



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



ADOPTED BUDGET

2019 • 2020

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BOARD OF DIRECTORS

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FY 2020 Adopted Budget Message

Overview

The TriMet Adopted Budget for FY2020 outlines a resource and expenditure plan for July 1, 2019 through June 30, 2020.

The FY2020 Adopted Budget totals \$1.53 billion and includes:

- Total day-to-day Operating Requirements of \$685.2 million, which includes \$580.6 million for all activities required to operate the system (including other post employment benefits) and \$104.6 million for Debt Service.
- Capital Improvement Program (CIP) Requirements of \$300.4 million.
- Pass Through Requirements, Funding Exchange Payments and Special Payments totaling \$27.3 million, under which TriMet receives funds required to be provided to other governmental agencies.
- Contingency is an appropriated amount of 3% of operating requirements and is intended for those activities unknown at the time of budget adoption. FY2020 contingency totals \$24 million.
- Ending Fund Balance totals \$492 million and is unappropriated and not available for spending in FY2020. Fund balance includes \$306.2 million in restricted bond proceeds & other restrictions to be spent after FY2020; \$45.5 million restricted for future debt service payments; and \$140.3 million in unrestricted fund balance, which contains 2.5 months operating reserves as required by the TriMet Board.

The FY2020 Adopted Budget focuses on implementing the requirements of House Bill 2017 (HB2017) including; expanding service and operation of a Transit Assistance Program, improving and increasing service; the cost of operating and maintaining the existing transit system; the costs of fixed route bus and rail service to maintain headways and capacity as the region grows (including vehicle replacements); costs of ADA complementary paratransit service; operating cost of other service changes; costs associated with further development of Hop Fastpass™; capital investments in infrastructure and expansion for the future; mid-life overhaul of light rail vehicles; debt service expense; and, continued commitment to strengthen pension reserves.

Service - The demand for more bus and rail service continues. Customers, employers, and local governments in our region continue to desire more service than TriMet is able to fund. To help TriMet pay for service and expansion, the Oregon legislature in 2003 and 2009 authorized TriMet to increase the payroll tax rate one-tenth of one percent over ten years.

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

The TriMet Board initiated the second payroll tax increase of 0.10% over ten years in September 2015 by increasing the employer and self-employed payroll tax rates .01% starting January 1, 2016 and will continue the annual increase through January 1, 2025. The revenues from this tax rate increase will help pay for additional service such as the Division Transit Project, extension of the MAX Red Line and other new service

related projects identified in TriMet's Service Enhancement Plans and the CIP. FY2020 includes an increase of \$5.1 million for services increases, primarily on bus service routes. The bus service hour increase for FY2020 is 2.2%.

In the summer of 2017, the Oregon Legislature passed HB2017, a large transportation bill to address many different transportation issues across the state. With the passage of the bill comes a statewide employee payroll tax that dedicates funds for public transportation. TriMet expects to realize about \$40-\$50 million annually via a grant. The first grant funds became available May 2019.

Compensation – A critical element of TriMet's multi-year effort to achieve long-term fiscal stability has been to reduce the growth rate of active employee and retiree benefit costs, primarily by reforming healthcare with premium share, coinsurance, and deductibles paid by employees, and reducing retirement benefits for new hires by closing the Defined Benefit (DB) plan and migrating to a Defined Contribution (DC) plan.

TriMet began with non-union new employees in 2003, when the DB pension plan was closed and replaced with a DC pension plan. In 2009, retiree medical benefits were also closed to new non-union employees. Since 2012 non-union employees and retirees in the PPO health plan have paid 20% co-insurance and 6% premium contributions. Non-union employees and retirees in the HMO plan have \$10 co-pays and 6% premium contributions. In January 2014 non-union retirees age 65 and older in the PPO health plan were moved to a lower cost Medicare supplement plan.

Union benefit costs have similarly been reformed over the last two contracts. Healthcare benefit changes have instituted

premium share, co-insurance, and deductibles essentially parallel to the non-union plan. Simultaneously the DB pension plan was closed August 2012 and new hires participate in a DC pension plan.

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

The FY2020 Adopted Budget includes a non-union merit budget of 3.0% as well as a 0.75% pool targeted specifically to address identified pay equity issues.

The Working and Wage Agreement with the union expired on November 30, 2019. Future union wage increases must be negotiated with the union. Therefore, no wage increases are included in the FY2020 Adopted Budget.

Pension Funding - TriMet is continuing to strengthen its union DB pension plan reserves and has set a long-term horizon to pay unfunded liabilities. The FY2020 Adopted Budget is consistent with the pension policies approved by the Board on February 26, 2014.

Capital Maintenance and Replacement - Additional buses, light rail maintenance of way, light rail vehicle maintenance, and station maintenance projects are included in the Adopted Budget.

Revenues

Approximately 95.8% of TriMet's revenues come from three sources; payroll tax revenues (60.1%), passenger revenues (16.1%) and federal and state funds (19.6%). In addition, the

budget also includes CIP revenues that are dedicated for uses separate from operations.

Payroll Tax Revenues - TriMet is projecting strong payroll tax revenue growth through FY2020. In FY2018, underlying employer payroll tax revenues¹ increased 5.7%. Underlying employer payroll tax revenues are forecast to increase 5.7% by the end of FY2019 and 5.7% in FY2020. By comparison, average annual growth of underlying employer payroll tax has been 6.3% over the last five years.

Self-employment Tax Revenues - Underlying growth increased 3.0% in FY2018 and is projected to increase 7.5% by the end of FY2019 and 8.6% in FY2020. Self-employment tax revenues make up 5% of payroll tax revenue.

Passenger Revenue - TriMet's second largest source of funding is passenger revenue, providing 16.1% of total revenues. TriMet anticipates FY2020 ridership to remain flat with FY2019, and the immediate future. However, the implementation of the Low Income Fare Program, increased Hop Fastpass™ market penetration, Statewide Transportation Improvement Fund (STIF) new service and continued on-time performance will have positive effects on ridership. FY2020 passenger revenues are estimated to increase 1.1% or \$1.2 million over estimated FY2019, and, increasing in future years with planned fare increases (every other year starting in FY2021) and modest increases in ridership. Furthermore, a ridership review is underway. The FY2020 Adopted Budget assumes no base fare increase. The budget includes additional safety and security personnel who will perform code enforcement, as well as

implementing recent recommendations to improve our fare enforcement process.

Federal Formula Grants - Federal formula funds constitute 14.2% of TriMet's continuing resources for operations. In addition to approximately \$42.2 million of Section 5307 Urbanized Area Formula funds, \$27.1 million Section 5337 State of Good Repair funds, \$1.3 million Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities funds and \$5.2 million Section 5339(a) Buses & Bus Facilities Formula funds, TriMet receives \$21.4 million dollars a year in federal highway program funds through the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for regional rail program debt service.

Congress authorized additional funding through FY2020 by passing the Fixing America's Surface Transportation (FAST) Act. TriMet's financial forecast and the FY2020 Adopted Budget include increased projections as a result of the FAST Act authorization.

