe		-162,235		-8,184	
Total		\$2,247,686	\$2,562,825	\$2,528,699	\$1,988,147

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		629,635	488,400	323,900	260,800
Metro Unified Work Prog		257,500	265,300	263,356	265,300
Copier & Printer Usage and Maintenance		562		109	500
Other Services- Gen & Adm		-34,972	21,000	13,083	155,200
Other Materials- Gen & Adm		2,168	6,000	19,362	4,000
Unreconciled P-Card Expense		1,801		669	
Computer Equip under \$5,000		2,073	5,000	5,517	3,000
Telephone		546		157	500
NU-Local Travel & Meetings		4,864		5,539	4,500
NU-Out-Of-Town Travel		8,632		4,153	2,000
Total		\$872,809	\$785,700	\$635,845	\$695,800

Transit Systems Support Services Department (TSSS)

Transit Systems Support Services develops and implements strategies for asset inventory collection to support capital asset performance assessment, replacement modeling, and prioritization. It analyzes data to improve processes and efficiencies, plans for future service changes, and submits required condition and compliance reports. The division oversees the Transit Asset Management (TAM) Plan and policies, conducts asset assessments, and provides records and information management support for Operations.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	-	-	-	2,643,985	-	-
M&S	-	-	-	-	216,900	-	-
Total	-	-	-	-	\$2,860,885	-	-

Table 8. Transit Systems Support Services Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Transit System Support Services	1.00	NU	FT	-	188,521	20	145,546	218,318
Manager, Service Performance & Analysis	1.00	NU	FT	-	136,799	18	123,570	185,355
Program Manager, Business Process & Projects, Ops Mgmt	1.00	NU	FT	-	152,380	17	113,731	170,595
Analyst, Principal, Operations	1.00	NU	FT	-	117,704	16	104,587	156,881
Analyst, Senior Operations & Finance Planning	1.00	NU	FT	-	116,358	15	96,124	144,186
Analyst, Senior, Data Engineering	1.00	NU	FT	-	120,155	15	96,124	144,186
Manager, Records and Information	1.00	NU	FT	-	115,044	15	96,124	144,186
Analyst, Senior, Operations Records	1.00	NU	FT	-	114,531	14	88,247	132,372
Analyst, Senior, Rules, Procedures & Instructions	1.00	NU	FT	-	112,499	14	88,247	132,372
Data Scientist, Senior	1.00	NU	FT	-	121,737	14	88,247	132,372
Analyst, Operations	4.00	NU	FT	-	372,897	13	80,965	121,448
Analyst, Operations Records	1.00	NU	FT	-	81,429	12	74,231	111,344
Assistant, Senior Administrative	1.00	NU	FT	-	68,702	9	56,940	85,408
Specialist, Senior, Records	1.00	NU	FT	-	57,803	9	56,940	85,408
Total	17.00				\$1,876,560			

Table 9. Transit Systems Support Services Department Personnel Profile

Transit Systems Support Services Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor					1,876,560
Fringe					767,425
Total					\$2,643,985

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm					78,000
Temporary Help-Gen & Adm					130,200
Equip/Furn < \$5,000-Gen & Adm					1,000
Telephone					2,000
NU-Out-Of-Town Travel					4,500
Out-Of-Town Travel Non Training					1,200
Total					\$216,900

Public Access & Innovation Division¹

Division Overview

Mission

The mission of TriMet’s Public Access & Innovation Division is to support internal and external efforts to increase access to the region’s public transit system, support economic development through small business contracting, and workforce development, ensure agency adherence with civil rights laws and protections, and build out innovative partnerships, programs, and initiatives in support of TriMet’s Vision, Value and Mission.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	-	8.00	13.00	11.00	11.00	-	-

Table 1. Public Access & Innovation Authorized FTEs

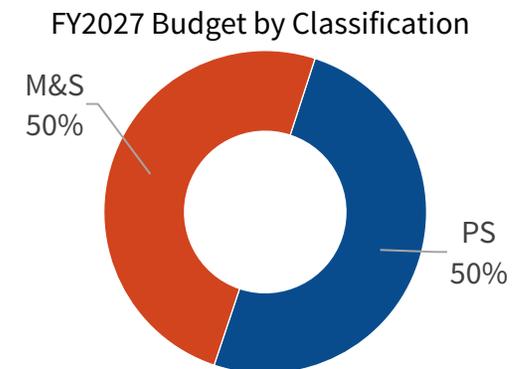
Budget Summary

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	1,571,748	2,259,284	1,910,619	1,991,240	-	-
M&S	-	1,093,667	2,370,700	1,276,058	1,980,700	-	-
Total	-	\$2,665,415	\$4,629,984	\$3,186,677	\$3,971,940	-	-

Table 2. Public Access & Innovation Budget Summary

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$658.0K (-14.2%), declining from \$4.6 million to \$3.9 million. Personnel Services decrease by \$268.0K (-11.9%), while Materials & Services decrease by \$390.0K (-16.5%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 50% (\$1.9 million) of the total budget, while Materials & Services account for approximately 50% (\$1.9 million).



¹ The Inclusion, Diversity, Equity, & Accessibility Division was renamed to Public Access & Innovation Division in FY2025.

Departments and Priorities

- **Public Access & Innovation (PAI):** TriMet’s Public Access & Innovation Division is responsible for Federal and State compliance programs, innovative projects, partnerships and initiatives, and business contractor, and workforce development efforts and ensuring success across multiple performance areas. PAI is responsible for:
 - **Innovation Projects & Initiatives:** Implements community workforce development and grant programs, innovative partnerships, and TriMet 2030 continuous improvement efforts.
 - **Title VI and Civil Rights:** Ensures compliance with state and federal civil rights laws through oversight of public participation, complaints and investigations, equity and service analyses, subrecipient monitoring, and ongoing regional demographic review.
 - **Language Access Program:** Provides meaningful access for Limited English Proficient populations through translation, interpretation, and monitoring of safe harbor LEP communities across the service district.
 - **Small Business & Contractor Development:** Leads small business, contractor development, and workforce programs while ensuring compliance with state workforce and federal small business utilization goals across TriMet’s contracting portfolio.

Budget by Departments

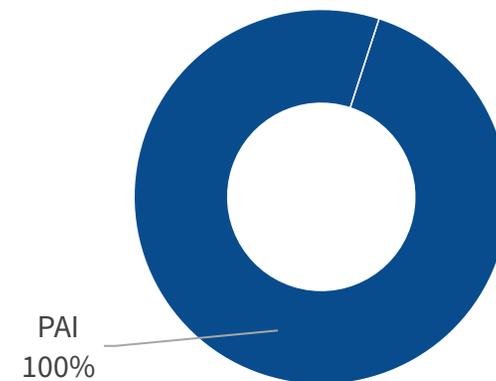
Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PAI	-	2,665,415	4,629,984	3,186,677	3,971,940	-	-
Total	-	\$2,665,415	\$4,629,984	\$3,186,677	\$3,971,940	-	-

Table 3. Public Access & Innovation Budget by Departments

The Budget by Departments table presents the Public Access & Innovation Division budget by fiscal year, including FY2024 and FY2025 actuals, the FY2026 Budget and Estimate, and the FY2027 Proposed Budget.

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$658.0K (-14.2%), declining from \$4.6 million to \$3.9 million. As the Public Access & Innovation Division consists of a single department, this budget reflects all associated costs and priorities.

FY2027 Budget by Department



FY2026 Accomplishments

Advance TriMet's Value to the Region

- TriMet's Public Access and Innovation Division successfully launched year one of the agency's Federal LONO Grant which provides \$2.4 million dollars in community and incumbent worker training.
- The Division successfully implemented year one of the agency's 82nd Avenue community Workforce program focused on developing construction and other related career pathways for residents along the 82nd avenue corridor.
- Established a new Continuous Improvement Program "Empowering People Impacting Change" (EPIC) and launched 5 pilot continuous projects to support internal TriMet efforts and program areas.
- Completed and submitted TriMet's Federally required 2025-2027 Title VI and Civil Rights Program Update.

FY2027 Goals and Objectives

Elevate the Customer Experience

- **(PAI)** Launch a new LEP Rider Development Program and increase access and engagement of the regions Limited English Proficient communities.
- **(PAI)** Implement Year 2 of our agency wide Continuous Improvement Program "Empowering People Impacting Change (EPIC).

Advance TriMet's Value to the Region

- **(PAI)** Continue contractor participation strategies to enhance contracting opportunities and increase participation by certified firms. This initiative aims to strengthen relationships within the community by promoting equitable access and fostering partnerships with certified firms. Timeline through June 30, 2027.
- **(PAI)** Implement year 2 of the 82nd Avenue Community Workforce Program, and the LONO grant.

Ensure Financial Stability and Stewardship

- **(PAI)** Explore additional fare mitigation resources to allow greater subsidies for riders who are living on low incomes through external partners with overlapping vulnerable communities (i.e. Temporary Assistance to Needy Families, Department of Health Services, Veterans Administration, Medicaid/Medicare, Public Housing). By addressing affordability and accessibility, this objective seeks to enhance the quality of life for low-income riders. Timeline through June 30, 2027.

Public Access & Innovation Department (PAI)

The Public Access & Innovation Division is responsible for TriMet's Title VI & Civil Rights Programs; agency Disadvantaged, Small Business & Workforce Equity Programs; TriMet's Language Access Plan; and TriMet's expanding Innovation portfolio of projects and grants, as well as supporting community forums like the Transit Equity Advisory Committee; and Public Access & Innovation also supports overall system accessibility. PAI staff also support the implementation of TriMet's Fare Subsidy efforts through – Access Transit Programs including: Fare Relief, Fare Assistance, Low-Income Fare, free Summer Pass and the Access Transit High School Program. The Division also works in partnership with Public Affairs to support TriMet's Multicultural Programs, Translation Services, and other access related initiatives.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	-	1,571,748	2,259,284	1,910,619	1,991,240	-	-
M&S	-	1,093,667	2,370,700	1,276,058	1,980,700	-	-
Total	-	\$2,665,415	\$4,629,984	\$3,186,677	\$3,971,940	-	-

Table 4. Public Access & Innovation Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Public Access & Innovation	1.00	NU	FT	-	257,232	23	184,983	277,476
Program Manager	1.00	NU	FT	-	146,423	17	113,731	170,595
Manager, Community Engagement Programs	1.00	NU	FT	-	130,132	16	104,587	156,881
Manager, Title VI & Public Access Programs	1.00	NU	FT	-	122,494	16	104,587	156,881
Manager, Business & Contractor Development	1.00	NU	FT	-	130,197	15	96,124	144,186
Administrator, Senior, Contracts	1.00	NU	FT	-	95,400	14	88,247	132,372
Project Manager, Senior	3.00	NU	FT	-	336,843	14	88,247	132,372
Project Manager, Senior	1.00	NU	FT	X	110,310	14	88,247	132,372
Assistant, Executive Administrative	1.00	NU	FT	-	91,062	12	74,231	111,344
Total	11.00				\$1,420,093			

Table 5. Public Access & Innovation Department Personnel Profile

Public Access & Innovation Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor		1,149,628	1,651,809	1,416,640	1,454,979
Fringe		423,118	607,475	493,979	536,261
Capitalized Labor-Fringe		-998			
Total		\$1,571,748	\$2,259,284	\$1,910,619	\$1,991,240

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		3,000			
Temporary Help-Gen & Adm					10,000
First Step Youth			50,000	24,999	50,000
Copier & Printer Usage and Maintenance		6,269		637	2,000
Other Services- Gen & Adm		824,701	146,700	137,459	
Office Supplies		4,394	5,000	2,698	2,000
Other Materials- Gen & Adm		16,870	1,850,000	926,571	1,606,000
Unreconciled P-Card Expense		1,698		1,289	
Computer Equip under \$5,000					2,000
Community Outreach		137,615	250,000	127,501	200,000
Outreach/Promotions					60,000
Telephone		8,796	2,000	5,959	3,000
NU-Dues & Subscriptions		14,401	25,000	12,501	10,000
NU-Local Travel & Meetings		3,906	2,000	2,665	7,700
NU-Education & Training - Gen & Adm		44,317	20,000	13,259	15,000
NU-Out-Of-Town Travel		27,700	20,000	20,520	10,000
Lease Agreements					3,000
Total		\$1,093,667	\$2,370,700	\$1,276,058	\$1,980,700



TriMet Fact

On September 2, 2009 the 8.2 mile MAX Green Line opened, adding a convenient and affordable way to get around for people living and working in Clackamas County and East Multnomah County. The Green Line travels alongside I-205 to Gateway and continues west to downtown Portland, where it serves the Transit Mall between Union Station and Portland State University.

Engineering & Construction Division

Division Overview

Mission

The Engineering & Construction Division plans, designs, remodels and constructs high value transit projects. Work includes in-street (bus) facilities, extensions and modifications to the light rail system, operations and administrative facilities, bus garages and light rail operations bases. The division also manages improvements to existing TriMet facilities and implements opportunities for transit-supportive developments.

Authorized FTEs

	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Total FTE	82.00	89.00	99.00	92.00	92.00	-	-

Table 1. Engineering & Construction Division Authorized FTEs

Budget Summary

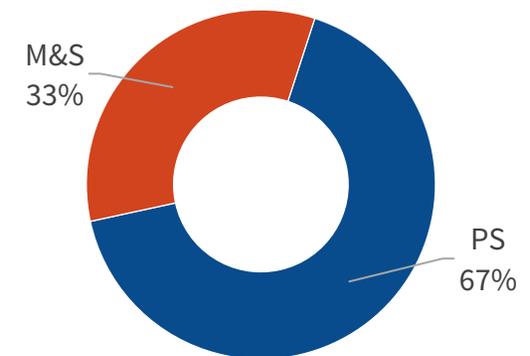
Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,516,348	2,085,371	2,275,024	2,493,844	2,274,471	-	-
M&S	722,991	2,074,036	1,160,100	879,687	1,140,100	-	-
Total	\$2,239,339	\$4,159,407	\$3,435,124	\$3,373,531	\$3,414,571	-	-

Table 2. Engineering & Construction Division Budget Summary

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$20.6K (-0.6%), declining from \$3.44 million to \$3.41 million. Personnel Services decrease by \$553 (-0.02%), while Materials & Services decrease by \$20.0K (-1.7%).

In the FY2027 Proposed Budget, Personnel Services comprise approximately 67% (\$2.3 million) of the total budget, while Materials & Services account for approximately 33% (\$1.1million).

FY2027 Budget by Classification



Departments and Priorities

- Engineering & Construction Administration (ECA):** Provides oversight and tracking of project cost and budgets, quality control, estimating, inspections, public art administration, structural engineering services, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports overall project delivery for the Engineering & Construction Division in addition to supporting the needs of the Agency.
- Design & Construction (DCD):** Provides management of assigned capital projects funded in TriMet’s Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement capital improvements and enhancements to address safety/security and/or increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and infrastructure projects associated with implementation of fuel-cell electric buses.
- Major Projects (MP):** Provides environmental permitting, capital planning, design and construction of federal and/or other regionally funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities. Within Major Projects, the IBR (Interstate Bridge Replacement) Team provides the planning, design, and construction transit expertise to support the multi-state and agency effort to build a new transit supportive bridge across the Columbia River.

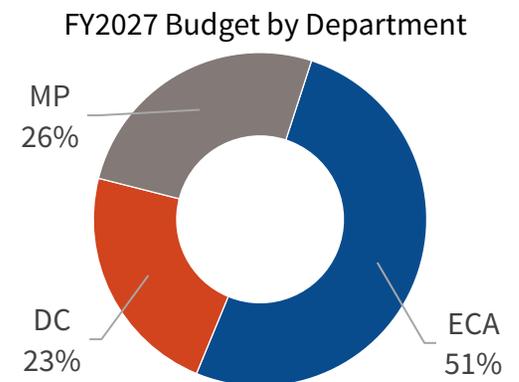
Budget by Departments

Department	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
ECA	1,867,535	1,989,007	1,521,614	1,556,393	1,749,235	-	-
DCD	(45,352)	567,497	732,915	650,284	776,300	-	-
MP	417,156	1,602,903	1,180,595	1,166,854	889,036	-	-
Total	\$2,239,339	\$4,159,407	\$3,435,124	\$3,373,531	\$3,414,571	-	-

Table 3. Engineering & Construction Division Budget by Departments

From the FY2026 Budget to the FY2027 Proposed Budget, the total budget decreases by \$20.6K (-0.6%), with Major Projects (MP) decreasing by \$291.6K (-24.7%). Engineering & Construction Administration (ECA) increases by \$227.6K (+15.0%), and Design & Construction (DCD) increases by \$43.4K (+5.9%).

For the FY2027 Proposed Budget, ECA comprises 51% (\$1.75 million) of the total budget, MP represents 26% (\$889.0K), and DCD accounts for 23% (\$776.3K).



FY2026 Accomplishments

Elevate the Customer Experience

- The FX project for 82nd Ave reached the 30% milestone on schedule and remains on budget.
- The FX project for TV Highway entered the Project Development phase of the FTA's Capital Investment Grant process on schedule and budget.

Continue to Build an Adaptable, Safe and Thriving Workplace

- Launched the divisions new project management information system tool (PMWeb) to create accountability, transparency, and federal/internal compliance for all capital improvement projects.

Increase Investment in Safe and Reliable Infrastructure

- Accomplishment #1: Completed the commissioning and operation of the Type 6 light rail vehicles.