STIF Revenue - With the passage of HB2017 in the summer of 2017, TriMet received a partial year receipt of \$24.6 million in grant funding. FY2020 expects a full year of service an estimate of \$36.0.

Other Revenues - \$12.6 million in other revenue is expected in FY2020 and includes transit advertising revenue, interest revenue, state operating grants, fuel credit revenue and miscellaneous revenue, which is 1.8% of TriMet revenue.

¹Underlying payroll tax revenues exclude revenues from the increase in the payroll tax rate.

Accessible Transportation Contract Revenues - State and federal sources dedicated to LIFT paratransit service revenues are estimated at \$7.7 million in FY2019 and increase to \$8.1 million in FY2020.

Service Contract Revenues - This category contains only Streetcar personnel revenue from the City of Portland who contracts for operating personnel. In FY2020, these revenues are projected to be \$8.99 million.

Expenditures

Service - TriMet is proposing to expand bus service hours 2.2% in FY2020. TriMet will make a series of changes to bus service including increased frequency, route changes and extensions. These investments are paid for by revenues generated by the increase in the employer payroll tax rate and the STIF Formula Funds. The service improvements will occur throughout FY2020. The cost of the service improvements is approximately \$5.1 million.

Pension Funding - The implementation of accounting standard, GASB No. 68, and industry best practices led TriMet to adopt pension funding plans that lay out how TriMet will bring its two closed DB pension plans to fully funded status over a reasonable long-term horizon. As of June 30, 2018, the non-union plan is 92.9% funded with a net pension liability of \$10.0 million. The union plan is 80.2% funded, with a net pension liability of \$138.0 million at June 30, 2018. The FY2020 Adopted Budget is consistent with the pension policies proposed by the Board on February 26, 2014. According to the 2017 National Association of State Retirement Administrators (NASRA), Summary of Findings, the national average pension funding level for governmental plans is 71.9%.

Capital Investments - The FY2020 Capital Improvement Program (CIP) Adopted Budget includes the following:

Vehicle Purchases:

- *Buses.* TriMet replaced 390 buses between FY2013 and FY2019 and is planning to replace 46 buses in FY2020. The entire fleet will be low-floor low emission, air conditioned, and at our desired standard average age of 8 years. FY2019 included 24 expansion buses for service coverage and, similarly, FY2020 includes 25 expansion buses. TriMet has received 2 grants for the purchase of Electric Buses – one in FY2016 (\$3.4 million) and one in FY2018 (\$2.3 million). The FY2016 grant dollars are being used to purchase 5 New Flyer electric buses. Two of those buses are already in service, and the remaining 3 are scheduled to be acquired and in service over the next couple of months. The FY2018 grant dollars are being used to acquire 5 Gillig Electric buses, and those are expected to be acquired and in service sometime in FY2021.
- *LIFT Vehicles.* The FY2020 Adopted Budget assumes purchases will be 27% funded with State 5310 Formula funds with another 40% coming from STIF funding. This spending will purchase 47 new LIFT buses – 37 replacement and 10 expansion vehicles.
- *Light Rail Vehicles (LRV).* The FY2020 Adopted Budget includes \$18.7 million for continued design work and initial manufacturing on the next generation of LRV.

System Expansion/Enhancement:

- *Southwest Corridor Project.* Funding is included in the FY2020 Adopted Budget to fund continuing engineering (design) and Federal environmental impact work. The majority of the early costs are supported by Metropolitan

Transportation Improvement Program (MTIP) backed bonds.

- *Division Transit Project.* The FY2020 Adopted Budget includes funding to complete design and begin construction of high capacity transit from downtown Portland, across the Tilikum Crossing Bridge and along SE Division to the Gresham Transit Center. TriMet received a Medium-High Small Starts rating in February 2018 and will continue development of the project with revenue service anticipated to begin in the autumn of 2022, assuming Federal Funds are forthcoming.
- *MAX Red Line Extension.* Funding to continue design work to build a package of improvements to allow extension of the Red Line west to Fair Complex and provide system wide reliability improvements is also included in the FY2020 budget.
- *Portland-Milwaukie Light Rail.* There is \$13.2 million in the FY2020 budget to finish development around the Orange MAX line connecting Portland and Milwaukie. This spend is focused primarily on constructing the Gideon pedestrian overcrossing.
- *Electric Vehicle Charging Infrastructure.* TriMet has committed \$5.7 million in the FY2020 budget to further develop the charging infrastructure at the Powell bus facility to support the electric buses.

State of Good Repair:

The Federal Transit Administration requires all transit agencies to develop a Transit Asset Management (TAM) Plan. TriMet adopted its TAM plan in September 2018. The TAM Plan represents an opportunity for TriMet to better anticipate lifecycle costs and to maintain the system in a state of good repair. While TriMet has always dedicated funding towards

maintaining assets in a state of Good repair, the TAM Plan provides a framework by which TriMet 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 TriMet's assets in a State of Good Repair (SGR). The budget dedicates \$112.8 million towards SGR projects, which is 37.5% of the CIP Budget. In addition to the vehicle purchases detailed earlier – much of which is SGR replacement – the following projects reflect the most significant SGR spend:

- *Operating Facilities.* The FY2020 Adopted Budget funds a variety of operating facilities repairs & expansions, including: continued work on Powell Maintenance Facility overhaul, work to develop the infrastructure for electric bus charging; initial design & development of the Columbia bus base; moving the TriMet Police facility to the Lloyd district; modifications and expansions of the Ruby Junction rail maintenance facility to accommodate the needs of system expansion; remodel and expansion of the TriMet Ticket Office in Pioneer Courthouse Square; and, various maintenance and operator support facility upgrades and refurbishments.
- *MAX Blue Line Station Elevators.* Typical life expectancy of elevators is 25 to 30 years; actual useful life can vary widely, particularly if elevators are exposed to weather as are many at TriMet. FY2020 focus will be on Washington Park and Sunset Transit center elevators.
- *Steel Bridge Transit Improvements.* Funding is included in the FY2020 Adopted Budget for critical State of Good Repair (SGR) work to improve reliability of this MAX rail system “choke point”.

Other Capital Projects:

- *Safety Enhancements.* In addition to spend dedicated to safety and security imbedded in the other projects, the FY2020 Budget includes \$2.9 million for projects specifically focused on improving safety and security for our bus and rail facilities and vehicles.
- *Fare System Replacement.* TriMet continues the process of replacing its “flash-pass” old fare collection system with an account based electronic fare collection system, Hop Fastpass™, which reduces reliance on mechanical equipment like transit vending machines and fare boxes. The new system launched in July 2017 and offers customers daily and monthly fare caps, enhancing equity for all riders. The FY2020 budget includes \$9.6 million for final system acceptance.
- *Enhanced Transit Concepts.* There is \$7.2 million budgeted in FY2020 to develop and implement projects in partnership with local agencies to create priority treatments along TriMet’s Frequent Service bus network, decrease travel time, and increase service reliability.

Diesel Fuel - The cost of bus diesel fuel has decreased over the past four years. From a high in FY2015 at \$3.15 per gallon to a low in FY2019 at \$1.69 per gallon, although the average in FY2019 is around \$2.12 per gallon. In FY2020 the budget reflects a moderate increase to \$2.35 per gallon. Diesel fuel costs for LIFT and WES have also decreased over the past four years. From a high in FY2015 of \$3.30 per gallon to a low in FY2019 of \$2.00 per gallon. In FY2020 the budget reflects a moderate increase to \$2.40 per gallon.

Debt Service - Total FY2020 debt service is \$104.6 million, of which \$25.4 million is to make final payment on the interim financing for the MAX Orange Line project (funded by Federal

dollars). Up to \$21.4 million of TriMet’s FY2020 debt service is funded by MTIP revenues, the regional federal flexible highway funds that TriMet receives from Metro each year to pay debt service on TriMet’s 2011 and 2018 Capital Grant Receipt Revenue Bonds.

Existing senior lien payroll tax revenue funded debt service is 6.0% of continuing revenues in FY2020, equal to the Board’s maximum of 6.0%. This includes additional debt that may be issued in FY2020.

Transit Equity, Inclusion & Community Affairs

TriMet increased the fare reductions dedicated to diversity and transit equity programs in September 2016, from \$1.3 million to \$1.5 million. The increase resulted from the change in the honored citizen fare from \$1.00 to \$1.25, and initiated to provide relief to low income Honored Citizens. In FY2020, TriMet continues to provide free fare grants to area community based organizations and nonprofits now totaling \$2 million in addition to the Hop Fastpass™ program which provides fare equity for frequent riders through its innovative fare capping policy and State STIF Formula Transit Assistance Program. The reductions are realized through the fare relief grant program, low income youth high school program, social service agency outlet sales program and the fare assistance program.

Realignment

In December 2018, the General Manager implemented an agency-wide realignment that will allow TriMet to better meet the mobility needs of our community – now and in the future – and prepare us to fully implement new customer-focused services. The realignment included the following key changes:

- Establishes the Chief Operating Officer (COO) Division with the departments Operations Planning & Development, Business Planning & Asset Management, and Operations Training & Planning, in addition to oversight of the Transportation and Maintenance Divisions.
- Bus & Rail Training programs are a direct report to the COO.
- Administrative departments are added in the Safety & Security Division and Maintenance Division.
- Information Technology Division has established departments as follows: IT Operations & Infrastructure, Information Security, Enterprise Systems, and Intelligent Transportation Systems.
- Legal has established two departments including Litigation and Real Estate & Transit Oriented Development.
- Engineering & Construction has established three departments including Design & Construction, Major Projects, and Project Development & Permitting.

The realignment, along with service growth has resulted in increased staffing to meet the demands throughout FY2020 and beyond.

Staffing Increases

In FY2020, TriMet will increase staffing by 78 union positions (76.25 FTE), of which:

- 1 position dedicated to bus operator training
- 58 positions (56.25 FTE) dedicated to transportation operations

- 8 positions dedicated to safety & security
- 8 positions dedicated to maintenance
- 3 positions dedicated to financial & administrative services

In addition, 42 non-union positions (40.50 FTE) will be added, of which:

- 1 position dedicated to operations planning & development
- 6 positions dedicated to transportation
- 3 positions dedicated to safety & security
- 1 position dedicated to maintenance
- 4 positions dedicated to information technology
- 3 positions dedicated to public affairs
- 7 positions dedicated to financial & administrative services
- 1 position dedicated to labor relations & human resources
- 1 position dedicated to legal services
- 15 positions dedicated to the CIP where between 75% and 85% of their costs will be covered by individual project funding, such as the SW Corridor Project and the Division Transit Project.
- Part-time positions (-1.50 FTE) converted to full-time

In Summary

The FY2020 Adopted Budget focuses on enhancing customer and employee safety, incorporation of State STIF funded programs such as the transit assistance program and additional bus service; improving schedule reliability.

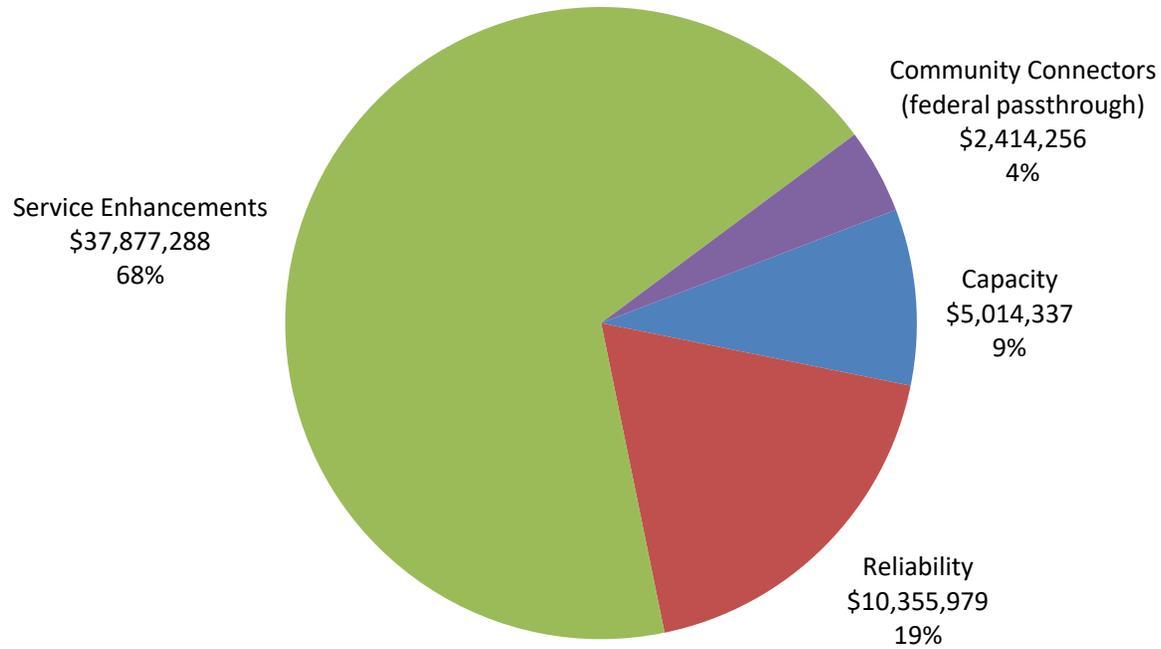
The fiscal plan continues to address essential capital maintenance and replacement in addition to the advancement of important regional expansion projects such as the Division Transit Project and Southwest Corridor Project.

The fiscal plan is consistent with Board policy to fund the non-union unfunded pension liability over a closed 10 year period and funding the union unfunded pension liability over a closed 15 years to an open 5 year amortization.

The fiscal plan also dedicates new payroll tax revenues to new service and meets Board strategic finance plan policies, including limiting debt service to no more than 6.0% of ongoing revenue.