FY2027 Goals and Objectives

Increase Investment in Safe and Reliable Infrastructure

- **(ECA)** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **(ECA)** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.
- **(DCD)** With partners, pursue, plan, and implement opportunities for viable transit state of good repair and other infrastructure projects. Timeline is continuous.
- **(DCD)** Use grants to purchase initial fleet of hydrogen fuel-cell electric buses, retrofit bays for maintenance and provide necessary fueling infrastructure. Timeline through June 30, 2029.
- **(DCD)** Deliver budgeted state of good repair projects on-time and on-budget. Timeline is continuous.
- **(DCD)** Complete commissioning and operate regular service with Type 6 light rail vehicles; recycle or find other destinations for old Type 1 light rail vehicles. Timeline through June 30, 2027.
- **(MP)** With partners, pursue opportunities for potentially viable transit infrastructure projects. Timeline is continuous.
- **(MP)** Provide transit expertise and project support for light rail component of Interstate Bridge Replacement program. Timeline is continuous.
- **(MP)** Complete bus rapid transit master plan to develop vision and potential roadmap for future potential FX lines.

- **(MP)** Develop 82nd Avenue Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements.
- **(MP)** Develop TV Hwy Transit Project as a new FX bus rapid transit line, pending federal funding review and agreements. Timeline is continuous.
- **(MP)** Develop and deliver enhanced transit bus priority (“Better Bus”) projects with regional and local partners. Timeline is continuous.
- **(MP)** Continue to seek opportunities with jurisdictions to implement transit priority treatments to reduce delays. Timeline is continuous.
- **(MP)** Complete current committed capital projects such as the Red Line Extension project, Columbia Operations Facility site preparation, restoration of public art at the Expo Center MAX station and transit center improvements projects. .
- **(MP)** Advance ongoing federally funded capital project commitments including the 82nd Ave and TV Highway Transit Improvements projects, the Interstate Bridge Replacement project, and investing in transit priority across TriMet’s bus network.
- **(MP)** Continued capital project support and delivery of agency state of good repair objectives and commitments including replacement of LRV vehicles, substation upgrades and replacements, and other rail and systems related projects.

Elevate the Customer Experience

- **(ECA)** Maintain and enhance, where necessary, safety infrastructure through design criteria for passenger facilities and vehicles for operators, other employees, and customers. Timeline is continuous.
- **(DCD)** Train for, and use, crime prevention and security through environmental design (CPTED) enhancements in new construction and modifications including such treatments as CCTV improvements, enhanced lighting, modifying vegetation, and sight lines. Timeline is continuous.
- **(MP)** Analyze causes of stops and delays in service, develop mitigations, and implement those mitigations. Timeline is continuous.

Engineering & Construction Administration Department (ECA)

Provides oversight and tracking of project cost and budgets, compliance with federal requirements, establishes and maintains sound business and engineering practices, and supports project delivery for the Engineering & Construction Division.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	1,337,891	1,227,900	1,050,514	1,140,293	1,080,935	-	-
M&S	529,644	761,107	471,100	416,100	668,300	-	-
Total	\$1,867,535	\$1,989,007	\$1,521,614	\$1,556,393	\$1,749,235	-	-

Table 4. Engineering & Construction Administration Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Executive Director, Capital Project Delivery	1.00	NU	FT	-	283,061	26	233,346	350,020
Director, Program Management	1.00	NU	FT	-	223,166	22	170,901	256,354
Engineer, Principal, Structural	1.00	NU	FT	-	195,084	19	134,166	201,251
Manager, Cost Estimating & Value Engineering	1.00	NU	FT	-	171,406	19	134,166	201,251
Manager, Engineering and Construction	1.00	NU	FT	-	198,835	19	134,166	201,251
Manager, Project Programs	1.00	NU	FT	-	195,641	19	134,166	201,251
Manager, Quality Program	1.00	NU	FT	-	175,542	19	134,166	201,251
Cost Estimator, Senior	1.00	NU	FT	-	133,766	17	113,731	170,595
Inspector, Senior	1.00	NU	FT	-	145,684	17	113,731	170,595
Program Scheduler, Senior	1.00	NU	FT	-	123,886	17	113,731	170,595
Project Manager, Senior, Eng & Const	1.00	NU	FT	-	153,302	17	113,731	170,595
Coordinator, Senior, Quality Assurance	1.00	NU	FT	-	116,113	16	104,587	156,881
Inspector	1.00	NU	FT	X	144,399	16	104,587	156,881
Program Manager, CADD	1.00	NU	FT	-	141,128	16	104,587	156,881
Analyst, Senior, Cost Control	1.00	NU	FT	-	142,477	15	96,124	144,186
Cost Estimator	1.00	NU	FT	-	121,114	15	96,124	144,186
Administrator, Public Art	1.00	NU	FT	-	128,834	14	88,247	132,372
Coordinator, Compliance	1.00	NU	FT	-	112,495	13	80,965	121,448

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Assistant, Executive Administrative	1.00	NU	FT	-	107,619	12	74,231	111,344
Specialist, Senior, Project Control	1.00	NU	FT	-	106,579	12	74,231	111,344
Specialist, Senior, Records	1.00	NU	FT	X	76,294	9	56,940	85,408
Total	21.00				3,196,426			

Table 5. Engineering & Construction Administration Department Personnel Profile

Engineering & Construction Administration Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,012,803	3,149,116	3,780,189	3,209,941	3,602,144
Fringe	1,255,743	1,041,479	1,241,181	1,144,654	1,144,822
Capitalized Labor-Fringe	-2,930,655	-2,962,695	-3,970,856	-3,214,302	-3,666,031
Total	\$1,337,891	\$1,227,900	\$1,050,514	\$1,140,293	\$1,080,935

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm	192,292	327,463	93,600	128,007	200,000
Recruitment Expense					24,200
Copier & Printer Usage and Maintenance	798	799	2,700	1,637	1,000
Contracted Conservation - ROW Art	110,201	222,226	113,300	97,778	275,000
Printing/Bindery Services	756	56	1,000	529	7,000
Other Services- Gen & Adm	12,963	55,055	9,800	10,794	7,300
Office Supplies	1,103	2,327	7,900	4,205	2,400
Equip/Furn < \$5,000-Gen & Adm					2,000
Other Materials- Gen & Adm	17,422	14,634	13,100	6,773	4,700
Unreconciled P-Card Expense	1,272				
Computer Equip under \$5,000	10,442	15,002	19,700	11,878	12,700
Safety Supplies- Gen & Adm	15,880	2,870	2,500	2,482	3,800
Community Outreach					6,000
Telephone	42,477	40,958	37,400	31,960	37,800
NU-Dues & Subscriptions	36,986	31,746	43,300	33,251	31,700
NU-Local Travel & Meetings	7,000	9,180	15,300	12,666	
NU-Education & Training - Gen & Adm	49,189	12,993	60,300	32,373	22,500
NU-Out-Of-Town Travel	13,395	12,898	31,500	18,200	10,700
Employee Recognition	8,555	4,176	5,900	3,155	6,400
Special Event Expenses	8,913	8,724	13,800	20,412	3,900
Lease Agreements					9,200
Total	\$529,644	\$761,107	\$471,100	\$416,100	\$668,300

Design & Construction Department (DCD)

The Design & Construction Department provides management of assigned capital projects funded in TriMet's Capital Improvement Program (CIP). Also includes Project Development support prior to funding. Projects typically include those that implement enhancements to address safety/security and/or to increase reliability and capacity, those that maintain TriMet facilities in a state of good repair, and those operations and maintenance facility (OMF) projects associated with implementation of the Zero Emission Bus (ZEB) program.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	(101,203)	455,632	708,415	630,781	709,200	-	-
M&S	55,851	111,865	24,500	19,503	67,100	-	-
Total	\$(45,352)	\$567,497	\$732,915	\$650,284	\$776,300	-	-

Table 6. Design & Construction Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Design and Construction	1.00	NU	FT	-	233,988	22	170,901	256,354
Manager, Vehicle Engineering	1.00	NU	FT	-	201,848	21	157,787	236,683
Manager, Eng & Const Rail Systems	1.00	NU	FT	-	172,429	20	145,546	218,318
Manager, Engineering and Construction	3.00	NU	FT	-	522,243	19	134,166	201,251
Project Manager, Principal, Eng & Const	2.00	NU	FT	X	301,718	18	123,570	185,355
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	-	176,231	18	123,570	185,355
Project Manager, Principal, Vehicle Engineering	1.00	NU	FT	X	176,186	18	123,570	185,355
Project Manager, Senior, Eng & Const	7.00	NU	FT	-	946,041	17	113,731	170,595
Project Manager, Senior, Eng & Const	3.00	NU	FT	X	448,515	17	113,731	170,595
Project Manager, Senior, Eng & Const Systems	3.00	NU	FT	-	465,155	17	113,731	170,595
Project Manager, Senior, Vehicle Engineering	1.00	NU	FT	-	162,825	17	113,731	170,595
Project Manager, Eng & Const	1.00	NU	FT	-	138,468	16	104,587	156,881

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Project Manager, Eng & Const Systems	2.00	NU	FT	-	289,393	16	104,587	156,881
Project Manager, Eng & Const Systems	1.00	NU	FT	X	129,167	16	104,587	156,881
Project Manager, Vehicle Engineering	3.00	NU	FT	-	400,047	16	104,587	156,881
Project Manager, Associate, Eng & Const	1.00	NU	FT	-	112,725	13	80,965	121,448
Project Manager, Associate, Eng & Const	1.00	NU	FT	X	108,849	13	80,965	121,448
Project Manager, Associate, Vehicle Engineering	1.00	NU	FT	X	90,424	13	80,965	121,448
Assistant, Senior Administrative	3.00	NU	FT	-	211,578	9	56,940	85,408
Total	37.00				\$5,287,830			

Table 7. Design & Construction Department Personnel Profile

Design & Construction Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	4,552,140	5,168,294	5,417,356	5,237,429	5,287,830
Fringe	1,395,349	1,743,306	1,911,609	1,756,028	1,889,752
Capitalized Labor-Fringe	-6,048,692	-6,455,968	-6,620,550	-6,362,676	-6,468,382
Total	-\$101,203	\$455,632	\$708,415	\$630,781	\$709,200

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Professional & Technical-Gen & Adm		66,135	23,500	11,751	30,000
Copier & Printer Usage and Maintenance	605	1,378		518	1,000
Office Supplies	1,595	1,606		594	
Telephone		46		40	
NU-Local Travel & Meetings	7,255	6,120		3,060	
NU-Education & Training - Gen & Adm	25,437	11,644		672	19,700
NU-Out-Of-Town Travel	19,784	14,065		2,203	10,300
Fines & Penalties		10,832		164	
Bid Advertising	1,175	39	1,000	501	
Lease Agreements					6,100
Total	\$55,851	\$111,865	\$24,500	\$19,503	\$67,100

Major Projects Department (MP)

Provides environmental permitting, capital planning, design and construction of federal and/or STIF funded major regional transit projects, consistent with the Regional Transportation Plan and TriMet priorities including transit expertise to support the multi-state and agency-wide efforts to build a new transit supportive bridge across the Columbia River.

Department Budget

Classification	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
PS	279,660	401,839	516,095	722,770	484,336	-	-
M&S	137,496	1,201,064	664,500	444,084	404,700	-	-
Total	\$417,156	\$1,602,903	\$1,180,595	\$1,166,854	\$889,036	-	-

Table 8. Major Projects Department Budget

Personnel Profile

Position Title	FTE	U/NU	FT/PT	LT	Base Salary	Pay Code/Grade	Min	Max
Director, Major Projects	1.00	NU	FT	-	213,628	22	170,901	256,354
Project Director, IBR Program	1.00	NU	FT	X	222,160	21	157,787	236,683
Manager, Small Starts Projects	3.00	NU	FT	-	550,918	20	145,546	218,318
Engineer, Principal Structural	1.00	NU	FT	X	167,708	19	134,166	201,251
Manager, Capital Planning	1.00	NU	FT	-	176,822	18	123,570	185,355
Project Manager, Principal, Eng & Const	3.00	NU	FT	-	514,254	18	123,570	185,355
Project Manager, Principal, Eng & Const	11.00	NU	FT	X	1,776,901	18	123,570	185,355
Project Manager, Senior, Eng & Const	2.00	NU	FT	-	321,829	17	113,731	170,595
Project Manager, Senior, Eng & Const	6.00	NU	FT	X	898,952	17	113,731	170,595
Project Manager, Senior, Transit Design	1.00	NU	FT	-	127,971	17	113,731	170,595
Coordinator, Senior, Environmental Permits	1.00	NU	FT	-	126,238	14	88,247	132,372
Project Manager, Associate, Eng & Const	1.00	NU	FT	X	102,358	13	80,965	121,448
Assistant, Senior Administrative	1.00	NU	FT	-	78,707	9	56,940	85,408
Assistant, Administrative	1.00	NU	FT	-	62,733	7	47,529	71,293
Total	34.00				5,341,177			

Table 9. Major Projects Department Personnel Profile

Major Projects Department

Personnel Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Labor	3,127,310	3,539,897	5,505,754	4,954,805	5,341,177
Fringe	990,516	1,158,741	1,884,726	1,702,427	1,834,156
Capitalized Labor-Fringe	-3,838,166	-4,296,799	-6,874,385	-5,934,462	-6,690,997
Total	\$279,660	\$401,839	\$516,095	\$722,770	\$484,336

Materials & Services Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
Rail Volution Conference	15,000	30,000	14,800	7,401	
Professional & Technical-Gen & Adm	38,925	1,108,120	602,200	375,711	330,100
Willamette Shore Line	30,000	30,000	29,500	44,751	
Copier & Printer Usage and Maintenance	545	1,190		541	1,000
Other Services- Gen & Adm	867				
Office Supplies				311	
Other Materials- Gen & Adm		10,868			
Computer Equip under \$5,000			18,000	9,000	
NU-Dues & Subscriptions					45,000
NU-Education & Training - Gen & Adm	25,959	3,737		4,290	18,800
NU-Out-Of-Town Travel	26,200	17,149		2,079	9,800
Total	\$137,496	\$1,201,064	\$664,500	\$444,084	\$404,700



Section V: Capital Program

This section provides information on the District's Capital Improvement Program including operating impacts, CIP resources and requirements, funding details, and project budgets by division.

Capital Improvement Program

Capital Improvement Program Overview

The Capital Improvement Program (CIP) Budget funds TriMet’s long-term investment to maintain and enhance the safety and reliability of the transit system. The CIP plan focuses on increasing ridership, improving security, and expanding accessibility in key corridors, in collaboration with regional partners. The CIP contains projects that may fall into operating projects or capital projects, however, both are assigned a project description and four digit code for identification. The overall CIP varies year to year with some projects being completed and falling off, while other new projects are added. There are both short and longer term projects included in the Capital Improvement Program.

CIP Prioritization Process & Long-Range Financial Plan

The CIP Plan encompasses a comprehensive portfolio of investments over a 20-year period to keep the transit system in a state of good repair, take preventative measures to identify and enhance assets, and advance new projects to promote public transportation in our region. Every year, TriMet Leadership prioritize new targeted budgets based on alignment with district vision, goals, and objectives in addition to affordability.

To determine which projects are funded in the upcoming fiscal year and included in the CIP Project Portfolio, the Capital Program Committee (CPC) evaluates submitted projects against available funding and established prioritization criteria. Available funding is determined by TriMet leadership through an assessment of short- and long-term resources and requirements, while ensuring long-term financial sustainability. Project prioritization considers several factors: agency classification, Risk Ranking scoring, divisional prioritization, and a continued emphasis on state of good repair and lifecycle management over system enhancements.

Agency Classification

Groups the projects in one of five categories as listed below.

- **Classification 1** and **2** are both considered “High Priority” categories.
 - **Classification 1** reflects projects that help meet externally mandated work efforts – such as those dictated by Federal or State agencies – or that the agency has committed to by allowing construction or procurement activities to be initiated.
 - **Classification 2** reflects projects that are deemed essential for State of Good Repair (SGR) or safety & service reliability priorities.

- **Classification 3** includes discretionary projects that reflect other, non-urgent, projects that the agency would like to move forward as funding allows.
- **Classification 4** are Opportunity Based projects; these are externally funded projects that will not be completed without the identification and securing of external funding.
- **Classification 5** projects are Future Projects which are not typically funded, but are shared with the CPC to inform them of future project work to be considered.

CIP Risk Ranking Prioritization

CIP Risk Ranking Prioritization evaluates each project by a series of agency-specific criteria. The criteria used for this prioritization – as listed below – was developed by key capital and project leadership staff to evaluate and rank each project relative to the agency’s allocation of limited financial and operational resources towards projects that most effectively:

1. Protect rider and employee safety
2. Preserve and enhance service reliability
3. Reduce operational, financial, and compliance risk
4. Maintain assets in a State of Good Repair (SGR)
5. Support transparent, evidence-based prioritization
6. Provide defensible planning outcomes

Each of the six criterion are evaluated and scored by a series of subject matter experts, each team’s score is consolidated to give each project a unique priority score relative to the other projects considered for advancing to the fiscal year Project Portfolio, and the criterion and scores are consolidated.

These two prioritization methods – along with the Divisional priorities defined by each Executive Director, clarifying how the division prioritizes the projects submitted – help provide an initial framework for the importance and urgency of each project that is used during the CPC budget discussions. These priorities inform the robust dialogue about each project considering agency resource constraints to determine which projects will be funded and placed in the CIP.