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

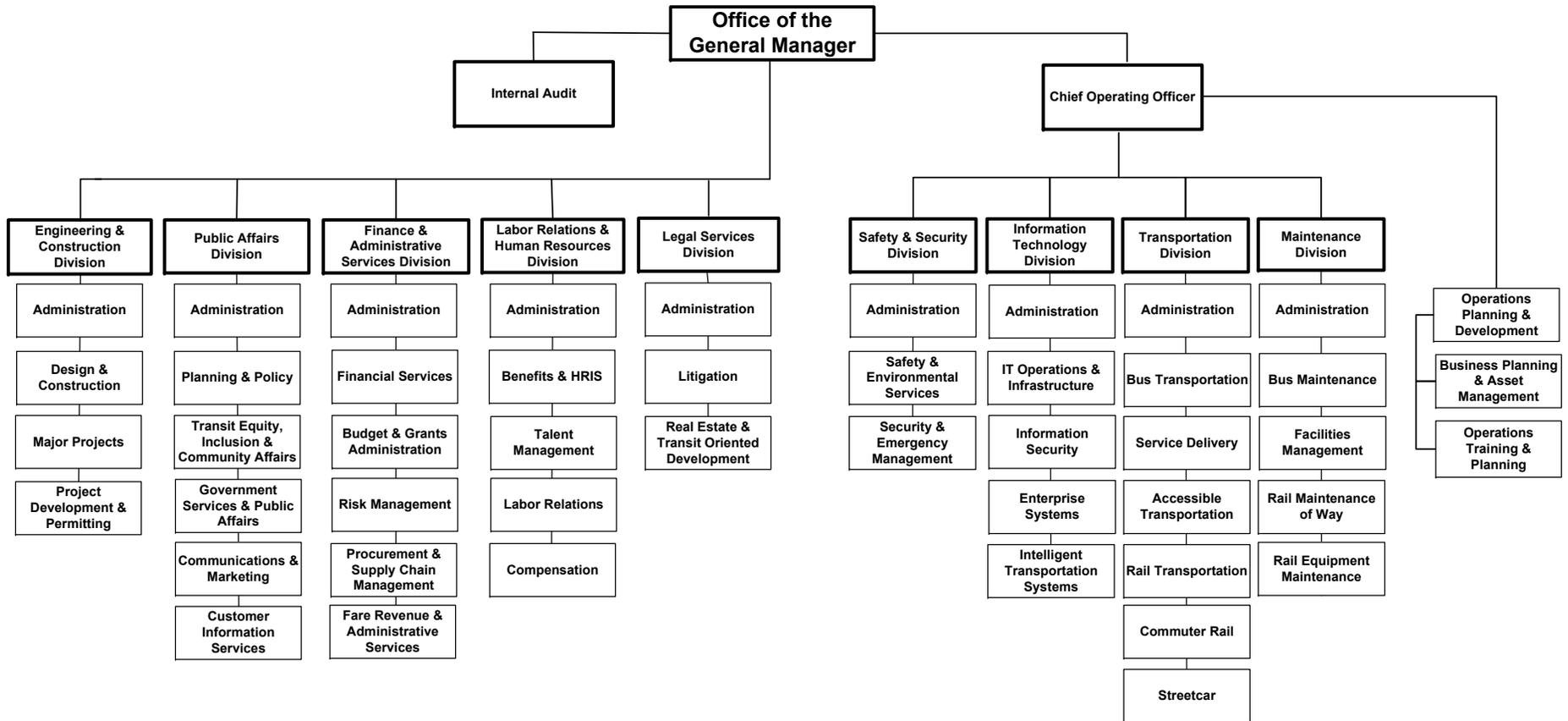
Payroll Tax Rate Increase Allocation FY2016-FY2020



Payroll tax rate increase allocation through FY2020 total **\$55,661,860**.



Budget Organization Chart: FY2019-2020 Adopted Budget





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Resource Summary

Revenue Category	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	159,947,094	205,684,755	439,616,903	399,336,631	248,925,896	248,925,896	291,548,472
Restricted Fund Adjustment							72,394,918
Restricted Debt Service	33,287,682	39,587,854	48,093,957	59,291,993	58,856,532	58,856,532	45,463,021
Unrestricted Budgetary Fund Balance	172,051,393	196,190,565	174,110,434	207,823,042	171,865,465	171,865,465	167,453,887
Total Beginning Fund Balance	\$365,286,169	\$441,463,174	\$661,821,294	\$666,451,666	\$479,647,893	\$479,647,893	\$576,860,298
Operating Revenue							
Passenger	116,894,778	113,836,174	113,100,000	108,800,000	111,100,000	111,100,000	110,000,000
Transit Advertising	3,500,000	3,678,750	3,745,000	3,742,000	3,854,000	3,854,000	3,854,000
ATP Serv - Contract Rev	7,775,070	7,607,217	8,057,460	7,865,000	8,095,000	8,095,000	8,095,000
Service Contracts	7,890,998	7,992,687	8,651,733	8,751,733	8,985,285	8,985,285	8,985,285
Total Operating Revenue	\$136,060,846	\$133,114,828	\$133,554,193	\$129,158,733	\$132,034,285	\$132,034,285	\$130,934,285
Tax Revenue **							
Payroll Tax Rev-Employer	317,874,612	340,352,473	370,702,761	366,262,000	389,650,000	389,650,000	389,650,000
Payroll Tax Rev-Self Empl	16,284,718	16,627,433	19,567,280	17,642,986	19,495,000	19,495,000	19,495,000
Payroll Tax Rev-State In-Lieu	1,971,323	2,063,285	2,114,621	2,071,000	2,265,000	2,265,000	2,265,000
Total Tax Revenue	\$336,130,653	\$359,043,191	\$392,384,662	\$385,975,986	\$411,410,000	\$411,410,000	\$411,410,000
Other Revenue							
Federal Operating Grants	92,318,723	118,123,666	92,707,042	95,502,396	99,423,115	99,423,115	100,725,641
State STIF-Discretionary							280,000
State STIF-Formula			18,044,000	24,597,454	46,194,000	46,194,000	36,019,560
State Operating Grants	1,464,332	1,509,381	1,993,678	1,167,078	1,354,045	1,354,045	850,297
Local Operating Grants	1,521,580	93,785	18,409	19,145			
Local Operating Revenue	1,417,785	1,661,951	1,202,460	1,148,200	1,112,560	1,112,560	1,164,800
Interest	1,388,092	5,972,142	1,984,970	1,410,000	5,200,000	5,200,000	1,450,000
Miscellaneous	5,014,063	5,210,745	3,993,625	10,270,600	5,490,600	5,490,600	6,210,000
Total Other Revenue	\$103,124,575	\$132,571,669	\$119,944,184	\$134,114,873	\$158,774,320	\$158,774,320	\$146,700,298
Total Operating Resources (Excluding Beginning Fund Balance)	\$575,316,074	\$624,729,688	\$645,883,039	\$649,249,592	\$702,218,605	\$702,218,605	\$689,044,583
CIP Resources	4,027,291	11,583,602	55,739,844	26,059,577	38,147,469	38,147,469	48,403,328
Bond Proceeds	97,430,000	262,145,000			200,000,000	200,000,000	200,000,000
Light Rail Program Resources	100,060,000	102,286,142	65,664,144	51,768,554			
Other Non-Operating Resources	4,078,625	4,041,244	10,976,449	5,682,263	22,938,323	22,938,323	14,571,877
Total Resources	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

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

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

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

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

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	923,043	795,965	842,380	691,572	653,441	653,441	655,035
Diversity & Transit Equity Department	477,559	645,092	1,847,713	1,237,928			
Internal Audit Department	262,306	280,784	289,412	291,649	301,937	301,937	297,845
Total Office of the General Manager Division	\$1,662,908	\$1,721,841	\$2,979,505	\$2,221,149	\$955,378	\$955,378	\$952,880
Chief Operating Officer Division							
Office of Chief Operating Officer Department					911,958	911,958	928,930
Operations Planning & Development Department					1,415,148	1,415,148	1,416,244
Business Planning & Asset Management Department					1,182,211	1,182,211	1,197,467
Operations Training & Planning Department					8,648,424	8,648,424	8,637,235
Total Chief Operating Officer Division					\$12,157,742	\$12,157,742	\$12,179,876
Transportation Division							
Transportation Administration Department	2,572,478	2,405,540	2,896,590	2,432,777	864,413	864,413	889,514
Bus Transportation Department	117,548,636	127,399,863	139,591,889	133,940,552	154,566,465	154,566,465	154,288,238
Field Operations Department	17,034,988	18,144,068	19,386,878	18,973,861			
Service Delivery Department	1,671,536	1,647,548	1,643,370	1,526,476	2,332,435	2,332,435	2,340,693
Accessible Transportation Programs Department	36,561,929	37,919,475	39,517,136	37,912,150	40,317,701	40,317,701	40,300,623
Rail Transportation Department	22,040,528	23,430,185	23,798,298	23,897,350	34,058,270	34,058,270	34,086,365
Commuter Rail Department	5,982,191	5,939,868	6,267,873	5,933,827	6,449,761	6,449,761	6,446,052
Portland Streetcar Department	14,717,295	15,333,422	16,586,316	16,597,326	17,073,718	17,073,718	17,056,681
Total Transportation Division	\$218,129,581	\$232,219,969	\$249,688,350	\$241,214,319	\$255,662,763	\$255,662,763	\$255,408,166
Safety & Security Division							
Safety & Security Administration Department					568,829	568,829	585,047
Safety & Environmental Services Department	2,137,225	3,690,285	3,147,272	3,494,319	3,109,077	3,109,077	3,121,871
Security & Emergency Management Department	14,560,428	16,389,475	21,021,520	19,564,120	25,760,774	25,760,774	25,765,163
Bus Transportation Training Department	3,621,296	4,213,812	4,490,831	4,358,545			
Rail Transportation Training Department	1,134,422	1,688,238	1,718,021	1,689,215			
Total Safety & Security Division	\$21,453,371	\$25,981,810	\$30,377,644	\$29,106,199	\$29,438,680	\$29,438,680	\$29,472,081
Maintenance Division							
Maintenance Administration Department					1,184,325	1,184,325	1,227,999
Bus Maintenance Department	53,249,625	57,586,009	66,460,982	63,878,157	65,366,449	65,366,449	65,306,804
Facilities Management Bus-Rail Department	18,117,093	19,265,257	20,855,448	20,099,335	21,855,913	21,855,913	21,850,932
Rail Maintenance of Way Department	16,245,368	17,311,769	19,105,327	18,392,977	19,180,863	19,180,863	19,168,435
Rail Equipment Maintenance Department	35,126,044	40,229,899	49,824,674	44,562,081	47,573,605	47,573,605	47,576,045
Total Maintenance Division	\$122,738,130	\$134,392,934	\$156,246,431	\$146,932,550	\$155,161,155	\$155,161,155	\$155,130,215

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	9,743,768	11,106,337	14,339,133	12,708,114	7,260,559	7,260,559	7,390,031
IT Operations & Infrastructure Department					3,016,078	3,016,078	3,036,201
Information Security Department					574,817	574,817	587,419
Enterprise Systems Department					4,945,695	4,945,695	4,965,382
Intelligent Transportation Systems Department					2,252,664	2,252,664	2,280,602
Total Information Technology Division	\$9,743,768	\$11,106,337	\$14,339,133	\$12,708,114	\$18,049,813	\$18,049,813	\$18,259,635
Public Affairs Division							
Public Affairs Administration Department	662,507	647,097	953,038	589,210	980,272	980,272	1,028,259
Policy & Planning Department	4,876,428	5,418,760	5,738,276	5,460,785	4,823,458	4,823,458	5,480,873
GIS & Location Based Services Department	513,949	522,755	577,339	519,713			
Transit Equity, Inclusion & Community Affairs Department	170,378	-3,543		562	2,454,997	2,454,997	2,484,153
Government Services and Public Affairs Department	453,794	588,749	646,629	595,161	1,039,919	1,039,919	1,039,844
Communications & Marketing Department	3,834,225	4,760,805	4,642,231	4,401,499	4,041,014	4,041,014	4,147,802
Customer Information Services Department	3,038,864	3,409,251	4,147,308	3,858,904	3,803,705	3,803,705	3,813,407
Total Public Affairs Division	\$13,550,145	\$15,343,874	\$16,704,821	\$15,425,834	\$17,143,365	\$17,143,365	\$17,994,338
Finance & Administrative Services Division							
Finance & Administrative Services Department	437,415	509,393	834,663	575,069	1,114,353	1,114,353	1,133,252
Financial Services Department	2,099,638	2,686,174	3,083,776	2,816,167	2,951,668	2,951,668	3,026,711
Budget & Grants Administration Department	802,568	832,267	1,174,156	1,185,747	1,209,929	1,209,929	1,224,837
Risk Management Department	3,571,736	3,593,101	3,896,057	3,745,951	3,968,081	3,968,081	3,982,071
Procurement & Supply Chain Management Department	1,603,812	1,721,610	1,822,900	1,662,864	5,453,979	5,453,979	5,437,815
Fare Revenue & Administrative Services Department	7,132,484	9,781,837	10,007,584	9,769,314	10,874,050	10,874,050	10,870,273
Total Finance & Administrative Services Division	\$15,647,653	\$19,124,382	\$20,819,136	\$19,755,112	\$25,572,060	\$25,572,060	\$25,674,959
Labor Relations & Human Resources Division							
Human Resources Administration Department	2,153,942	703,203	836,203	868,148	1,053,239	1,053,239	1,065,997
Benefits & HRIS Department	1,286,162	1,392,918	1,792,737	1,697,225	1,449,107	1,449,107	1,448,888
Talent Management Department		1,335,168	1,677,030	1,449,691	1,672,190	1,672,190	1,671,980
Labor Relations Department	566,170	850,870	985,804	919,055	1,046,112	1,046,112	1,062,317
Compensation Department					420,445	420,445	425,554
Total Labor Relations & Human Resources Division	\$4,006,274	\$4,282,159	\$5,291,774	\$4,934,119	\$5,641,093	\$5,641,093	\$5,674,736
Legal Services Division							
Legal Services Administration Department	1,969,460	2,229,357	2,371,088	2,213,358	1,451,478	1,451,478	1,471,209
Litigation Department					957,028	957,028	942,851
Real Estate & Transit Oriented Development Department					2,561,027	2,561,027	2,604,364
Total Legal Services Division	\$1,969,460	\$2,229,357	\$2,371,088	\$2,213,358	\$4,969,533	\$4,969,533	\$5,018,424