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

CIP Review and Prioritization Timeline

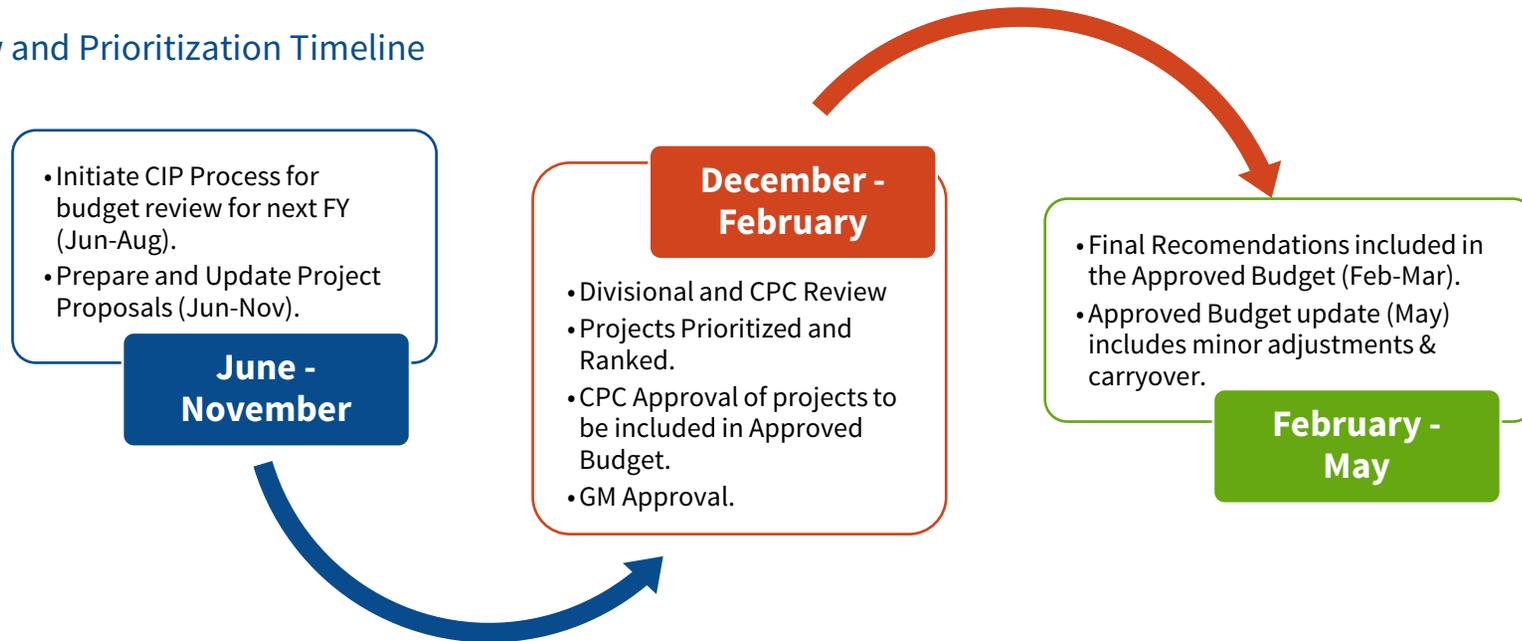


Figure 1. CIP Review and Prioritization Timeline

June through November

- Initiate CIP Process for budget review for next Fiscal Year (June through August).
- Prepare and Update Project Proposals (June through November).

December through February

- Divisional and Capital Program Committee (CPC) Review.
- Projects Prioritized and Ranked.
- CPC Approval of projects to be included in Approved Budget.
- General Manager Approval.

February through May

- Final Recommendations included in the Approved Budget (February through March).
- Adopted Budget update (May) includes minor adjustments & carryover.

CIP Funding

The FY2027 CIP Proposed Budget totals \$213.6 million with a mix of general fund contributions, bond proceeds, federal, state and local funding.

- Bond proceeds total \$63.6 million stems from bond issuances in 2021 and a new bond issuance in late FY2026.
- External funding reflect the largest funding source for the agency, totals over \$100.1 million and consists of federal, state, and local funding.
- The General Fund adds the final \$49.9 million to the FY2027 CIP.
- Federal funding is composed of several discretionary grants that support individual projects, including the 82nd Avenue transit improvements, North Downtown Bus Layover, TV Highway improvements, Better Bus, and the Columbia Bus Base project.
- State & Local funding from other agencies in the region fully or partially fund eight projects, accounting for \$42.0 million of external funding supporting CIP projects.

The funding source of a project is especially important when considering the use of those funds and whether or not the funds may be transferred to another project. All federal, state and local funds are tied to intergovernmental agreements which specify the use of funds. Bond funds, although in some cases slightly more flexible than intergovernmental or grant agreements, are also restricted to specific projects that meet capital criteria and most focus on the bond issuance document specifications.

Capital expenditures are defined as the acquisition or construction of a major capital asset that has a useful life of greater than one year. Capital assets and equipment includes machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

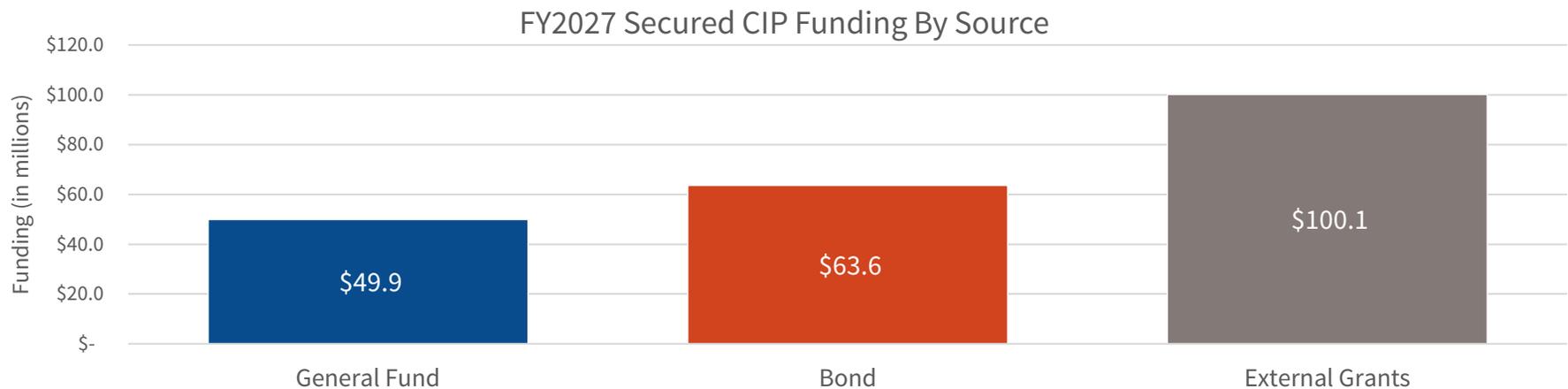


Figure 2. FY2027 Proposed Budget CIP Funding Source Bar Chart

Non-Recurring Capital Investments (System Expansions & Enhancements)

Major Investments in FY2027

- **TV Highway Improvements:** This project enhances transit and safety along TV Highway, addressing high crash rates, dense Line 57 ridership, poor stop conditions, and slow bus travel times. \$15.0 million is included in FY2027 to continue with design and project development.
- **82nd Avenue Transit Improvements:** This high-ridership bus line is planned to be TriMet's next Frequent Express bus line, following on the success of the FX2 Division Transit Project. \$42.9million is included in FY2027 to continue with design and permitting processes.
- **North Downtown Bus Layover:** This project provides near-term improvements of the existing property for ownership by TriMet and for modifications to allow the bus yard to be functional for layover operations. Transitioning to an off-street layover in Old Town would satisfy a mutual understanding with the City of Portland and eliminates a deadhead for bus lines.
- **Better Bus:** The Better Bus program, co-led by TriMet and Metro, continues to invest in priority transit treatments across TriMet's bus network to reduce travel times and improve service reliability. These infrastructure improvements are being delivered in partnership with local jurisdictions.

Recurring Capital Investments & Other Projects

State of Good Repair Projects

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. The agency updated its TAM Plan in September 2022 and represents an opportunity for the agency to better anticipate lifecycle costs and maintain the system in a state of good repair for recurring capital expenditures. While the agency has always dedicated funding towards maintaining assets in a state of good repair, the TAM Plan provides a framework by which the agency can track its progress toward a mature, data-driven asset management system by setting a baseline of existing conditions and activities required to maintain all of the agency's assets in a state of good repair. The FY2027 Proposed Budget dedicates \$118.9 million towards SGR projects, which is 55.7% of the CIP Budget. In addition to the vehicle purchases, the following projects reflect the most significant SGR projects:

- **Maintenance Infrastructure:** The FY2027 Proposed Budget includes \$25.8 million for various projects including facility upgrades for FCEB fueling and maintenance, facility upgrades, light rail track, light rail electrification and signaling systems, substation and emergency control systems. There is an additional \$35.7 million in light rail vehicle replacements.
- **IT Infrastructure:** The FY2027 Proposed Budget includes \$17.6 million to replace aging IT equipment, including servers, communications towers, CCTV updates, enterprise resource planning software, real-time tracking and rail control systems.

- **Other Infrastructure:** The FY2027 Proposed Budget includes \$13.6 million for multiple other projects that include layover upgrades, institutional website and scheduling upgrades, and transit signal priority and dedicated bus lane improvements.

Vehicle Purchases

- **Light Rail Vehicles (LRV):** The FY2027 Proposed Budget includes \$35.7 million for the procurement of the new Type 6 LRVs to replace the original Type 1 LRVs purchased in the early 1980's, as well as Type 2 LRVs. New vehicles will continue to be delivered through FY2026 and FY2027.
- **ATP Vehicles:** The FY2027 Proposed Budget includes \$5.6 Million to replace thirty ATP vehicles at or beyond their useful life.

Other Projects

- **Safety Enhancements:** In addition to spending dedicated funds to safety and security embedded in the other projects, the FY2027 Proposed Budget includes \$4.0 million for four projects specifically focused on improving safety and security for bus and rail facilities, vehicle CCTV upgrades, and rail crossing and highway corridor safety improvements.
- **Type 1 Substation Replacement:** \$8.8 Million of the FY2027 Proposed budget is allocated to MAX substation replacement. TriMet's first electrical substations were installed in 1983, and they support powering TriMet's MAX line between Portland and Gresham. Replacing these substations will provide added ease of maintenance and clearance space and modernizing the equipment will lower ongoing maintenance costs.
- **Columbia Bus Base:** \$1.9 million has been included to develop a fourth bus operations site. Currently the site supports TriMet's three bus maintenance garages, through a materials distribution facility. The Columbia site is being further developed with plans to support future service expansion, alternative fuels and reserve operational capacity.
- **Garage, Layover & Transit Center Expansion:** There is \$2.7 million in the FY2027 Proposed Budget to advance key transit center projects, including construction at Beaverton and Oregon City Transit Centers, supporting bus operations.

Ongoing Operational Impacts

The CIP also impacts the operating budget as projects are completed and operating funds are necessary for routine maintenance and the ongoing operation of new facilities and equipment. These ongoing costs must be identified and budgeted for as a part of the operating budget to ensure they are managed properly into the future.

The following table shows the expected operating impacts for all CIP projects funded in the FY2027 budget. Each project is identified by division, project number, and project name, detailing whether it increases or reduces future operating costs, whether the cost is one-time-only (OTO) or continuing expenses (CE), and the estimated financial impact for FY2027. Projects not detailed below are not expected to have operating expense impacts due to being one-time only projects or managing SGR replacements.

FY2027 CIP Impacts on Operations

Div.	PN	Project Name	Impact on Operating Costs	OTO or CE	Estimated Impact	Notes
SS	1130	Vehicle Borne CCTV	Increases FY2027+ Operational Cost	CE	\$50K	Software maintenance costs; offset by op efficiencies
IT	1186	LRV CAD-AVL	Increases FY2027+ Operational Cost	CE	\$10K-\$50K	Software maintenance cost increase
EC	2048	Garage, Layover, & TC Expansion	Increases FY2027+ Operational Cost	CE	\$10-50k	Additional facility maintenance costs
TR	2049	North Downtown Bus Layover	Increases FY2028+ Operational Cost	CE	\$10-50k	Additional facility maintenance costs
EC	2054	Upgrade Powell Maint FCEB Pilot	Increases FY2029+ Operational Cost	CE	\$10-50k	Additional facility maintenance costs
MT	4078	Emergency Back Up	Increases FY2027+ Operational Cost	CE	\$10K	Increase maintenance costs
TR	4079	ATP Technology Grant	Increases FY2027+ Operational Cost	CE	\$75k	Software maintenance cost increase
EC	4638	Red Line Extension	Increases FY2027+ Operational Cost	CE	\$1.6M	Increased operational costs net of estimated new fare revenue
EC	4733	WES Vehicle CCTV	Increases FY2027+ Operational Cost	CE	\$10K	Increased operational costs
MT	6035	NRV EV Charging Infrastructure	Reduces FY2027+ Operational Cost	CE	(\$250k)	Savings from electric charging vs. fuel
FA	6207	Hop Mobile Web	Increases FY2027+ Operational Cost	CE	\$200K	Increased operational costs
EC	7219	82nd Avenue Transit Improvements	Increases FY2029+ Operational Cost	CE	\$9.3M	Increased operational costs for FX line
MT	7504	Rail Equipment Maint. Equipment Acquisition	Increases FY2027+ Operational Cost	CE	\$10K-\$50K	Increased maintenance and replacement costs
LS	7595	Hollywood TC TOD & Substation Replacement	Reduces FY2027+ Operational Cost	CE	(\$10K-\$50K)	Reduced facility maintenance

Table 1. FY2027 Proposed Budget CIP Impacts on Operations

Five Year CIP Forecast Summary

The five-year CIP forecast for the agency totals \$1.75 billion for fiscal years 2027 to 2031. The forecast includes funds broken out by program type and funding source. The forecast considers all known CIP project needs as they have been developed at this time. However, as the agency continues operations, new needs and analysis on existing work are likely to develop, adding to later years. This is particularly true as the agency is in the midst of making various decisions around the conversion of our bus fleet from fossil-fuel powered engines to low-emission vehicles. For this reason, the CPC reviews the CIP list in its entirety before recommending funding for the next year's budget. The forecasts for FY2028 to FY2031 is for planning purposes only. Resource availability and project alignment with agency needs will be fully evaluated and proposed by the CPC in the year of expenditure.

Five Year CIP Funding by Source¹

The following table and included summary demonstrates the resource request for CIP projects over the next five years.

State of Good Repair, Major Investments & Other Projects

Resource	FY2027	FY2028	FY2029	FY2030	FY2031	Total
General Fund	49,892,671	52,000,000	74,100,000	77,000,000	80,100,000	\$333,092,671
Bond	63,603,766	41,080,000	93,040,000	134,390,000	94,260,000	\$426,373,766
Federal	58,091,540	121,260,000	159,410,000	101,840,000	55,790,000	\$496,391,540
State	5,825,195	2,000,000	2,080,000	9,190,000	6,460,000	\$25,555,195
Local	36,189,189	82,930,000	68,730,000	93,930,000	182,610,000	\$464,419,189
Total	\$213,602,361	\$299,270,000	\$397,390,000	\$416,350,000	\$419,220,000	\$1,745,832,361

Table 2. FY2027 Proposed Budget State of Good Repair, Major Investments & Other Projects 5 Year Funding Forecast by Source

TriMet's State of Good Repair, major projects, and other capital initiatives are supported through a diversified mix of General Fund, bond proceeds, and federal, state, and local sources, totaling \$1.75 billion over the five-year period. These investments are critical for maintaining and improving infrastructure, ensuring long-term system reliability, and advancing key transit improvements across the region.

The General Fund provides a stable funding source, contributing \$333.1 million over the five-year period. Annual contributions grow at a steady 4% beyond FY2029. Bond proceeds play a significant role, with \$426.4 million requested, peaking at \$134.4 million in FY2030. This table represents the use of bond funds which is tied to the cash flow of the project. Federal funding provides \$496.4 million, with

¹ Per internal policy, TriMet limits the Capital Improvement Program (CIP) to \$250 million or less annually, except in years with significant capital activity requiring higher levels of investment.

significant growth in later years as projects ramp up, particularly for initiatives such as TV Highway Improvements, 82nd Avenue Transit Improvements, Montgomery Park, and the Interstate Bridge Replacement (IBR) project. Local contributions total nearly \$464.4 million, reflecting strong regional support for critical infrastructure investments, while state funding contributions total \$25.6 million.

FY2027 Proposed Budget Five Year CIP Funding in Millions

The following bar chart visualizes the Five-Year Capital Improvement Program (CIP) Funding Forecast from FY2027 to FY2031, showing the projected funding levels in millions of dollars. The CIP budget is expected to fluctuate over this period, starting at \$213.6 million in FY2027, increasing to \$299.3 million in FY2028, and then increasing to \$397.4 million in FY2029. It continues to increase in FY2030, reaching \$416.4 million, and reaching to \$419.2 million in FY2031. This increase is attributed to the phased construction of major projects such as the 82nd Avenue Project, TV Highway and vehicle procurements.

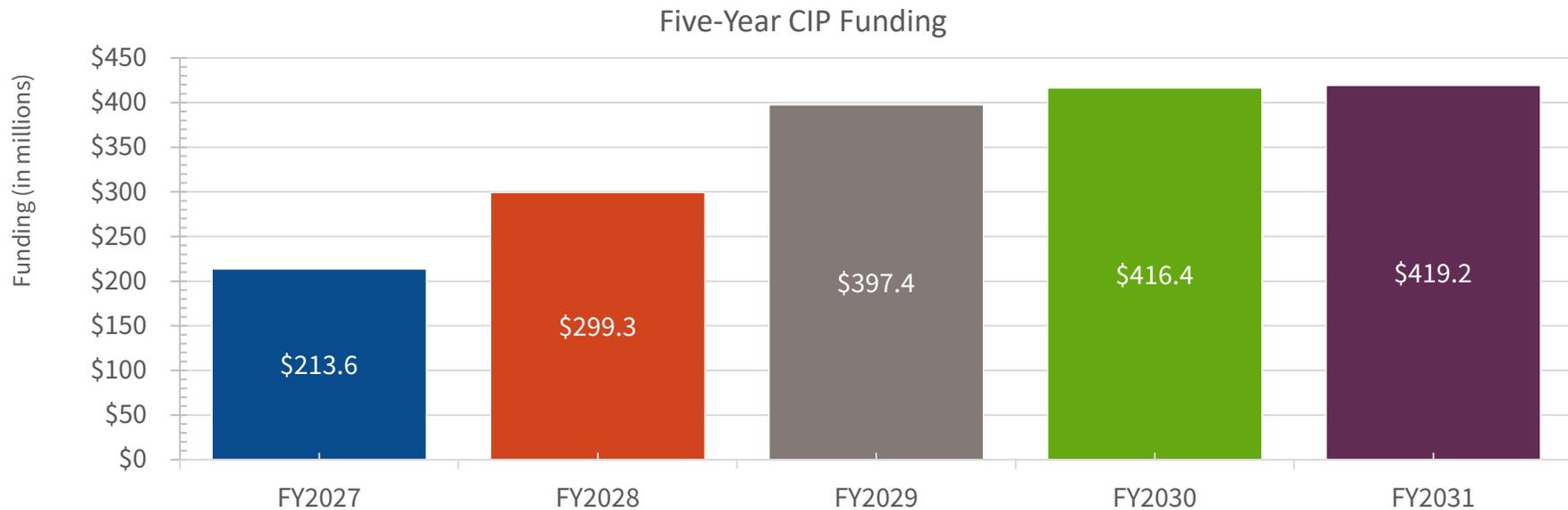


Figure 3. FY2027 Proposed Budget Five Year Capital Improvement Program Funding by Fiscal Year in Millions Bar Chart

CIP Resources

Revenue Category	FY2024	FY2025	FY2026	FY2026	FY2027		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	23,297,697	22,914,266	17,066,972	14,888,493	42,014,384		
Federal Transit Administration Grants	49,856,925	33,722,460	38,198,465	26,745,781	58,091,540		
Revenue Bond Proceeds	90,449,754	55,248,010	58,043,120	54,253,623	63,603,766		
Operating Resources Dedicated for Capital*	82,070,231	38,890,106	52,020,941	52,825,612	49,892,671		
Total CIP Resources	\$245,674,607	\$150,774,842	\$165,329,498	\$148,713,509	\$213,602,361		

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

CIP Requirements

Division	FY2024	FY2025	FY2026	FY2026	FY2027		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Transportation Division	18,674,970	9,622,054	12,186,052	9,739,527	20,032,850		
Maintenance Division	89,584,094	53,157,087	58,668,845	56,740,351	77,875,644		
Transit System & Asset Support Division	320,732	517					
Finance & Administrative Services Division	8,645,930	10,635,534	6,458,320	5,757,277	1,000,000		
Information Technology Division	14,509,348	10,219,714	12,168,594	12,128,511	15,336,005		
Legal Services Division	13,399,683	1,489,372	922,013	843,034			
Public Affairs Division	1,504,265	1,925,387	1,450,000	1,450,000			
Safety & Security Division	3,583,083	5,264,775	8,136,316	7,950,399	4,647,314		
Strategy & Planning Division		195,246	1,440,318	1,440,317	280,572		
Engineering & Construction Division	95,452,502	58,265,156	63,899,040	52,664,093	94,429,976		
Total CIP Requirements	\$245,674,607	\$150,774,842	\$165,329,498	\$148,713,509	\$213,602,361		

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2027	Comments
Transportation Division					
PRJ_1183 Operator Workforce Management System (SBITA)		2,228,669		2,228,669	
PRJ_2049 North Downtown Bus Layover Facility	8,912,926	462,655		9,375,581	Fed Formula Funds, Fed Sec 5339(b)
PRJ_4049 ATP Fleet Expansion / Replacement	6,438,173	992,673		7,430,846	FY25 5307
PRJ_4079 ATP Technology Grant	767,520			767,520	State 5310, FTA 5310
PRJ_4713 WES Vehicle CCTV		230,234		230,234	
Total Transportation Division	\$16,118,619	\$3,914,231		\$20,032,850	
Maintenance Division					
PRJ_2054 FCEB Upgrade - Powell	4,109,685	1,027,417		5,137,102	Fed Sec 5339(c)
PRJ_3687 LRV Fleet Replacement/Expansion			35,745,909	35,745,909	2026 Bond
PRJ_4001 Non-Revenue Vehicle Replacement		4,962,000		4,962,000	
PRJ_4006 Bus Shop Equipment - Center		351,639		351,639	
PRJ_4078 Emergency Back-up Power		636,842		636,842	
PRJ_4604 HVAC Systems		647,390		647,390	
PRJ_4613 Type 1 Substation Replacement		8,842,279		8,842,279	
PRJ_4652 Building Area/Components Replacement		360,500		360,500	
PRJ_4654 Lifting Equipment & Systems Replacement		395,910		395,910	
PRJ_4655 Other Building Systems & Equipment		368,700		368,700	
PRJ_4715 Center Modernization		230,000		230,000	
PRJ_5025 Rail Reliability		1,070,286		1,070,286	
PRJ_5508 Bus Stop Development	200,000	1,300,000		1,500,000	STIF Discretion
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	197,262	49,315		246,577	CPF Discretionary
PRJ_6035 NRV EV Charging Infrastructure		108,486		108,486	
PRJ_6204 Washington Park ECS		1,132,017		1,132,017	
PRJ_6402 Signal System Relay to PLC		210,763		210,763	
PRJ_6403 Track Rehab Program		1,100,000		1,100,000	
PRJ_7003 Facility Lighting		218,300		218,300	
PRJ_7503 Light Rail Shop Equipment Repl.		367,047		367,047	
PRJ_7504 Rail Maintenance Equipment		52,000		52,000	
PRJ_7535 Light Rail Electrification Systems		4,480,000		4,480,000	
PRJ_7537 Light Rail Signaling Systems		1,500,000		1,500,000	
PRJ_7559 Light Rail Track and Structures		2,342,237		2,342,237	
PRJ_7587 Rail MOW Equipment Acquisition		957,539		957,539	
PRJ_7595 Hollywood TC TOD & Substation Replacement		912,121	4,000,000	4,912,121	2021 Bond
Total Maintenance Division	\$4,506,947	\$33,622,788	\$39,745,909	\$77,875,644	

Proposed CIP Funding Detail

Project	External Contribution	TriMet Contribution	Revenue Bonds	Total FY2027	Comments
Finance & Administrative Services Division					
PRJ_6207 Hop Mobile and Web		1,000,000		1,000,000	
Total Finance & Administrative Services Division		\$1,000,000		\$1,000,000	
Information Technology Division					
PRJ_1068 ERP Replacement			10,958,235	10,958,235	2026 Bond
PRJ_1070 Servers Replacement		1,382,216		1,382,216	
PRJ_1095 Data Communications System Replacement		1,456,500		1,456,500	
PRJ_1131 Communication Environment Replacement - capital		1,028,054		1,028,054	
PRJ_1158 CCTV Stabilization Plan		386,000		386,000	
PRJ_1186 LRV CAD-AVL	125,000			125,000	FHWA ATTAIN
Total Information Technology Division	\$125,000	\$4,252,770	\$10,958,235	\$15,336,005	
Safety & Security Division					
PRJ_1130 Vehicle Borne CCTV Systems		2,200,000		2,200,000	
PRJ_4077 Transit Police NRV's		978,886		978,886	
PRJ_5606 Rail Crossing Safety Enhancements		1,468,428		1,468,428	
Total Safety & Security Division		\$4,647,314		4,647,314	
Strategy & Planning Division					
PRJ_1500 Enterprise Asset Management System		150,000		150,000	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		130,572		130,572	
Total Strategy & Planning Division		\$280,572		\$280,572	
Engineering & Construction Division					
PRJ_2048 Garage, Layover, and TC Expansion	1,710,006	1,039,147		2,749,153	FTA Comm Proj, Fed Sec 5339(b)
PRJ_3674 Interstate Bridge Replacement	20,423,201			20,423,201	Local
PRJ_4638 Red Line Extension and Reliability Improvements	367,372	385,849		753,221	Fed Sec 5309 CIG
PRJ_5597 TV Highway Transit Improvements	8,749,814		6,201,335	14,951,149	Local, 2026 Bond
PRJ_7201 Third Party Recovery	908,782			908,782	Local
PRJ_7202 Third Party Project Betterment	4,282,550			4,282,550	Local
PRJ_7215 Better Bus	4,800,561	750,000		5,550,561	Fed Sec 5307, Local
PRJ_7219 82nd Avenue Transit Improvements	36,926,101		5,936,208	42,862,309	Fed Sec 5339(c), Sec 5307 CIG, 2026 Bond
PRJ_7591 Columbia Bus Base	1,186,971		762,079	1,949,050	FTA Comm Proj, 2026 Bond
Total Engineering & Construction Division	\$79,355,358	\$2,174,996	\$12,899,622	\$94,429,976	
Total Capital Improvement Program (CIP) Requirements	\$100,105,924	\$49,892,671	\$63,603,766	\$213,602,361	

CIP - Transportation

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1183 Operator Workforce Management System (SBITA)	1,516,726	2,519,738	3,754,524	3,754,524	2,228,669
PRJ_2049 North Downtown Bus Layover Facility					9,375,581
PRJ_3614 Cross-Mall Turnback Connector	1,814,010				
PRJ_4049 ATP Fleet Expansion / Replacement	14,109,448	5,521,618	5,462,280	3,393,514	7,430,846
PRJ_4079 ATP Technology Grant	429,766	908,492	712,699	712,699	767,520
PRJ_4713 WES Vehicle CCTV	36,209	52,939	1,956,549	1,555,990	230,234
PRJ_5522 ATP Building Addition/Remodel		50,899		22,800	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	85,684				
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	355,015				
PRJ_7581 WES DMU Fleet	205,236	160,207	300,000	300,000	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	22,677				
PRJ_7596 WES Bumping Post Replacement	100,199	408,161			
Total Transportation	\$18,674,970	\$9,622,054	\$12,186,052	\$9,739,527	\$20,032,850

CIP - Maintenance

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1112 Security Fencing				1,800,000	
PRJ_1178 Downtown Admin Relocation		2,096,689	225,000	528,000	
PRJ_2054 FCEB Upgrade - Powell		222,332	1,150,000	1,150,000	5,137,102
PRJ_2507 Bus Operator Protective Shields	2,434,488				
PRJ_3687 LRV Fleet Replacement/Expansion	28,138,904	5,484,440	9,110,183	8,595,119	35,745,909
PRJ_3689 Type 2 LRV Replacement	6,731	20,463	17,039,065	17,039,065	
PRJ_4001 Non-Revenue Vehicle Replacement	4,455,227	652,972	196,000	196,000	4,962,000
PRJ_4006 Bus Shop Equipment - Center	45,039	287,874	449,478	469,477	351,639
PRJ_4058 Diesel Bus Purchases	-201				
PRJ_4059 Bus Refurbishments - Diesel to Diesel		1,199,198			
PRJ_4060 Bus Refurbishments - Diesel to Electric		-899,398			
PRJ_4075 Blue Line Station Rehab	459,015	3,192,095	5,966,393	5,658,822	
PRJ_4076 Powell Maintenance Facility	1,146,697	-637,924			
PRJ_4078 Emergency Back-up Power	1,897,851	449,588	618,294	510,206	636,842
PRJ_4604 HVAC Systems	538,667	718,400	660,000	660,000	660,000
PRJ_4613 Type 1 Substation Replacement	1,616,576	5,235,144	5,072,590	6,817,590	8,842,279
PRJ_4652 Building Area/Components Replacement	234,154	118,966	350,000	350,000	350,000
PRJ_4653 Electrical Equipment & Systems Replacement	1,972,736				
PRJ_4654 Lifting Equipment & Systems Replacement	466,771	157,312	700,000	700,000	700,000
PRJ_4655 Other Building Systems & Equipment	139,348	135,862	62,500	62,500	62,500
PRJ_4657 Bldg. Area & Components - Layover	25,930				
PRJ_4658 Safety-Hazmat Systems	110,408				
PRJ_4659 Site-Property Systems	343,955				
PRJ_4662 Elevator End of Life Replacement/Refurbishment	42,041				
PRJ_4676 Cleveland Crew Room Renovation		-21,095			
PRJ_4683 Asphalt Pavement Maintenance Program	1,345,745	-12,936			
PRJ_4712 New Center St Fuel and Wash Facility	172,586	102,037			
PRJ_4715 Center Modernization					230,000
PRJ_4805 Facilities System Masterplan	115,813	-34,360			
PRJ_5025 Rail Reliability	831,121	562,670	1,540,080	665,080	1,070,286
PRJ_5028 Tree Grate Replacement Program (5 years)	203,056				
PRJ_5508 Bus Stop Development	2,123,512	4,261,478	922,874	647,292	1,500,000
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	670,836	4,100,607	2,230,089	1,064,699	
PRJ_5626 Electric Bus Purchases	18,416,384	5,800,478		2,360	
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo	222,040	1,734,308	2,553,000	929,783	246,577

CIP - Maintenance

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_5635 STC Elevator Hoistway Water Intrusion	123,932	3,875			
PRJ_6033 OCS Climate Resiliency Retrofit	88,549	262,913		-40,571	
PRJ_6034 Fugman Building Classroom Build	186,670				
PRJ_6035 NRV EV Charging Infrastructure	8,724	42,306	160,098	100,098	108,486
PRJ_6204 Washington Park ECS	296,331	417,650		75,000	1,132,017
PRJ_6205 LRV Overhaul - Travel Only	23,513	3,286			
PRJ_6402 Signal System Relay to PLC	196,886	207,488	642,125	642,125	210,763
PRJ_6403 Track Rehab Program	3,025,492	234,385			1,100,000
PRJ_6404 Arc Flash Implementation Program	621,046				
PRJ_7003 Facility Lighting					218,300
PRJ_7503 Light Rail Shop Equipment Repl.	1,465,264	480,299	218,137	218,136	367,047
PRJ_7504 Rail Maintenance Equipment	347,165	99,611	450,576	400,575	52,000
PRJ_7508 Type 1 LRV Decommissioning	83,998	63,707	311,739	299,839	
PRJ_7535 Light Rail Electrification Systems	2,754,134	2,476,865	2,600,000	2,342,100	4,480,000
PRJ_7537 Light Rail Signaling Systems				962,575	1,500,000
PRJ_7559 Light Rail Track and Structures	13,484,065	3,736,363	2,931,500	2,931,500	2,342,237
PRJ_7561 MOW Equipment Replacement	8,188				
PRJ_7586 Rail & Track Annual Testing	481,377				
PRJ_7587 Rail MOW Equipment Acquisition	971,151	711,470	910,000	328,413	957,539
PRJ_7588 Ruby Junction Truck Shop Expansion		-25,140			
PRJ_7592 Ruby Junction Expansion	1,627				
PRJ_7595 Hollywood TC TOD & Substation Replacement		9,579,077	1,206,375	188,999	4,912,121
PRJ_7597 Ruby Bogie Shed	338,931	9,403	392,749	480,981	
PRJ_9998 Spare Parts on Operating Project Clearing	-3,098,379	-73,671		-35,412	
Total Maintenance	\$89,584,094	\$53,157,087	\$58,668,845	\$56,740,351	\$77,875,644

CIP - Transit System & Asset Support

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1500 Enterprise Asset Management System	320,732	517			
Total Transit System & Asset Support	\$320,732	\$517			

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1166 TVM Refurbishment or Replacement	3,326,742	9,170,492	498,043	638,043	
PRJ_1175 Fixed Route Bus Farebox Replacement	3,772,576	2,130,263	4,496,349	4,155,306	
PRJ_1176 Hop Fastpass 2.0	893,253	273,780	25,596	25,596	
PRJ_1187 Stores Material Handling Equipment	77,447				
PRJ_6207 Hop Mobile and Web	194,284	178,526	1,438,332	938,332	1,000,000
PRJ_7544 eFare	381,628	-1,117,527			
Total Finance & Administrative Services	\$8,645,930	\$10,635,534	\$6,458,320	\$5,757,277	\$1,000,000

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1042 Mobile Router Replacement	-55,917				
PRJ_1068 ERP Replacement					10,958,235
PRJ_1070 Servers Replacement	912,669	1,875,483	1,077,216	296,850	1,382,216
PRJ_1091 Desktop Computing Replacement	1,510,189				
PRJ_1095 Data Communications System Replacement	2,003,734	2,253,704	200,000	1,042,174	1,456,500
PRJ_1131 Communication Environment Replacement - capital	1,283,332	747,217	150,000	156,622	1,028,054
PRJ_1147 ECM Implementation Project		226,968		309	
PRJ_1152 Radio & Microwave Communication Systems	6,474,177	799,347	150,000	489,816	
PRJ_1158 CCTV Stabilization Plan				300,000	386,000
PRJ_1174 NextGen Transit Signal Priority	1,390,223	1,662,833			
PRJ_1179 Navrisk Replacement Origami	121,208				
PRJ_1180 Regional Mobility Planner	596,895	1,248,137	1,283,778	1,087,233	
PRJ_1184 Bus CCTV Upgrade		1,406,025	5,520,000	5,163,333	
PRJ_1186 LRV CAD-AVL			2,825,000	2,825,000	125,000
PRJ_2051 Rail Control System Upgrade			962,600	767,174	
PRJ_6032 Bus Dispatch Central System Upgrade	272,838				
Total Information Technology	\$14,509,348	\$10,219,714	\$12,168,594	\$12,128,511	\$15,336,005

CIP - Legal Services

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1147 ECM Implementation Project	186,264				
PRJ_1178 Downtown Admin Relocation	3,114,398	900,000			
PRJ_3675 Council Creek Corridor Preservation			500,000	505,763	
PRJ_4711 Gresham City Hall - Civic Hub Improvements	220,000	577,986	422,013	304,655	
PRJ_7220 Third Party Recovery TOD	14,457	11,386		32,616	
PRJ_7595 Hollywood TC TOD & Substation Replacement	9,864,564				
Total Legal Services	\$13,399,683	\$1,489,372	\$922,013	\$843,034	