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	581,553	583,160	933,162	512,493	1,392,566	1,392,566	1,463,430
Design & Construction Department	3,751,789	4,031,952	4,615,216	4,198,344	1,571,199	1,571,199	1,570,423
Major Projects Department					573,452	573,452	663,154
Project Development & Permitting Department					340,722	340,722	337,388
Total Engineering & Construction Division	\$4,333,342	\$4,615,112	\$5,548,378	\$4,710,837	\$3,877,939	\$3,877,939	\$4,034,395
Other Post Employment Benefits	47,807,281	49,618,949	51,066,768	50,095,553	50,979,458	50,979,458	50,839,019
Debt Service	141,729,922	140,494,146	160,093,957	159,897,889	104,556,532	104,556,532	104,556,532
Total Operating Requirements	\$602,771,835	\$641,130,870	\$715,526,985	\$689,215,033	\$684,165,511	\$684,165,511	\$685,195,256
Capital Improvement Program (CIP)							
Chief Operating Officer Division							1,139,749
Transportation Division	3,090,821	3,879,949	7,266,672	2,919,319	3,953,413	3,953,413	4,093,227
Safety & Security Division	3,577,321	13,583,028	9,036,264	5,971,524	8,306,798	8,306,798	9,839,601
Maintenance Division	43,506,513	58,618,398	96,402,457	87,930,223	141,697,169	141,697,169	143,296,964
Information Technology Division	5,180,925	8,770,527	8,924,649	6,152,981	1,851,468	1,851,468	2,687,776
Public Affairs Division	3,380,133	1,934,320	114,160	608,174	5,511,148	5,511,148	5,583,669
Finance & Administrative Services Division	7,957,415	2,492,734	11,922,464	1,553,483	9,040,116	9,040,116	11,414,650
Labor Relations & Human Resources Division		47,500					
Legal Services Division	102,458	233,205	1,630,862	449,020	1,270,112	1,270,112	1,898,267
Engineering & Construction Division	28,025,800	39,605,541	130,495,752	82,382,617	100,113,195	100,113,195	120,489,031
Total Capital Improvement Program (CIP)	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934
Pass Through Revenues & Requirements	4,078,625	4,041,244	5,976,449	5,682,263	15,249,531	15,249,531	14,571,877
Regional Fund Exchange Payments	3,063,139	5,459,868	4,786,635	4,786,635	7,688,792	7,688,792	7,688,792
Special Payments			7,095,000	7,095,000			5,000,000
Total Other Non-Operating Requirements	\$7,141,764	\$9,501,112	\$17,858,084	\$17,563,898	\$22,938,323	\$22,938,323	\$27,260,669
Contingency			7,154,408		23,988,342	23,988,342	24,019,235
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	258,834,556	291,548,472	215,209,895	215,209,895	306,210,786
Restricted Debt Service	39,587,854	59,291,993	48,047,026	45,463,021	59,749,481	59,749,481	45,500,000
Unrestricted Funds	196,190,565	207,823,042	126,870,431	167,453,887	165,157,319	165,157,319	140,251,206
Total Ending Fund Balance	\$441,463,175	\$666,451,666	\$433,752,013	\$504,465,380	\$440,116,695	\$440,116,695	\$491,961,992
Total Requirements	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

CIP Resources

	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	3,760,131	2,840,261	18,199,352	5,629,505	20,454,584	20,454,584	26,573,543
Federal Transit Administration Grants, Programmed	267,160	8,743,341	37,540,492	20,430,072	17,692,885	17,692,885	21,829,785
Revenue Bond Proceeds	33,862,097	47,657,538	159,579,870	127,534,191	208,834,710	208,834,710	220,818,550
Operating Resources Dedicated for Capital*	56,931,998	69,924,062	50,473,566	34,373,573	24,761,240	24,761,240	31,221,056
Total CIP Resources	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934

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

CIP Requirements

Operating	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division							1,139,749
Transportation Division	3,090,821	3,879,949	7,266,672	2,919,319	3,953,413	3,953,413	4,093,227
Safety & Security Division	3,577,321	13,583,028	9,036,264	5,971,524	8,306,798	8,306,798	9,839,601
Maintenance Division	43,506,513	58,618,398	96,402,457	87,930,223	141,697,169	141,697,169	143,296,964
Information Technology Division	5,180,925	8,770,527	8,924,649	6,152,981	1,851,468	1,851,468	2,687,776
Public Affairs Division	3,380,133	1,934,320	114,160	608,174	5,511,148	5,511,148	5,583,669
Finance & Administrative Services Division	7,957,415	2,492,734	11,922,464	1,553,483	9,040,116	9,040,116	11,414,650
Labor Relations & Human Resources Divison		47,500					
Legal Services Division	102,458	233,205	1,630,862	449,020	1,270,112	1,270,112	1,898,267
Engineering & Construction Division	28,025,800	39,605,541	130,495,752	82,382,617	100,113,195	100,113,195	120,489,031
Total CIP Requirements	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934