CIP - Public Affairs

Expense Category	FY2024	FY2025	FY2026	FY2026	FY2027
	Actual	Actual	Budget	Estimate	Budget
PRJ_6021 Transit Tracker Project	1,504,265	1,925,387	1,450,000	1,450,000	
Total Public Affairs	\$1,504,265	\$1,925,387	\$1,450,000	\$1,450,000	

CIP - Safety & Security

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1023 Safety Equipment	39,494	642,500			
PRJ_1112 Security Fencing	257,747				
PRJ_1124 Operator Safety & Rider Awareness	563				
PRJ_1130 Vehicle Borne CCTV Systems	421,893	239,606	3,673,371	3,673,371	2,200,000
PRJ_1133 CCTV & Intrusion Detection	468,083	331,176			
PRJ_1151 Security Funds for Transit Enhancement	639,120	388,985	950,000		
PRJ_1157 Public Safety Technologies		58,307		950,000	
PRJ_1181 Blue Light Phone program & Security Operations Center	559,348	1,056,292	850,000	850,000	
PRJ_1182 Security Software	259,288	267,066			
PRJ_1188 The Round Security Office		375,708		203,578	
PRJ_2052 Access Cont - Elevator		823	1,633,266	1,107,681	
PRJ_2053 Fare Gates Access Control			178,509	293,509	
PRJ_2504 Safety & Security Facility Relocation	2,641				
PRJ_4077 Transit Police NRV's	404,104	345,304		3,836	978,886
PRJ_4548 Master Key Schema, Development & Implementation	56,510				
PRJ_5606 Rail Crossing Safety Enhancements	459,752	1,532,287	851,170	851,170	1,468,428
PRJ_6409 LRV Visibility at Curved Platforms		26,721		17,254	
PRJ_9110 Reimagine Public Safety	14,540				
Total Safety & Security	\$3,583,083	\$5,264,775	\$8,136,316	\$7,950,399	\$4,647,314

CIP - Strategy & Planning

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1500 Enterprise Asset Management System					150,000
PRJ_5622 HWY 8 Corridor Safety & Access to Transit		151	190,432	190,432	130,572
PRJ_5623 Powell-Division Corridor Safety & Access to Transit		195,095	1,249,886	1,249,885	
Total Strategy & Planning		\$195,246	\$1,440,318	\$1,440,317	\$280,572

CIP - Engineering & Construction

Expense Category	FY2024 Actual	FY2025 Actual	FY2026 Budget	FY2026 Estimate	FY2027 Budget
PRJ_1146 Division Transit Project	1,310,946	166,488	415,000	596,383	
PRJ_1161 PMIS Upgrade	925,378	684,530	99,938	146,420	
PRJ_2045 MAX Station Optimization	798,234	147,524	55,000	30,250	
PRJ_2048 Garage, Layover, and TC Expansion	1,836,193	3,195,303	11,330,769	8,287,438	2,749,153
PRJ_2049 North Downtown Bus Layover Facility	90,451				
PRJ_3642 Timber Gate Artwork Restoration	82,137	113,089		133,350	
PRJ_3651 Portland-Milwaukie Light Rail Project	8,698,757	12,550,267	46,000	93,690	
PRJ_3674 Interstate Bridge Replacement	1,530,259	2,435,286	4,970,575	3,000,887	20,423,201
PRJ_4638 Red Line Extension and Reliability Improvements	58,131,812	7,786,138	6,746,803	5,638,404	753,221
PRJ_4639 Steel Bridge Transit Improvements	70,535				
PRJ_4806 Rockwood Sunrise Lighting Replacement (RSLR)	3,730				
PRJ_5508 Bus Stop Development		80,486			
PRJ_5581 Willamette Shore Trolley	2,949,088	1,497,207	114,700	65,998	
PRJ_5597 TV Highway Transit Improvements	503,044	514,567	10,337,173	6,879,520	14,951,149
PRJ_5624 Southwest Corridor	55,064				
PRJ_6407 185th Avenue MAX Overcrossing Project - Design Only	34,996	4,687			
PRJ_6408 System Upgrades	597,600	-5,936			
PRJ_6805 BRT System & Implementation Plan	370,464	-126,947			
PRJ_7201 Third Party Recovery	362,611	93,784	1,410,642	530,866	908,782
PRJ_7202 Third Party Project Betterment	2,457,055	817,097		2,732,903	4,282,550
PRJ_7215 Better Bus	2,825,646	9,037,803	6,584,066	3,172,317	5,550,561
PRJ_7219 82nd Avenue Transit Improvements	803,163	9,298,902	14,454,602	16,202,809	42,862,309
PRJ_7591 Columbia Bus Base	11,042,597	10,896,604	7,333,772	5,152,858	1,949,050
PRJ_9998 Spares Parts on Operating Project Cleaning	-27,258	-921,723			
Total Engineering & Construction	\$95,452,502	\$58,265,156	\$63,899,040	\$52,664,093	\$94,429,976



Section VI: Appendix

This section includes supplemental information such as trends, agency personnel profile, glossary and acronyms, legal notices, and formal resolutions approving and adopting the budget.

Trends

TriMet's Service District

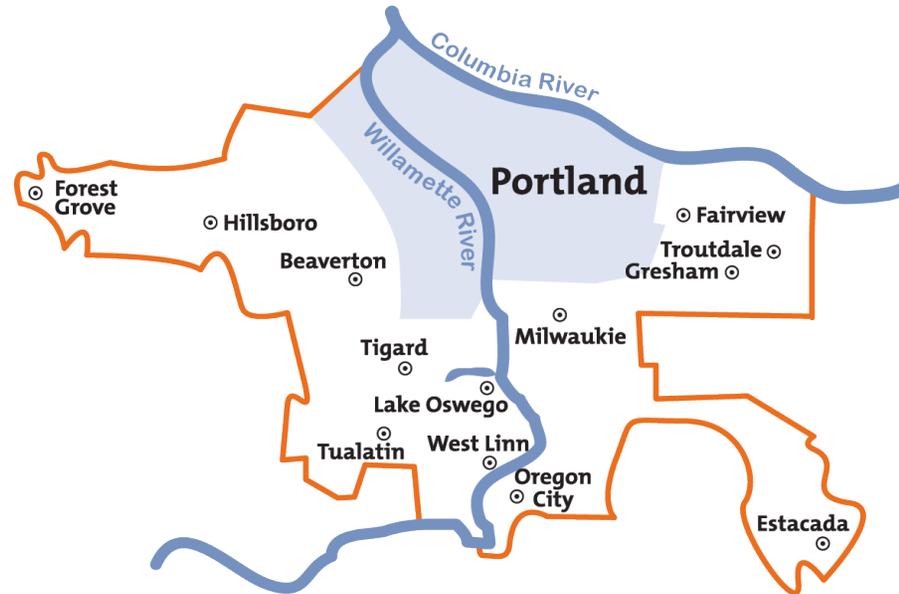


Figure 1. Map of TriMet Service Area

TriMet provides bus, light rail, and commuter rail services in the Portland, Oregon region. Our transportation options connect people with their community while easing traffic congestion and reducing air pollution, making our region a better place to live.

Service area statistics

- 327 square miles¹
- 1,648,360 population²
- 533 UZA square miles³
- Covering 25 cities within 3 counties

¹ Square mileage is calculated for the area within ½ miles of all TriMet stops.

² Population estimates are from the [2023 American Community Survey Census](#)

³ The Urban Area square mileage provided represents the total area of Census-defined Urban Areas within the TriMet region.

Top 25 Largest Employers in TriMet Service District

The following bar chart visualizes the Top 25 Largest Employers in TriMet's Service District⁴, ranked by total employees. The X-axis represents total employees, while the Y-axis lists the businesses, ordered from largest to smallest workforce. The corresponding data table is on the following page.

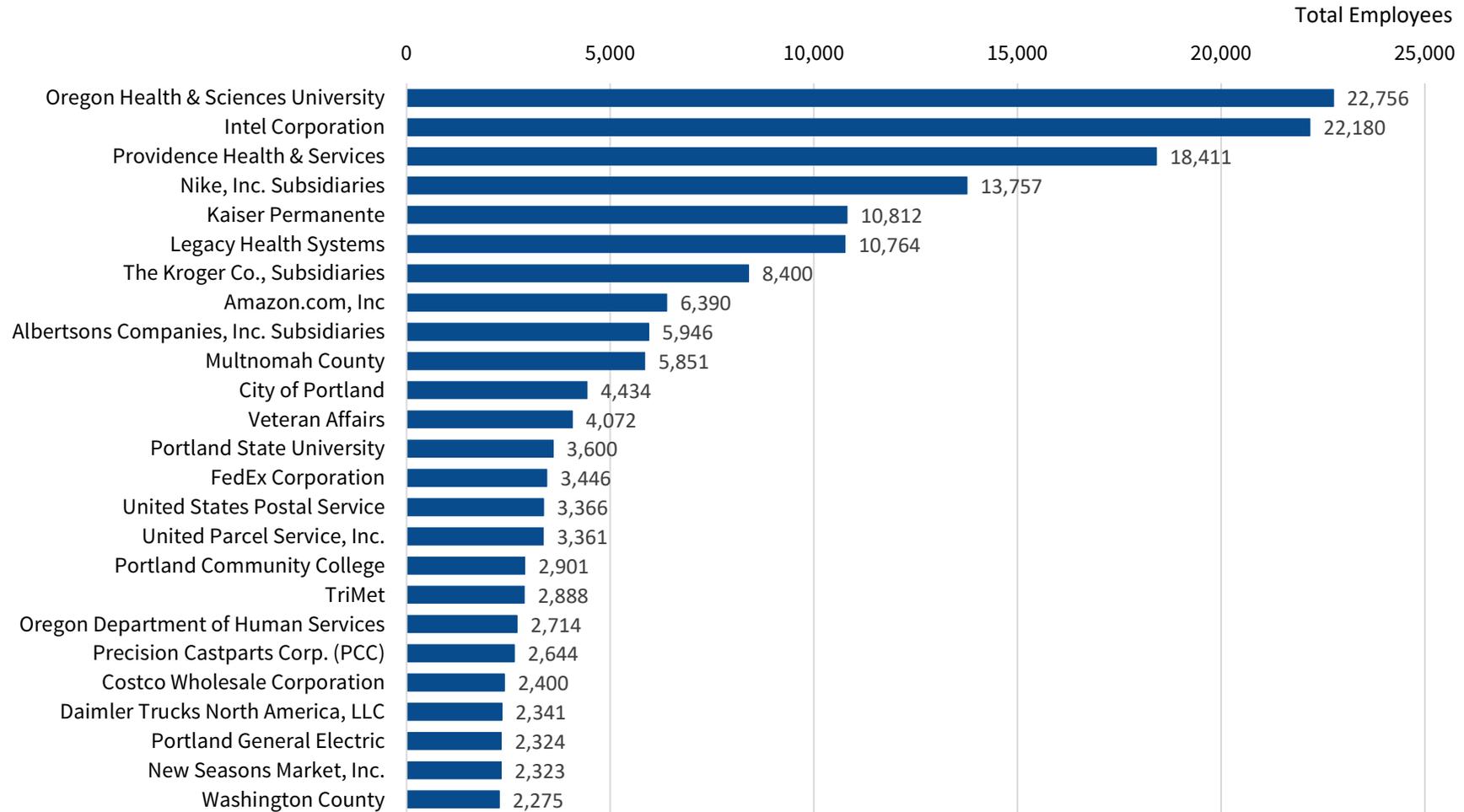


Figure 2. Top 25 Largest Employers in TriMet Service District Bar Chart

⁴ Source: 2024 Quarterly Census of Employment Wages

Top 25 Largest Employers in TriMet Service District Data Table

Rank	Business Name	Total Employees
1	Oregon Health & Sciences University	22,756
2	Intel Corporation	22,180
3	Providence Health & Services	18,411
4	Nike, Inc. Subsidiaries	13,757
5	Kaiser Permanente	10,812
6	Legacy Health Systems	10,764
7	The Kroger Co., Subsidiaries	8,400
8	Amazon.com, Inc	6,390
9	Albertsons Companies, Inc. Subsidiaries	5,946
10	Multnomah County	5,851
11	City of Portland	4,434
12	Veteran Affairs	4,072
13	Portland State University	3,600
14	FedEx Corporation	3,446
15	United States Postal Service	3,366
16	United Parcel Service, Inc.	3,361
17	Portland Community College	2,901
18	TriMet	2,888
19	Oregon Department of Human Services	2,714
20	Precision Castparts Corp. (PCC)	2,644
21	Costco Wholesale Corporation	2,400
22	Daimler Trucks North America, LLC	2,341
23	Portland General Electric	2,324
24	New Seasons Market, Inc.	2,323
25	Washington County	2,275

Table 1. Top 25 Largest Employers in TriMet Service District Data Table

This table lists the 25 largest employers within TriMet's service district, ranked by total number of employees. Data is organized by rank, employer name, and total employees.

Oregon Health & Science University is the region's largest employer with 22,756 employees, followed by Intel Corporation (22,180) and Providence Health & Services (18,411). Other major private-sector employers include Nike, Inc. subsidiaries (13,757), Kaiser Permanente (10,812), and Legacy Health Systems (10,764).

Public-sector and education employers are also prominent among the region's largest organizations, including Multnomah County (5,851), the City of Portland (4,434), the U.S. Department of Veterans Affairs (4,072), Portland State University (3,600), Portland Community College (2,901), the Oregon Department of Human Services (2,714), and Washington County (2,275).

TriMet employs 2,888 workers, ranking 18th among the largest employers in the service district.

About 55% of TriMet's resources rely on the growth of the local economy, and the largest employers make up the bulk of payroll tax revenue. TriMet relies on payroll tax revenues from these employers to pay for service, continue operations and investments in capital infrastructure.

Fixed Route Ridership

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

Weekly Vehicle Hours

The following table shows weekly vehicle hours for fixed-route transit services by mode where vehicle hours represent the total time buses and trains are in service and available to riders. Total fixed-route service is proposed at 49,751 weekly hours in the FY2027 Proposed Budget. This represents a 3.09% decrease from the FY2026 Estimate, largely due to ongoing service adjustments.

Bus service accounts for the majority of service provided, representing 84.68% of total weekly vehicle hours, proposed at 42,127 weekly hours of service. Light rail represents 12.57% with 6,255 weekly hours. Commuter rail service remains a small share of total service at 0.14%, with 71 weekly hours proposed for FY2027 and Portland Streetcar service accounts for 2.61% of total weekly hours, with 1,298 weekly hours.

Fixed Route Service	FY2024 Actual	FY2025 Actual	FY2026 Adopted	FY2026 Estimate	FY2027 Proposed	% Change Budget	% Change Estimate	% of Total
Bus Service	41,030	42,265	42,942	43,134	42,127	-1.90%	-2.33%	84.68%
Light Rail (Train Hours)	6,382	6,746	6,147	6,834	6,255	1.76%	-8.47%	12.57%
Commuter Rail (Train Hours)	71	71	122	71	71	-41.80%	0.00%	0.14%
Portland Streetcar (Train Hours)	1,265	1,264	1,264	1,298	1,298	2.69%	0.00%	2.61%
Fixed Route Total	48,748	50,346	50,475	51,337	49,751	-1.43%	-3.09%	100.00%

Table 2. Fixed Route Service Weekly Vehicle Hours

Weekly Vehicle Miles

The following table shows weekly vehicle miles for fixed-route transit services by mode. Vehicle miles represent the total distance buses and trains travel while in service and available to riders. Total fixed-route service is proposed at 619,331 weekly vehicle miles in the FY2027 Proposed Budget. This represents a 2.55% decrease from the FY2026 Estimate, reflecting ongoing service adjustments and refinements across modes.

Bus service accounts for the majority of service provided, representing 75.06% of total weekly vehicle miles, with 464,860 miles, where MAX light rail represents 23.49% of total service with 145,424 weekly vehicle miles. Commuter rail service represents 0.24% of total vehicle miles, with 1,495 weekly miles and Portland Streetcar accounts for 1.20% of total weekly vehicle miles, with 7,552 miles.

Fixed Route Service	FY2024 Actual	FY2025 Actual	FY2026 Adopted	FY2026 Estimate	FY2027 Proposed	% Change Budget	% Change Estimate	% of Total
Bus Service	459,878	477,538	596,035	475,972	464,860	-22.01%	-2.33%	75.06%
Light Rail (Train Hours)	142,995	160,773	111,199	158,886	145,424	30.78%	-8.47%	23.49%
Commuter Rail (Train Hours)	1,495	1,495	2,307	1,495	1,495	-35.20%	0.00%	0.24%
Portland Streetcar (Train Hours)	7,552	7,552	7,552	7,361	7,552	0.00%	2.59%	1.20%
Fixed Route Total	611,920	647,358	717,093	643,714	619,331	-13.63%	-3.79%	100.00%

Table 3. Fixed Route Service Weekly Vehicle Miles

Summary of Fixed Route Vehicles

The following table shows the number of peak and total vehicles used to provide fixed-route transit service by mode. Peak vehicles represent the number of buses and trains in service during the busiest operating periods, while total vehicles reflect the full fleet available to deliver service. In response to anticipated decreases in weekly vehicle hours, total peak vehicles for fixed-route service are also expected to decline. However, the total number of vehicles in the fleet is expected to remain largely unchanged across most modes.

Bus service peak vehicles are projected at 483, a slight (-0.62%) decrease from the FY2026 Adopted Budget. Light rail peak vehicles are projected at 84, a 27.59% decrease from both the FY2026 Adopted Budget and a 10.64% decrease from the FY2026 Estimate. Commuter rail service remains consistent, reflecting no changes from prior years and Portland Streetcar peak and total vehicles remain steady at 12 and 19 vehicles, respectively. The slight reduction in total streetcar vehicles from the FY2026 Adopted Budget reflects fleet adjustments by the City of Portland, which owns the streetcar system.

Fixed Route Service	FY2024 Actual	FY2025 Actual	FY2026 Adopted	FY2026 Estimate	FY2027 Proposed	% Change Budget	% Change Estimate
Bus Service							
Peak Vehicles	459	485	486	483	483	-0.62%	0.00%
Total Vehicles	666	668	669	669	669	0.00%	0.00%
Light Rail							
Peak Vehicles	102	100	116	94	84	-27.59%	-10.64%
Total Vehicles	141	144	149	149	149	0.00%	0.00%
Commuter Rail							
Peak Vehicles	3	3	3	3	3	0.00%	0.00%
Total Vehicles	6	6	6	6	6	0.00%	0.00%
Portland Streetcar							
Peak Vehicles	12	12	12	12	12	0.00%	0.00%
Total Vehicles	19	19	20	19	19	-5.00%	0.00%

Table 4. Summary of Fixed Route Peak and Total Vehicles

Summary of Accessible Transportation Vehicles

The following table shows the number of peak and total vehicles used to accessible transportation services. Peak vehicles are expected to decline by 8.55% from the FY2026 Adopted Budget, while total vehicles have increased by 7.30%.

Accessible Transportation	FY2024 Actual	FY2025 Actual	FY2026 Adopted	FY2026 Estimate	FY2027 Proposed	% Change Budget	% Change Estimate
Peak Vehicles	195	209	234	214	214	-8.55%	0.00%
Total Vehicles	301	289	274	294	294	7.30%	0.00%

Table 5. Summary of Accessible Transportation Vehicles



Annual Ridership and Expense (Fixed Route)⁵

The following table presents TriMet's fixed-route ridership, revenue, vehicle hours, and operating costs from FY10 Actual to FY26 Estimates, along with their year-over-year percentage changes.

- **Boarding Rides** shows a sharp decline in FY20 (-18.7%) and FY21 (-48.8%), followed by a gradual recovery in subsequent years.
- **Passenger Revenue** follows a similar pattern, peaking in FY19 (\$105.6 million) before declining and gradually increasing.
- **Fixed Route Vehicle Hours** measure service levels peaking in FY26.
- **Operations Costs** have steadily increased, rising from \$249.6 million in FY10 to an estimated \$554.6 million in FY26.
- **Cost per Vehicle Hour**, has risen over time, with a 17.8% spike in FY23 and a projected 6.4% decrease in FY26.

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Passenger Rev (Unadj. CPI) ⁵	Percent Change	Fixed Route Vehicle Hrs	Percent Change	Operations Costs ⁶ (Unadj. CPI)	Percent Change	Operations Costs/ Vehicle Hrs	Percent Change
FY10	99,337,044	-2.1%	\$92,414,344	4.2%	2,195,934	-3.2%	\$249,553,677	2.4%	\$113.64	5.8%
FY11	100,002,660	0.7%	\$95,529,230	3.4%	2,038,392	-7.2%	\$239,271,929	-4.1%	\$117.38	3.3%
FY12	102,238,070	2.2%	\$100,587,848	5.3%	2,032,908	-0.3%	\$251,220,834	5.0%	\$123.58	5.3%
FY13	99,246,930	-2.9%	\$110,793,086	10.1%	2,026,056	-0.3%	\$262,522,672	4.5%	\$129.57	4.9%
FY14	98,775,270	-0.5%	\$113,229,366	2.2%	2,083,680	2.8%	\$257,937,448	-1.7%	\$123.79	-4.5%
FY15	100,711,776	2.0%	\$115,466,638	2.0%	2,175,552	4.4%	\$264,442,436	2.5%	\$121.55	-1.8%
FY16	100,478,770	-0.2%	\$116,941,160	1.3%	2,304,516	5.9%	\$285,729,992	8.0%	\$123.99	2.0%
FY17	97,968,810	-2.5%	\$115,781,791	-1.0%	2,351,724	2.0%	\$309,542,723	8.3%	\$131.62	6.2%
FY18	96,058,592	-1.9%	\$112,743,033	-2.6%	2,424,432	3.1%	\$338,136,674	9.2%	\$139.47	6.0%
FY19	95,687,824	-0.4%	\$105,557,397	-6.4%	2,549,652	5.2%	\$366,983,958	8.5%	\$143.93	3.2%
FY20	77,781,945	-18.7%	\$84,552,871	-19.9%	2,528,364	-0.8%	\$373,367,397	1.7%	\$147.67	2.6%
FY21	39,857,490	-48.8%	\$38,354,374	-54.6%	2,361,852	-6.6%	\$381,414,857	2.2%	\$161.49	9.4%
FY22	49,509,422	24.2%	\$48,189,592	25.6%	2,274,504	-3.7%	\$377,545,303	-1.0%	\$165.99	2.8%
FY23	57,295,454	15.7%	\$48,648,306	1.0%	2,174,796	-4.4%	\$425,209,349	12.6%	\$195.52	17.8%
FY24	62,262,664	8.7%	\$50,488,426	3.8%	2,307,984	6.1%	\$503,049,320	18.3%	\$217.96	11.5%
FY25	65,063,989	4.5%	\$54,244,149	7.4%	2,391,408	3.6%	\$553,840,628	10.1%	\$231.60	6.3%
FY26 ⁷	67,077,800	3.1%	\$61,040,798	12.5%	2,558,972	7.0%	\$554,565,092	0.1%	\$216.71	-6.4%

Table 6. Ridership and Expense (Fixed Route) by Fiscal Year Data Table

⁵ Excludes Portland Streetcar and Demand Response.

⁶ Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

⁷ Data based on FY2025 Adopted Budget.

Ridership and Passenger Revenue Comparison by Fiscal Year⁸

The following bar chart visualizes the relationship between Boarding Rides (in millions), represented by blue bars, and Passenger Revenue (in millions of dollars), depicted by orange and white, across FY10 to FY26.

- **Boarding Rides** peaked in FY12 at 102.24 million before experiencing a gradual decline. The sharpest drop occurred in FY20-FY21, with rides decreasing by 48.8% in FY21. Ridership has since gradually increased, with projected FY26 rides reaching 67.1 million.
- **Passenger Revenue** followed a similar trend, peaking at \$116.94 million in FY16 before declining. The steepest decline was in FY21, when revenue fell by 54.6% to \$38.35 million. Revenue is slowly growing, with FY26 estimated at \$61.0 million.

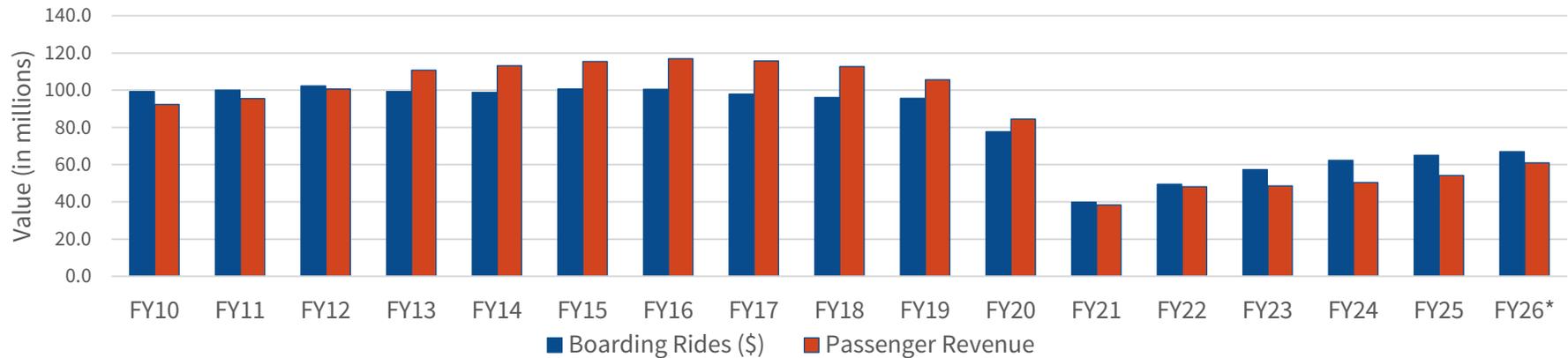


Figure 3. Ridership and Passenger Revenue Comparison by Fiscal Year Bar Chart.

Ridership and Passenger Revenue Comparison in Millions by Fiscal Year Data Table

The following table presents Boarding Rides and Passenger Revenue for TriMet’s fixed-route services from FY10 to FY26. The data is organized by fiscal year, total boarding rides (in millions), and passenger revenue (in millions of dollars).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Rides	99.3	100.0	102.2	99.2	98.8	100.7	100.5	98.0	96.1	95.7	77.8	39.9	49.5	57.3	62.3	65.1	67.1
Revenue (\$)	92.4	95.5	100.6	110.8	113.2	115.5	116.9	115.8	112.7	105.6	84.6	38.4	48.2	48.6	50.5	54.2	61.0

Table 7. Ridership and Revenue Comparison by Fiscal Year Data Table

⁸ Excludes Portland Streetcar and Demand Response.

Operating Costs and Cost per Vehicle Hour by Fiscal Year⁹

The following chart compares total operating costs (in millions) and cost per service hour (in dollars) from FY2010 through FY2026. While the values are measured at different scales, the chart highlights how both metrics have generally increased over time.

- Operating costs have grown from approximately \$249.6 million in FY2010 to \$554.6 million in FY2026.
- Cost per service hour has followed a similar overall trend, rising from \$113.64 in FY2010 to \$216.71 in FY2026.

Although there are year-to-year fluctuations, the long-term pattern shows that increases in operating costs correspond with increases in the cost required to deliver each hour of transit service.

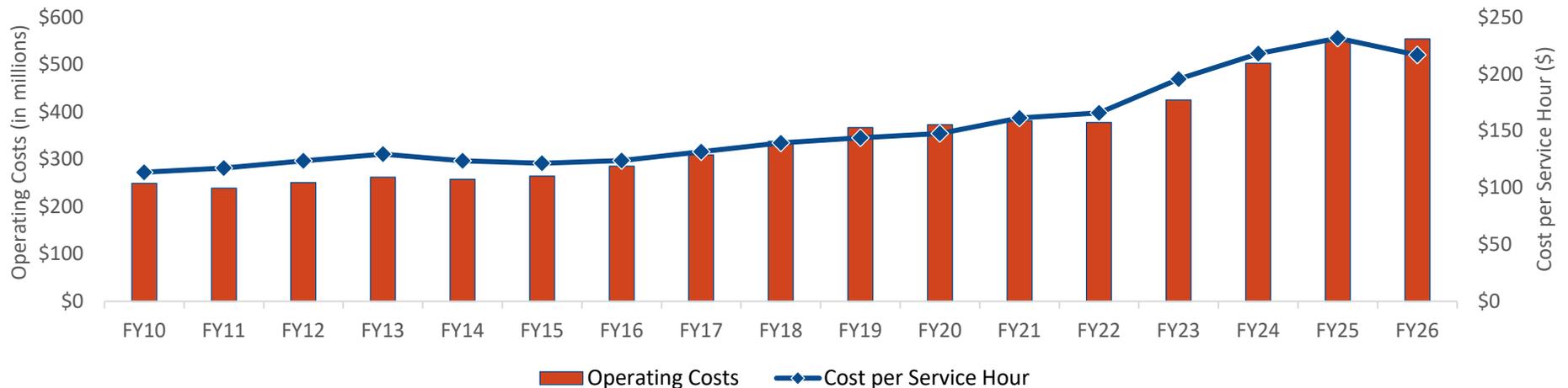


Figure 4. Operations Cost per Vehicle Hour by Fiscal Year Bar Chart.

Cost per Vehicle Hour (CPH in dollars) by Fiscal Year

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
CPH (\$)	\$114	\$117	\$124	\$130	\$124	\$122	\$124	\$132	\$139	\$144	\$148	\$161	\$166	\$196	\$218	\$232	\$217

Table 8. Cost per Vehicle Hour Data by Fiscal Year Data Table

Operating Costs by Fiscal Year (in millions)

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Cost (\$)	\$249.6	\$239.3	\$251.2	\$262.5	\$257.9	\$264.4	\$285.7	\$309.5	\$338.1	\$367.0	\$373.4	\$381.4	\$377.5	\$425.2	\$503.0	\$553.8	\$554.6

⁹ Does not include General Admin, DMAP, ATP, Portland Streetcar cost, Intergovernmental Transfers, and Medical Plans-Retired/Disabled.

Local Economic Statistics

The following table presents Local Economic Statistics for the Tri-County region from FY10 to FY26, highlighting population, employment, wages, property values, and payroll growth, along with year-over-year percentage changes.

- **Tri-County Population** experienced steady growth until FY19, with a peak of 1.86 million, followed by fluctuations in later years. A 0.3% increase is projected for FY25.
- **Tri-County Employment** includes Clackamas, Multnomah, and Washington County. Declined in FY20-FY21, rebounded in FY22, but continues to decline from FY24 onward, and is expected to reach 823,247 job in FY26.
- **Average Wages** per Employee have consistently risen, with a 9.0% spike in FY21 and a projected 1.5% increase in FY26.
- **Private Payroll** continues to increase, estimated to reach \$69.2 billion in FY26.

Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value	Percent Change	Private Tri-County Payroll	Percent Change
FY10	1,644,635	0.8%	661,375	-5.1%	\$47,760	1.7%	\$228,377,751,000	-0.6%	\$31,586,944,751	-3.5%
FY11	1,656,775	0.7%	675,633	2.2%	\$49,968	4.6%	\$215,824,787,000	-5.5%	\$33,760,095,046	6.9%
FY12	1,672,970	1.0%	695,275	2.9%	\$52,042	4.1%	\$203,907,401,000	-5.5%	\$36,183,167,936	7.2%
FY13	1,693,600	1.2%	715,282	2.9%	\$52,111	0.1%	\$198,870,622,000	-2.5%	\$37,274,222,331	3.0%
FY14	1,717,765	1.4%	738,449	3.2%	\$53,824	3.3%	\$208,548,342,000	4.9%	\$39,746,082,480	6.6%
FY15	1,745,385	1.6%	761,568	3.1%	\$55,690	3.5%	\$230,675,518,000	10.6%	\$42,411,757,952	6.7%
FY16	1,779,245	1.9%	786,364	3.3%	\$58,077	4.3%	\$253,349,513,000	9.8%	\$45,669,997,254	7.7%
FY17	1,811,860	1.8%	805,443	2.4%	\$59,489	2.4%	\$288,930,656,000	14.0%	\$47,915,109,330	4.9%
FY18	1,839,005	1.5%	825,655	2.5%	\$61,523	3.4%	\$323,999,604,000	12.1%	\$50,796,611,148	6.0%
FY19	1,858,560	1.1%	841,773	2.0%	\$63,669	3.5%	\$353,470,370,000	9.1%	\$53,594,868,242	5.5%
FY20	1,839,390	-1.0%	825,175	-2.0%	\$67,068	5.3%	\$367,469,417,000	4.0%	\$55,342,563,149	3.3%
FY21	1,844,226	0.3%	784,459	-4.9%	\$73,099	9.0%	\$384,656,389,000	4.7%	\$57,343,423,970	3.6%
FY22	1,847,041	0.2%	824,212	5.1%	\$77,726	6.3%	\$411,230,067,000	6.9%	\$64,062,578,465	11.7%
FY23	1,830,731	-0.9%	839,658	1.9%	\$79,491	2.3%	\$464,638,185,000	13.0%	\$66,745,604,023	4.2%
FY24	1,838,183	0.4%	837,902	-0.2%	\$80,779	1.6%	\$479,891,249,000	3.3%	\$67,685,184,023	1.4%
FY25	1,856,093	1.0%	827,384	-1.3%	\$82,907	2.6%	\$479,547,049,000	-0.1%	\$68,595,866,676	1.3%
FY26 ¹⁰	1,874,654	1.0%	823,247	-0.5%	\$84,157	1.5%	\$484,342,519,490	1.0%	\$69,281,825,343	1.0%

Table 9. Local Economic Statistics by Fiscal Year Data Table

¹⁰ Data based on projections.

Tri-County Population and Employment by Fiscal Year¹¹

The following chart compares Tri-County population and employment from FY2010 through FY2026. While population and employment are measured differently, the chart highlights overall regional population growth and labor market changes over time.

- **Tri-County Population** has steadily increased, growing from approximately 1.64 million in FY2010 to a projected 1.87 million in FY2026
- **Tri-County Employment** grew consistently through FY2019, declined during FY2020 and FY2021, and then recovered to a peak in FY2023. Since then, employment has begun to trend downward and is projected to decline by approximately 4,000 jobs in FY2026.

Overall, population growth is outpacing employment growth. While this divergence remains modest, it is strategically important because TriMet’s primary revenue source, employer payroll tax, is tied directly to employment.

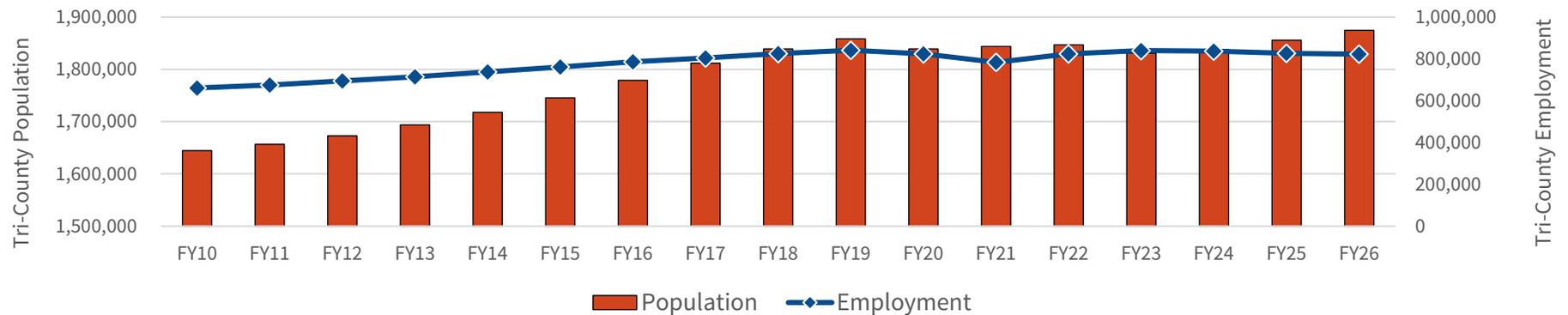


Figure 5. Tri-County Population and Employment Comparison in Thousands by Fiscal Year Bar Chart.