SUMMARY OF FUND HISTORY

FY2017 Actual	FY2018 Actual	FY2019 Budget	Fund	FY2020		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
365,286,169	441,463,174	661,821,294	Beginning Fund Balance-Restricted and Unrestricted	479,647,893	479,647,893	576,860,298
116,894,778	113,836,174	113,100,000	Passenger Revenue	111,100,000	111,100,000	110,000,000
19,166,068	19,278,654	20,454,193	Other Operating Revenue	20,934,285	20,934,285	20,934,285
336,130,653	359,043,191	392,384,662	Tax Revenue	411,410,000	411,410,000	411,410,000
103,124,575	132,571,669	119,944,184	Other Revenue	158,774,320	158,774,320	146,700,298
4,078,625	4,041,244	10,976,449	Other Non-Operating Resources	22,938,323	22,938,323	14,571,877
97,430,000	262,145,000		Bond Proceeds	200,000,000	200,000,000	200,000,000
100,060,000	102,286,142	65,664,144	Light Rail Funds Restricted for Debt Service			
\$1,142,170,868	\$1,434,665,248	\$1,384,344,926	Total Operating Program Resources	\$1,404,804,821	\$1,404,804,821	\$1,480,476,758
			B. Requirements			
324,653,278	347,112,367	385,438,714	Personnel Services	398,975,872	398,975,872	399,216,820
136,388,635	153,524,357	169,994,314	Materials & Services	180,633,107	180,633,107	181,421,904
141,729,922	140,494,146	160,093,957	Debt Service	104,556,532	104,556,532	104,556,532
7,141,764	9,501,112	17,858,084	Other Non-Operating Requirements	22,938,323	22,938,323	27,260,669
		7,154,408	Contingency	23,988,342	23,988,342	24,019,235
441,463,174	666,451,666	433,752,013	Ending Fund Balance-Restricted and Unrestricted	440,116,695	440,116,695	491,961,992
\$1,051,376,773	\$1,317,083,648	\$1,174,291,490	Total Operating Program Requirements	\$1,171,208,871	\$1,171,208,871	\$1,228,437,152
			II. CIP			
			A. Resources			
3,760,131	2,840,261	18,199,352	State, Local Government & Private Contributions	20,454,584	20,454,584	26,573,543
267,160	8,743,341	37,540,492	Federal Transit Administration Grants	17,692,885	17,692,885	21,829,785
\$4,027,291	\$11,583,602	\$55,739,844	Total CIP Resources	\$38,147,469	\$38,147,469	\$48,403,328
			B. Requirements			
94,821,386	129,165,202	265,793,280	Projects	271,743,419	271,743,419	300,442,934
\$94,821,386	\$129,165,202	\$265,793,280	Total CIP Requirements	\$271,743,419	\$271,743,419	\$300,442,934
\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	Total Resources	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086
\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	Total Requirements	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	4,019,720	4,002,543	3,214,147	3,214,147	3,456,875	3,456,875	3,456,875
Special Transportation Fund Discretionary			474,092	608,890			
Title XIX Match Clackamas, Multnomah & Washington Counties			679,210	688,261	740,562	740,562	740,562
Ride Connection State 5310 Match	20,367						
Ride Connection FTA Elderly & Disabled Program (5310) Match	30,020						
99W ODOT Agreement #30684 - City of Portland Match		17,130					
99W ODOT Agreement #30684 - City of Tigard Match		21,571					
Portland Streetcar FTA 5309 Small Starts Grant	8,518						
State STIF-Discretionary					200,000	200,000	200,000
State STIF Program 4: Human Services Transportation					677,654	677,654	
State STIF-Formula Regional Coordination			1,609,000	1,170,965	5,431,244	5,431,244	5,431,244
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet					4,743,196	4,743,196	4,743,196
Total pass through revenues and requirements	\$4,078,625	\$4,041,244	\$5,976,449	\$5,682,263	\$15,249,531	\$15,249,531	\$14,571,877

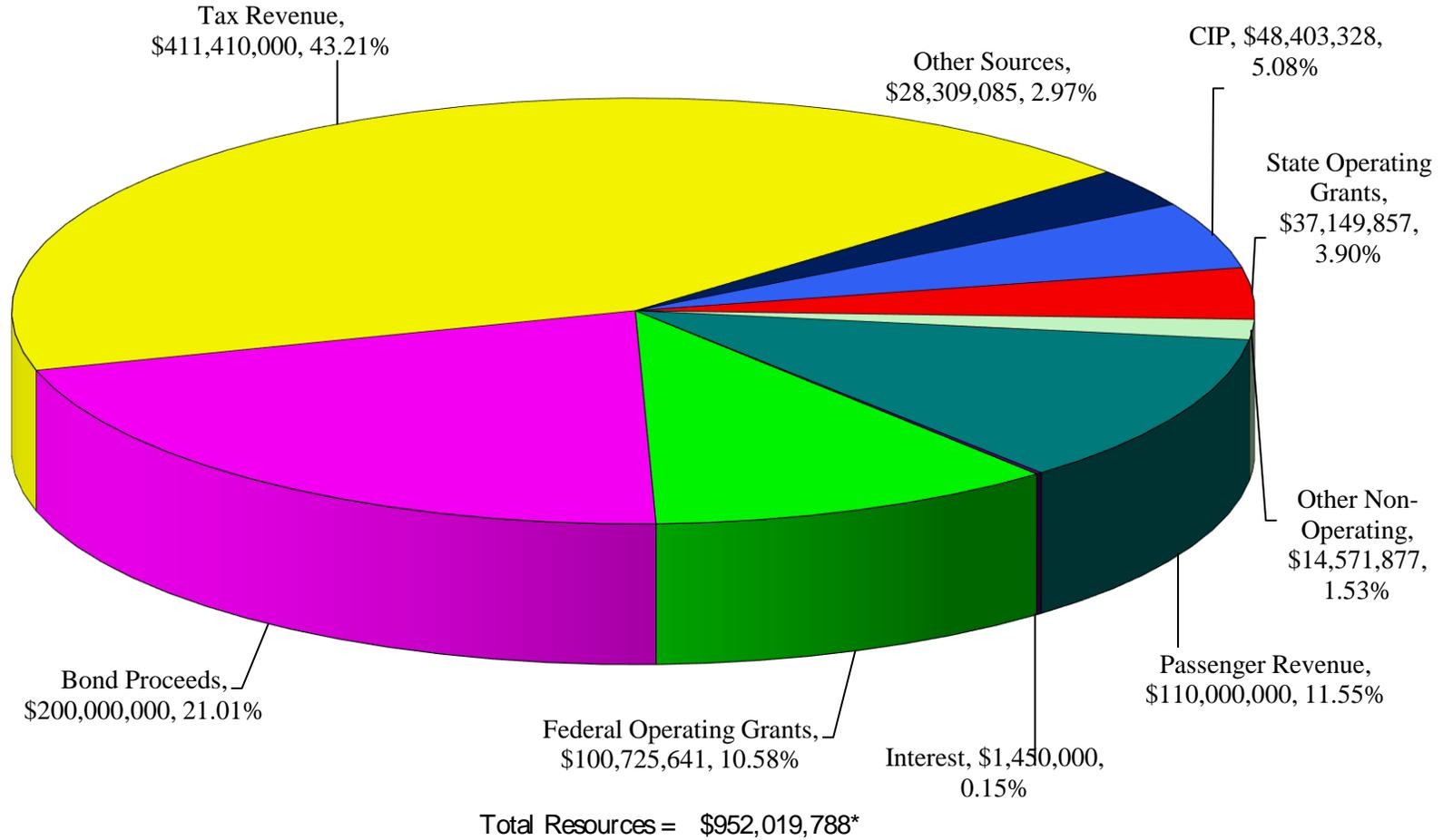
REGIONAL FUND EXCHANGE PAYMENTS

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020		
					Proposed	Approved	Adopted
Metro Program Fund Exchanges	3,063,139	5,459,868	4,786,635	4,786,635	7,688,792	7,688,792	7,688,792
Total regional fund exchanges	\$3,063,139	\$5,459,868	\$4,786,635	\$4,786,635	\$7,688,792	\$7,688,792	\$7,688,792

SPECIAL PAYMENTS

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020		
					Proposed	Approved	Adopted
Active Transportation/Safe Routes to School			2,000,000	2,000,000			
Enhanced Transit Projects			95,000	95,000			
ODOT Project Development: Highway/Arterial			5,000,000	5,000,000			5,000,000
Total special payments			\$7,095,000	\$7,095,000			\$5,000,000