Tri-County Population and Employment in Thousands by Fiscal Year Data Table

The following table presents Population and Employment for the Tri-County region from FY10 to FY25. The data is organized by fiscal year, population (in thousands), and employment (in thousands).

Fiscal Year	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26
Population	1,645	1,657	1,673	1,694	1,718	1,745	1,779	1,812	1,839	1,859	1,839	1,844	1,847	1,831	1,838	1,856	1,875
Employment	661	676	695	715	738	762	786	805	826	842	825	784	824	840	838	827	823

Table 10. Tri-County Population and Employment in Thousands by Fiscal Year Data Table.

¹¹ Sources: PSU Research Center and Oregon Employment Department

Agency Personnel Profile

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Accountant, Senior	14	6	Non-Union	635,231	88,247	132,372
Accountant	12	1	Non-Union	78,200	74,231	111,344
Adjuster, Senior	13	1	Non-Union	117,834	80,965	121,448
Adjuster	11	1	Non-Union	93,194	67,999	102,001
Administrator, Senior	13	1	Non-Union	102,544	80,965	121,448
Administrator, Senior	14	9	Non-Union	1,032,255	88,247	132,372
Administrator, Senior	15	2	Non-Union	262,815	96,124	144,186
Administrator	12	6	Non-Union	566,257	74,231	111,344
Administrator	14	1	Non-Union	128,834	88,247	132,372
Analyst, Business	12	1	Non-Union	109,219	74,231	111,344
Analyst, Business	13	0	Non-Union	-	80,965	121,448
Analyst, Business	14	1	Non-Union	123,091	88,247	132,372
Analyst, Principal	16	1	Non-Union	117,704	104,587	156,881
Analyst, Senior	14	6	Non-Union	648,397	88,247	132,372
Analyst, Senior	15	13	Non-Union	1,572,228	96,124	144,186
Analyst, Senior	16	10	Non-Union	1,289,115	104,587	156,881
Analyst, Senior	17	3	Non-Union	444,664	113,731	170,595
Analyst	12	4	Non-Union	327,514	74,231	111,344
Analyst	13	14	Non-Union	1,369,332	80,965	121,448
Analyst	14	5	Non-Union	538,944	88,247	132,372
Apprentice Mechanic	934	6	Union	422,316	59,800	83,803
Apprentice Plant Maint Mech	572	1	Union	73,056	59,800	83,803
Assist Storekeeper Inventory Control	371	2	Union	191,868	94,286	94,286
Assistant Manager	13	1	Non-Union	109,070	80,965	121,448
Assistant Manager	14	25	Non-Union	2,879,459	88,247	132,372
Assistant Manager	15	5	Non-Union	613,277	96,124	144,186
Assistant Manager	16	84	Non-Union	11,412,058	104,587	156,881
Assistant Manager	9	1	Non-Union	80,496	56,940	85,408

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Assistant Storekeeper	371	6	Union	575,603	94,286	94,286
Assistant Supervisor	556	3	Union	341,324	111,821	111,821
Assistant Supervisor	564	3	Union	341,324	111,821	111,821
Assistant Supervisor	566	2	Union	230,343	113,194	113,194
Assistant Supervisor	590	2	Union	230,343	113,194	113,194
Assistant Supervisor	780	1	Union	115,171	113,194	113,194
Assistant Supervisor	872	3	Union	335,292	109,845	109,845
Assistant Supervisor	930	10	Union	1,117,640	109,845	109,845
Assistant Supervisor	964	4	Union	447,056	109,845	109,845
Assistant, Administrative	7	4	Non-Union	231,067	47,529	71,293
Assistant, Executive Administrative	12	8	Non-Union	764,792	74,231	111,344
Assistant, Senior Administrative	9	37	Non-Union	2,701,646	56,940	85,408
Assistant, Senior	12	0	Non-Union	-	74,231	111,344
Auditor, Senior	16	1	Non-Union	106,358	104,587	156,881
Bus Body and Paint Technician	929	9	Union	874,642	95,514	95,514
Bus Electronic Technician	928	10	Union	971,824	95,514	95,514
Bus Maintenance Trainer	918	0	Union	-	109,845	109,845
Bus Mechanic	931	161	Union	15,646,373	95,514	95,514
Buyer	432	0	Union	-	103,730	103,730
Candidate Sourcer	12	0	Non-Union	-	74,231	111,344
Chief Financial Officer	27	1	Non-Union	371,363	253,765	380,648
Chief Information Officer	26	1	Non-Union	303,044	233,346	350,020
Chief Labor and Human Resources Officer	27	1	Non-Union	322,934	253,765	380,648
Chief Legal Services Officer & General Counsel	27	1	Non-Union	357,827	253,765	380,648
Chief Operating Officer	28	0	Non-Union	-	275,968	413,952
Chief Operations Officer	27	1	Non-Union	282,632	253,765	380,648
Chief Public Affairs Officer	25	1	Non-Union	278,050	216,061	324,091
Chief Safety & Security Officer	25	1	Non-Union	280,882	216,061	324,091
Chief Station Agent	830	5	Union	564,746	83,262	111,010
Chief Strategy & Planning Officer	27	1	Non-Union	306,239	253,765	380,648
Cleaner	940	4	Union	164,905	31,616	49,421
Clerk II, Administrative	7	1	Non-Union	70,595	47,529	71,293

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Clerk	8	1	Non-Union	62,629	52,046	78,069
Commuter Rail Vehicle Maint. Technician	888	8	Union	777,460	95,514	95,514
Coordinator, Senior	11	1	Non-Union	75,379	67,999	102,001
Coordinator, Senior	13	5	Non-Union	500,814	80,965	121,448
Coordinator, Senior	14	18	Non-Union	2,035,939	88,247	132,372
Coordinator, Senior	15	1	Non-Union	136,214	96,124	144,186
Coordinator, Senior	16	1	Non-Union	116,113	104,587	156,881
Coordinator	10	0	Non-Union	-	62,259	93,386
Coordinator	11	8.8	Non-Union	782,464	67,999	102,001
Coordinator	12	7	Non-Union	652,942	74,231	111,344
Coordinator	13	4	Non-Union	454,907	80,965	121,448
Coordinator	14	0.5	Non-Union	72,012	88,247	132,372
Coordinator	437	1	Union	103,341	76,170	101,566
Coordinator	544	2	Union	190,259	49,317	93,496
Coordinator	730	4	Union	422,676	77,896	103,854
Coordinator	820	2	Union	225,898	83,262	111,010
Coordinator	821	2	Union	225,898	83,262	111,010
Coordinator	876	2	Union	191,275	70,491	93,995
Coordinator	9	1	Non-Union	65,086	56,940	85,408
Copywriter, Senior	10	0	Non-Union	-	62,259	93,386
Cost Estimator, Senior	17	1	Non-Union	133,766	113,731	170,595
Cost Estimator	15	1	Non-Union	121,114	96,124	144,186
Customer Experience Agent	714	5	Union	320,859	49,566	65,624
Customer Safety Supervisor	342	42	Union	4,518,984	79,310	105,747
Customer Service Representative	731	7	Union	587,814	66,664	88,878
Data Scientist, Senior	14	1	Non-Union	121,737	88,247	132,372
Database Architect, Senior	18	1	Non-Union	166,562	123,570	185,355
DBA, Senior	18	3	Non-Union	523,454	123,570	185,355
Deputy General Counsel, Senior	20	4	Non-Union	750,196	145,546	218,318
Deputy General Counsel	18	1	Non-Union	155,253	123,570	185,355
Designer	13	1	Non-Union	117,342	80,965	121,448
Developer Analyst, Principal	19	1	Non-Union	180,496	134,166	201,251

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Developer, Senior	17	1	Non-Union	157,522	113,731	170,595
Developer	14	1	Non-Union	113,879	88,247	132,372
Director	17	1	Non-Union	160,831	113,731	170,595
Director	18	2	Non-Union	314,449	123,570	185,355
Director	19	5	Non-Union	930,252	134,166	201,251
Director	20	12	Non-Union	2,349,630	145,546	218,318
Director	21	13	Non-Union	2,650,179	157,787	236,683
Director	22	7	Non-Union	1,639,495	170,901	256,354
Director	23	2	Non-Union	489,605	184,983	277,476
Dispatcher	836	23	Union	2,513,602	80,974	107,973
Engineer, Principal	18	4	Non-Union	630,746	123,570	185,355
Engineer, Principal	19	1	Non-Union	195,084	134,166	201,251
Engineer, Senior	16	5	Non-Union	684,081	104,587	156,881
Engineer, Senior	17	11	Non-Union	1,707,176	113,731	170,595
Engineer, Senior	18	20	Non-Union	3,219,111	123,570	185,355
Engineer, Systems	15	1	Non-Union	140,978	96,124	144,186
Engineer	15	1	Non-Union	141,421	96,124	144,186
Engineer	16	11	Non-Union	1,447,404	104,587	156,881
Engineer	19	1	Non-Union	167,708	134,166	201,251
Enterprise Architect	20	1	Non-Union	195,129	145,546	218,318
Executive Administrative Assistant	12	0	Non-Union	-	74,231	111,344
Executive Advisor to the General Manager	21	0	Non-Union	-	157,787	236,683
Executive Assistant, Senior	13	2	Non-Union	217,526	80,965	121,448
Executive Assistant, Senior	14	1	Non-Union	109,512	88,247	132,372
Executive Assistant	12	3	Non-Union	322,744	74,231	111,344
Executive Assistant	13	1	Non-Union	124,613	80,965	121,448
Executive Director	22	1	Non-Union	241,505	170,901	256,354
Executive Director	23	1	Non-Union	257,232	184,983	277,476
Executive Director	24	2	Non-Union	531,642	200,058	300,088
Executive Director	26	1	Non-Union	283,061	233,346	350,020
Executive Director	27	0	Non-Union	-	253,765	380,648
Facilities Maintenance Trainer	915	2	Union	221,623	109,845	109,845

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Facilities Maintenance Worker	558	6	Union	547,794	89,731	89,731
Facilities Maintenance Worker	969	17	Union	1,552,083	89,731	89,731
Fare Revenue Assistant Supervisor	736	1	Union	97,923	72,176	96,242
Fare Revenue Specialist	733	8	Union	711,536	65,978	87,963
Fare Revenue Supervisor	716	1	Union	105,669	77,896	103,854
Field Technician	591	22	Union	2,203,197	98,426	98,426
Finance Clerk	323	6	Union	517,171	66,290	88,400
General Manager	31	1	Non-Union	454,189	354,937	532,405
Graphic Designer	12	3	Non-Union	279,420	74,231	111,344
Helper	533	8	Union	682,140	83,803	83,803
Helper	933	5	Union	426,337	83,803	83,803
HR Business Partner	17	2	Non-Union	275,362	113,731	170,595
HR Generalist	12	1	Non-Union	81,324	74,231	111,344
HR Investigator	17	1	Non-Union	154,462	113,731	170,595
Inspector, Senior	17	1	Non-Union	145,684	113,731	170,595
Inspector	13	0	Non-Union	-	80,965	121,448
Inspector	16	1	Non-Union	144,399	104,587	156,881
Inspector	18	0	Non-Union	-	123,570	185,355
Instructional Designer, Senior	14	0	Non-Union	-	88,247	132,372
Internal Auditor, Senior	15	1	Non-Union	124,644	96,124	144,186
Irrigation Technician	976	1	Union	88,040	86,528	86,528
Junior Partsperson	376	12	Union	1,038,556	83,803	89,794
Junior Tireman	942	0	Union	-	48,630	85,488
Junior Tireworker	942	4	Union	317,925	48,630	85,488
Landscaper	974	3	Union	260,945	64,126	85,488
Lead Customer Safety Supervisor	341	5	Union	564,746	83,262	111,010
Lead Landscaper	967	1	Union	88,040	64,896	86,528
Lead Supervisor	489	6	Union	677,695	83,262	111,010
LRV Body & Paint Technician	553	14	Union	1,348,826	75,754	95,514
LRV Electronics Technician	578	2	Union	194,365	95,514	95,514
LRV Overhaul Technician	577	40	Union	3,887,298	95,514	95,514
LRV Technician Trainee	574	15	Union	1,245,820	66,664	83,803

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
LRV Technician	551	84	Union	8,163,325	95,514	95,514
Mail Services Clerk	356	1	Union	75,384	55,557	74,090
Maintenance Mechanic	532	3	Union	242,194	48,630	85,488
Maintenance Mechanic	932	9	Union	782,835	48,630	85,488
Maintenance of Way Laborer	561	12	Union	1,054,997	50,128	87,984
Maintenance Trainer	918	2	Union	223,528	109,845	109,845
Manager, Senior	19	1	Non-Union	183,075	134,166	201,251
Manager	14	2	Non-Union	247,753	88,247	132,372
Manager	15	4	Non-Union	483,514	96,124	144,186
Manager	16	18	Non-Union	2,371,340	104,587	156,881
Manager	17	32	Non-Union	4,762,428	113,731	170,595
Manager	18	27	Non-Union	4,389,400	123,570	185,355
Manager	19	13	Non-Union	2,300,703	134,166	201,251
Manager	20	10	Non-Union	1,833,131	145,546	218,318
Manager	21	2	Non-Union	419,244	157,787	236,683
Mini Run Operator	881	238.5	Union	19,718,617	62,878	83,803
MMIS Clerk	543	4	Union	335,144	44,491	82,347
MMIS Clerk	937	6	Union	483,457	44,491	82,347
Moneyroom Clerk	331	2	Union	215,190	79,310	105,747
Moneyroom Supervisor	330	1	Union	110,939	81,765	109,034
Operator	880	1063	Union	83,220,952	62,878	83,803
Overhead Power Maintainer	531	20	Union	2,002,906	98,426	98,426
Overhead Power Trainee	579	2	Union	170,535	66,685	83,803
Paralegal Investigator	14	2	Non-Union	236,080	88,247	132,372
Partsman	376	0	Union	-	83,803	89,794
Planner, Senior	15	3	Non-Union	390,717	96,124	144,186
Planner	11	1	Non-Union	86,694	67,999	102,001
Planner	13	3	Non-Union	309,656	80,965	121,448
Planner	16	0	Non-Union	-	104,587	156,881
Plant Maintenance Mechanic – LME	557	10	Union	971,824	95,514	95,514
Plant Maintenance Mechanic – LME	968	13	Union	1,263,372	95,514	95,514
Program Coordinator	11	1	Non-Union	68,943	67,999	102,001

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Program Manager, Senior	18	1	Non-Union	173,660	123,570	185,355
Program Manager	15	1	Non-Union	122,321	96,124	144,186
Program Manager	16	3	Non-Union	414,960	104,587	156,881
Program Manager	17	9	Non-Union	1,290,992	113,731	170,595
Program Manager	18	4	Non-Union	604,179	123,570	185,355
Program Manager	19	1	Non-Union	185,400	134,166	201,251
Program Scheduler, Senior	17	1	Non-Union	123,886	113,731	170,595
Project Director	21	1	Non-Union	222,160	157,787	236,683
Project Manager, Principal	18	18	Non-Union	2,945,291	123,570	185,355
Project Manager, Senior	14	6	Non-Union	672,344	88,247	132,372
Project Manager, Senior	15	4	Non-Union	508,377	96,124	144,186
Project Manager, Senior	16	3	Non-Union	413,822	104,587	156,881
Project Manager, Senior	17	24	Non-Union	3,524,590	113,731	170,595
Project Manager	12	1	Non-Union	90,398	74,231	111,344
Project Manager	13	6	Non-Union	628,730	80,965	121,448
Project Manager	14	2	Non-Union	209,747	88,247	132,372
Project Manager	16	7	Non-Union	957,075	104,587	156,881
Project Manager	18	8	Non-Union	1,237,608	123,570	185,355
Public Information Officer	14	2	Non-Union	209,973	88,247	132,372
Rail Controller	538	29	Union	3,185,921	107,973	107,973
Rail Operator	580	212	Union	17,931,401	65,021	86,819
Recruiter	10	4	Non-Union	279,187	62,259	93,386
Recruiter	12	1	Non-Union	78,812	74,231	111,344
Representative, Senior	15	1	Non-Union	107,777	96,124	144,186
Representative	10	1	Non-Union	70,230	62,259	93,386
Representative	12	2	Non-Union	189,898	74,231	111,344
Representative	715	18	Union	968,311	45,178	56,493
Road Supervisor	834	44	Union	4,734,173	79,310	105,747
Schedule Data Technician	867	3	Union	322,785	79,310	105,747
Schedule Writer II	874	5	Union	537,974	79,310	105,747
Schedule Writer III	878	1	Union	113,351	83,554	111,405
Security Dispatcher	343	13	Union	1,404,358	80,974	107,973

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Senior Accounts Payable Clerk	322	1	Union	100,674	74,194	98,946
Senior Buyer	373	6	Union	633,252	103,730	103,730
Senior Director	21	0	Non-Union	-	157,787	236,683
Senior Director	22	1	Non-Union	245,363	170,901	256,354
Senior Human Resource Generalist	14	1	Non-Union	92,020	88,247	132,372
Senior Internal Audit Officer	19	1	Non-Union	195,883	134,166	201,251
Senior Partsman	372	0	Union	-	89,794	89,794
Senior Partsperson	372	9	Union	822,263	89,794	89,794
Senior Payroll Clerk	340	3	Union	289,431	74,194	98,946
Service Aide	943	27	Union	1,606,815	48,464	59,051
Service Worker Pressure Washer	947	19	Union	1,399,173	48,464	70,138
Service Worker Spotter	946	7	Union	494,060	48,464	70,138
Service Worker	944	115	Union	7,051,048	48,464	70,138
Service Worker	945	78	Union	4,985,191	48,464	70,138
Signal Inspector	545	4	Union	420,644	103,355	103,355
Signals Maintainer Trainee	567	2	Union	160,329	66,664	83,803
Signals Maintainer	541	23	Union	2,275,597	97,240	97,240
Signs & Shelters Field Worker	965	6	Union	521,890	85,488	85,488
Specialist, Senior	10	1	Non-Union	68,702	62,259	93,386
Specialist, Senior	11	4	Non-Union	363,888	67,999	102,001
Specialist, Senior	12	8	Non-Union	766,187	74,231	111,344
Specialist, Senior	14	1	Non-Union	117,900	88,247	132,372
Specialist, Senior	9	10	Non-Union	735,613	56,940	85,408
Specialist	10	2	Non-Union	168,376	62,259	93,386
Specialist	12	0	Non-Union	-	74,231	111,344
Specialist	732	4	Union	409,809	75,525	100,693
Specialist	877	1	Union	112,949	111,010	111,010
Spotter	936	4	Union	347,927	85,488	85,488
Station Agent	830	1	Union	106,093	83,262	111,010
Station Agent	835	27	Union	2,864,507	79,310	105,747
Streetcar Controller	539	5	Union	549,297	107,973	107,973
Streetcar Journeyworker Mechanic	451	11	Union	1,069,007	95,514	95,514

Position Title	Pay Code (U)/ Grade (NU)	Total FTE	Union / Non-Union	Total Base Salary	Min	Max
Streetcar Operator	488	54	Union	4,752,205	65,021	86,819
Substation Maintainer	779	12	Union	1,201,744	98,426	98,426
Substation Technician Trainee	571	1	Union	79,469	66,685	83,803
Supervisor	178	4	Union	451,797	83,262	111,010
Supervisor	536	39	Union	4,196,199	105,747	105,747
Supervisor	710	2	Union	184,926	77,896	103,854
Supervisor	775	1	Union	94,156	79,310	105,747
Supervisor	840	5	Union	550,630	83,262	111,010
Supervisor	918	8	Union	894,112	109,845	109,845
Surveyor, Senior	15	1	Non-Union	136,475	96,124	144,186
Talent Development Partner	17	1	Non-Union	140,626	113,731	170,595
Technical Support	12	2	Non-Union	152,722	74,231	111,344
Technician	12	1	Non-Union	107,329	74,231	111,344
Timekeeper	336	1.5	Union	127,068	111,010	111,010
Tireman	941	0	Union	-	88,608	88,608
Tireworker	941	4	Union	360,625	88,608	88,608
Track Maintainer	540	19	Union	1,879,841	97,240	97,240
Track Trainee	542	1	Union	80,104	66,664	83,803
Trainer, Senior	15	11	Non-Union	1,327,731	96,124	144,186
Training Supervisor Rail	775	17	Union	1,829,112	79,310	105,747
Training Supervisor	832	44	Union	4,644,291	79,310	105,747
Wayside Cleaner	537	10	Union	869,817	85,488	85,488
Wheel True Technician	552	4	Union	391,947	96,304	96,304
Total		3605.3		343,839,576		

Glossary

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

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

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

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

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

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

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

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

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

BOND SALE PROCEEDS: Money received from bond sales.

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

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

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

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

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

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

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

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

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

CAPITAL ASSET/ EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity or usability. The life expectancy of a capital improvement must be at least ten years.

CAPITAL PROGRAM: (Also see Operating Program) Program of projects identified in the budget, mostly capital in nature.

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction) and equipment and furniture with a unit cost in excess of \$5,000.

CAPITALIZED LABOR: All direct costs of labor that can be identified or associated with and are properly allocable to the construction, modification, or installation of specific items of capital assets and, as such, can thereby be written down over time via a depreciation or amortization schedule as capitalized.

COMMUNITY: We lift each other up to lift up the region.

CONTINGENCY: Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

CYBERSECURITY: The state of being protected against the criminal or unauthorized use of electronic data, or the measures taken to achieve this.

DEPRECIATION: A reduction in the value of an asset with the passage of time, due in particular to wear and tear.

DIVISION TRANSIT PROJECT: A new type of high-capacity bus transit project that spans the length of Division Street between downtown Portland and Gresham.

E3 Program: Learning and development classes designed to provide rewarding and beneficial learning experiences for employees of TriMet. E3 stands for Engage, Empower, and Expand.

ENTERPRISE FUND: Fund used in governmental accounting. Established to finance and account for the acquisition, operation and maintenance of services that are entirely or predominately self-supporting by user charges; or for which the governing body of the governmental unit has decided periodic determination of revenues earned, expenses incurred, and/or net incomes is appropriate.

EQUIPMENT FUEL AND LUBRICANTS: Expenses for fuel or lubricants used in the operation of equipment.

EQUITY: We treat everyone with dignity and respect.

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

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

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

FORWARD TOGETHER: Post COVID-19 pandemic service restoration plan. Focused on redistributing service away from the weekday rush hour peaks and low-ridership, wealthy areas to midday, evening and weekend times when low-income customers who are more likely to ride the system.

49CFR238: Passenger equipment safety standards.

49CFR243: Training, qualification, and oversight for safety-related railroad employees.

49CFR270: System safety program.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary and fiduciary. Funds are established in accordance with state and local laws, regulations and other limitations.

- **GENERAL FUND:** Fund used to account for all transactions of a government that are not accounted for in another fund.

FULL-TIME EQUIVALENT POSITION (FTE): One FTE equates to 2,080 working hours in a year; excluded overtime hours.

FUND BALANCE: The beginning fund balance including the difference between forecasted total resources (revenues) and requirements (expenditures). The following are types of fund balance:

- **BEGINNING:** Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.
- **ENDING:** The amount that remains unspent in a fund after subtracting budgeted expenses, including contingency.
- **RESTRICTED:** Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific purposes.
- **UNRESTRICTED:** Resources maintained to cover cash flow until tax and grant revenues are collected.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the Agency. These bonds are typically paid from a property tax levied upon all taxable property within the Agency's service district. GO bonds are used to finance a wide range of capital projects.

GRANT: Donated financial assistance received from federal, state and other third-party sources or similar assistance to non-Agency entities from Agency revenues.

HOLLYWOODHUB: Relocation of existing transit infrastructure to the Hollywood Transit Center to unlock the site for redevelopment as a mixed use TriMet transit-oriented development project with 224 units of affordable housing.

HOP VALUE: Hop Fastpass® sales through the loading of stored value or Fare Product (i.e. Monthly Pass, 1-Day Ticket).

INCLUSIVITY: We seek all needs and voices in our decisions and actions.

INTERGOVERNMENTAL AGREEMENT (IGA): An agreement for provision and receipt of services between agencies in the tri-county metropolitan area. IGAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTEREST ON INVESTMENTS: Interest earned through investment of cash balances.

LAND SALE PROCEEDS: Revenues generated by land sales.

LIMITED TERM SALARIES AND WAGES: Base compensation for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.

LINEAR ASSET: A linear asset is continuous: rail, fiber-optic cable, overhead catenary wire, etc. They are typically assets that are measured by length.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, office supplies and other materials are line items within the external materials and supplies consumed object category.

LITIGATION: The process of taking legal action.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties and special districts within Oregon.

MAJOR FUND: Major funds must be displayed in the basic statements for proprietary funds. Funds are considered major when certain conditions are met. The general fund of a government entity is always considered a major fund.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal material and services, capital outlay, contingency and debt service. (See Account or Line Item).

MANAGEMENT AND TRAVEL EXPENSES: Expenses for memberships, dues, subscriptions, promotional, employee education, local and out-of-town travel, and miscellaneous management activities.

MATERIALS AND SUPPLIES: Purchase of materials and supplies which have a short life and are usually low in cost.

MEAN DISTANCE BETWEEN FAILURES: A measure of reliability that expresses the average distance travelled by a type of bus, rolling stock, etc. before preventative or reparative maintenance is required.

MISCELLANEOUS EXPENSE: Expenses not account for elsewhere, including bad debts.

NON-LINEAR ASSET: A non-linear asset is a discrete asset such as a facility, revenue vehicle, non-revenue vehicle, shelter, signal, server, etc. They are measured per unit count or by quantity.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of services (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services.

OPERATING DIVISIONS: The operating divisions are Transportation and Maintenance.

OPERATING PROGRAM: (Also see Capital Program) Costs associated with daily operating of the agency.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OTHER REVENUE: Miscellaneous operating revenue not specifically defined.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **WORKLOAD MEASURE:** Describes a quantity of work performed.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer) and communicate the policy intent of service provision.
- **KEY PERFORMANCE MEASURE:** An outcome indicated of core service delivery that provide Agency directors and the Board of Directors with information to guide decision-making.

PERSONNEL SERVICES: Salaries, wages, benefits and other payroll expenses paid to Agency employees.

PORTLAND STREETCAR: A streetcar system owned by the City of Portland and operated by TriMet that opened in 2001 and serves areas surrounding downtown Portland.

PROPRIETARY FUND: One of the major fund classifications of governmental accounting. Sometimes referred to as income determination or commercial-type funds. Includes enterprise funds.

RAPID BUS: A high-capacity urban public-transit system with its own right-of-way, multiple-car vehicles at short headways, and longer stop spacing than traditional streetcars and buses.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, debt service and ending fund balance.

RESOURCES: Revenue and other monies that the Agency has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUES: Monies earned through the operation or use of TriMet facilities or services.

SALARIES AND WAGES: Base compensation for all non-temporary positions, including student training pay, tool allowance, and union employee wage premiums based on years of service.

SCHEDULED OVERTIME: Overtime that has been built in upon operator shifts.

SERVICE REVENUE: Revenue generated by performing a specific service, generally equipment oriented, including rental.

SMALL STARTS GRANT: Major new fixed guideway projects, or extension to existing systems financed with a Project Construction Grant Agreement that defines the scope of the project and specifies the total multi-year Federal commitment to the project.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

TEAMWORK: We collaborate to achieve our shared goals.

TOTAL PROJECT COST: Total cost of a project.

TRIMET 2030: TriMet's Strategic Business Plan initiatives covering a five-year period.

UNAPPROPRIATED ENDING BALANCE: The estimated intended to provide working capital or cash balance to finance activities for the period between July 1 of the ensuing fiscal year and the time when sufficient new revenues become available to meet cash flow needs of the fund.

UNPAID ABSENCE: All excused and unexcused time loss for which employees are not paid.

UNSCHEDULED OVERTIME: All other overtime except scheduled overtime.

UTILITIES: Cost of electricity, water, telephone, natural gas, sewer, etc.

WORKERS' COMPENSATION: Medical and time loss payments to employees injured in work related accidents.

WES: A passenger commuter rail transport service connecting one suburb to an adjacent suburb.

Acronyms

The following are acronyms and terms commonly used by TriMet:

AAPAffirmative Action Plan	CIOChief Information Officer
ADAAmericans with Disabilities Act	CIPCapital Improvement Program or Plan
AIM CCSAdvanced Information Management Command Control Signaling	CISCustomer Information Services Department
AMEApprovals Management Engine	CMCommunications & Marketing Department
ATCMTDAdvanced Transportation and Congestion Management Technologies Deployment	CMAQCongestion Mitigation & Air Quality Program
APTAAmerican Public Transportation Association	CMMSComputerized Maintenance Management System
ARPAmerican Rescue Plan	CMSCompetency Management System
ATPAccessible Transportation Programs Department	COO Office of the Chief Operating Officer Department
ATUAmalgamated Transit Union	CPCCapital Program Committee
BEBBattery-Electric Bus	CPTEDCrime Prevention through Environmental Design
BETCBusiness Energy Tax Credit	CRCommuter Rail Department
BFBudget & Forecasting Department	CRRSAACoronavirus Response and Relief Supplemental Appropriations Act
BHBenefits & HRIS Department	CSCCustomer Support Center
BMBus Maintenance Department	CSWCustomer Service Workshops
BODBoard of Directors	CYCurrent Year
BOLIBureau of Labor and Industries (Oregon)	DBDefined Benefit (pension)
BRRSTBus and Rail Replacement Service Team	DBEDisadvantaged Business Enterprise
BRTBus Rapid Transit (Rapid Bus Lines)	DCDefined Contribution (pension)
BTBus Transportation Department	DCDDesign & Construction Department
CCompensation Department	DDEDefensive Driving Evaluations
C.A.R.E.SCustomer Automated Ride Experience System	DMAPDivision of Medical Assistance Programs
CARES ActCoronavirus Aid, Relief, and Economic Security Act	DMUDiesel Multiple Unit
CATCommittee on Accessible Transportation	DTPDivision Transit Project
CAECommunity Affairs & Engagement Department	E3Engage, Empower, Expand
CBOCommunity Based Organization	EAMSEnterprise Asset Management System
CCTVClosed Circuit Television (security cameras)	EAPEmployee Assistance Program
CDLCommercial Driver's License	

ECAEngineering & Construction Administration Department	GSPAGovernment Services and Public Affairs Department
ECMEnterprise Content Management System	HB2017House Bill 2017 Keep Oregon Moving
EEOEqual Employment Opportunity	HRAHuman Resources Administration Department
eFareElectronic fare payment system	HRISHuman Resources Information System
ePOSElectronic Point of Sale at TriMet’s Ticket Office	HVACHeating, Ventilation and Air Conditioning
ERGEmployee Resource Group	IAInternal Audit Department
ESEnterprise Systems Department	IGAIntergovernmental Agreement
FASFinance & Administrative Services Department	IOIIT Operations & Infrastructure Department
FASTFixing America’s Surface Transportation Act	ISInformation Security Department
FEISFinal Environmental Impact Statement	ITAIT Administration Department
FEMAFederal Emergency Management Administration	ITCS CAD/AVL Intermodal Transport Control System Computer-Aided Dispatch/ Automatic Vehicle Location
FHWAFederal Highway Administration	ITSIntelligent Transportation Systems Department
FICAFederal Insurance Contributions Act	ITSMInformation Technology Service Management
FMBRFacilities Management Bus-Rail Department	JDJob Description
FMLAFamily and Medical Leave Act	KPIKey Performance Indicators
FOField Operations	LLitigation Department
FRAFederal Railroad Administration	LCLRHR Legal Compliance Department
FRASFare Revenue & Administrative Services Department	LAPLanguage Access Program
FSFinancial Services Department	LIFLow-Income Fare
FTAFederal Transit Administration	LIFTAccessible Transportation at TriMet
FTEFull-Time Equivalent	LMRLand Mobile Radio
FX LineFrequent Express (high capacity bus service)	LMSLearning Management System
FYFiscal Year	LRLabor Relations Department
GAAPGenerally Accepted Accounting Principles	LRVLight Rail Vehicle
GASBGovernment Accounting Standards Board	LSALegal Services Administration Department
GCGeneral Counsel	LTDLong Term Disability
GDCGrant Development & Compliance Department	LOCLine of Credit
GEDGeneral Education Development	M&SMaterials & Services
GEMGoing the Exemplary Mile Award	MAMaintenance Administration Department
GFOAGovernment Finance Officers Association	MaaSMobility as a Service
GISGeographic Information System	MAXMetropolitan Area Express

MBDF	Mean Distance Between Failures	PAI	Public Access & Innovation Department
MMIS	Maintenance Management Information System	PC	Personal Computer
MODA	Multi-Objective Decision Analysis	P-Card	Purchasing Card
MOW	Rail Maintenance of Way Department	PCM	Predicted Compensation Model
MP	Major Projects Department	PCR	Probationary Check Rides
MPR	Monthly Performance Report	PIC	Process Improvement Committee
MRP	Material Requisition Planning	PI/PD	Personal Liability and Property Damage
MTIP	Metropolitan Transportation Improvement Program	PMIS	Project Management Information System
MWESB	Minority, Women & Emerging Small Business	PMO	Project Management Oversight
NASRA	National Association of State Retirement Administrators	PNWR	Portland and Western Railroad
NCSR	Nationwide Cybersecurity Review	PPO	Preferred Provider Organization
NEPA	National Environmental Protection Act	PRT	Payroll Tax
NRV	Non Revenue Vehicle	PS	Portland Streetcar Department
NTD	National Transit Database	PSCM	Procurement & Supply Chain Management Department
NU	Non-Union	QA	Quality Assurance
OA	Operations Administration Department	QC	Quality Control
O&M	Operations and Maintenance	QDRO	Qualified Domestic Relations Order
OCC	Operations Command Center Department	RCA	Revolving Credit Agreement
OCOO	Office of Chief Operating Officer Department	REM	Rail Equipment Maintenance Department
OCS	Overhead Catenary System	RFST	Readiness for Service Team
ODOT	Oregon Department of Transportation	RM	Risk Management Department
OFLA	Oregon Family Leave Act	ROOT	Rail Operation Optimization Technology
OGM	Office of General Manager Department	ROW	Right of Way
OMF	Operations and Maintenance Facility	RPI	Rules, Procedures and Instructions
OPEB	Other Post-Employment Benefits	RT	Rail Transportation Department
OPM	Oracle Performance Management Module	RTOD	Real Estate & Transit Oriented Development Department
ORS	Oregon Revised Statutes	RTW	Return To Work
OTA	Oregon Transit Association	SEM	Security & Emergency Management Department
OTD	Operations Training & Development Department	SES	Safety & Environmental Services Department
P&R	Park & Ride	SGR	State of Good Repair
PAA	Public Affairs Administration Department	SI	Safety Interventions

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



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