TOTAL RESOURCES Budget FY2020



*Total Resources exclude Beginning Fund Balance of \$576,860,298

Resource Summary

Revenue Category	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	159,947,094	205,684,755	439,616,903	399,336,631	248,925,896	248,925,896	291,548,472
Restricted Fund Adjustment							72,394,918
Restricted Debt Service	33,287,682	39,587,854	48,093,957	59,291,993	58,856,532	58,856,532	45,463,021
Unrestricted Budgetary Fund Balance	172,051,393	196,190,565	174,110,434	207,823,042	171,865,465	171,865,465	167,453,887
Total Beginning Fund Balance	\$365,286,169	\$441,463,174	\$661,821,294	\$666,451,666	\$479,647,893	\$479,647,893	\$576,860,298
Operating Revenue							
Passenger	116,894,778	113,836,174	113,100,000	108,800,000	111,100,000	111,100,000	110,000,000
Transit Advertising	3,500,000	3,678,750	3,745,000	3,742,000	3,854,000	3,854,000	3,854,000
ATP Serv - Contract Rev	7,775,070	7,607,217	8,057,460	7,865,000	8,095,000	8,095,000	8,095,000
Service Contracts	7,890,998	7,992,687	8,651,733	8,751,733	8,985,285	8,985,285	8,985,285
Total Operating Revenue	\$136,060,846	\$133,114,828	\$133,554,193	\$129,158,733	\$132,034,285	\$132,034,285	\$130,934,285
Tax Revenue **							
Payroll Tax Rev-Employer	317,874,612	340,352,473	370,702,761	366,262,000	389,650,000	389,650,000	389,650,000
Payroll Tax Rev-Self Empl	16,284,718	16,627,433	19,567,280	17,642,986	19,495,000	19,495,000	19,495,000
Payroll Tax Rev-State In-Lieu	1,971,323	2,063,285	2,114,621	2,071,000	2,265,000	2,265,000	2,265,000
Total Tax Revenue	\$336,130,653	\$359,043,191	\$392,384,662	\$385,975,986	\$411,410,000	\$411,410,000	\$411,410,000
Other Revenue							
Federal Operating Grants	92,318,723	118,123,666	92,707,042	95,502,396	99,423,115	99,423,115	100,725,641
State STIF-Discretionary							280,000
State STIF-Formula			18,044,000	24,597,454	46,194,000	46,194,000	36,019,560
State Operating Grants	1,464,332	1,509,381	1,993,678	1,167,078	1,354,045	1,354,045	850,297
Local Operating Grants	1,521,580	93,785	18,409	19,145			
Local Operating Revenue	1,417,785	1,661,951	1,202,460	1,148,200	1,112,560	1,112,560	1,164,800
Interest	1,388,092	5,972,142	1,984,970	1,410,000	5,200,000	5,200,000	1,450,000
Miscellaneous	5,014,063	5,210,745	3,993,625	10,270,600	5,490,600	5,490,600	6,210,000
Total Other Revenue	\$103,124,575	\$132,571,669	\$119,944,184	\$134,114,873	\$158,774,320	\$158,774,320	\$146,700,298
Total Operating Resources (Excluding Beginning Fund Balance)	\$575,316,074	\$624,729,688	\$645,883,039	\$649,249,592	\$702,218,605	\$702,218,605	\$689,044,583
CIP Resources	4,027,291	11,583,602	55,739,844	26,059,577	38,147,469	38,147,469	48,403,328
Bond Proceeds	97,430,000	262,145,000			200,000,000	200,000,000	200,000,000
Light Rail Program Resources	100,060,000	102,286,142	65,664,144	51,768,554			
Other Non-Operating Resources	4,078,625	4,041,244	10,976,449	5,682,263	22,938,323	22,938,323	14,571,877
Total Resources	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

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

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

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

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

Resource Summary By Source

Revenue Category	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	159,947,094	205,684,755	439,616,903	399,336,631	248,925,896	248,925,896	291,548,472
Restricted Fund Adjustment							72,394,918
Restricted Debt Service	33,287,682	39,587,854	48,093,957	59,291,993	58,856,532	58,856,532	45,463,021
Unrestricted Budgetary Fund Balance	172,051,393	196,190,565	174,110,434	207,823,042	171,865,465	171,865,465	167,453,887
Total Beginning Fund Balance	\$365,286,169	\$441,463,174	\$661,821,294	\$666,451,666	\$479,647,893	\$479,647,893	\$576,860,298
Operating Revenue							
Passenger	116,894,778	113,836,174	113,100,000	108,800,000	111,100,000	111,100,000	110,000,000
Transit Advertising	3,500,000	3,678,750	3,745,000	3,742,000	3,854,000	3,854,000	3,854,000
ATP Serv - Contract Rev	7,775,070	7,607,217	8,057,460	7,865,000	8,095,000	8,095,000	8,095,000
Service Contracts	7,890,998	7,992,687	8,651,733	8,751,733	8,985,285	8,985,285	8,985,285
Local Operating Revenue	1,417,785	1,661,951	1,202,460	1,148,200	1,112,560	1,112,560	1,164,800
Total Operating Revenue	\$137,478,631	\$134,776,779	\$134,756,653	\$130,306,933	\$133,146,845	\$133,146,845	\$132,099,085
Non-Operating Resources							
Interest	1,388,092	5,972,142	1,984,970	1,410,000	5,200,000	5,200,000	1,450,000
Miscellaneous	5,014,063	5,210,745	3,993,625	10,270,600	5,490,600	5,490,600	6,210,000
Total Non-Operating Resources	\$6,402,155	\$11,182,887	\$5,978,595	\$11,680,600	\$10,690,600	\$10,690,600	\$7,660,000
Tax Revenue **							
Payroll Tax Rev-Employer	317,874,612	340,352,473	370,702,761	366,262,000	389,650,000	389,650,000	389,650,000
Payroll Tax Rev-Self Empl	16,284,718	16,627,433	19,567,280	17,642,986	19,495,000	19,495,000	19,495,000
Payroll Tax Rev-State In-Lieu	1,971,323	2,063,285	2,114,621	2,071,000	2,265,000	2,265,000	2,265,000
Total Tax Revenue	\$336,130,653	\$359,043,191	\$392,384,662	\$385,975,986	\$411,410,000	\$411,410,000	\$411,410,000
Grants							
Federal Operating Grants	92,318,723	118,123,666	92,707,042	95,502,396	99,423,115	99,423,115	100,725,641
State STIF-Discretionary							280,000
State STIF-Formula			18,044,000	24,597,454	46,194,000	46,194,000	36,019,560
State Operating Grants	1,464,332	1,509,381	1,993,678	1,167,078	1,354,045	1,354,045	850,297
Local Operating Grants	1,521,580	93,785	18,409	19,145			
Capital Grants	100,327,160	111,029,483	103,204,636	72,198,626	17,692,885	17,692,885	21,829,785
Total Grants	\$195,631,795	\$230,756,315	\$215,967,765	\$193,484,699	\$164,664,045	\$164,664,045	\$159,705,283
Other Resources							
Capital Assistance	3,760,131	2,840,261	18,199,352	5,629,505	20,454,584	20,454,584	26,573,543
Bond Proceeds	97,430,000	262,145,000			200,000,000	200,000,000	200,000,000
Other Non-Operating Resources	4,078,625	4,041,244	10,976,449	5,682,263	22,938,323	22,938,323	14,571,877
Total Other Resources	\$105,268,756	\$269,026,505	\$29,175,801	\$11,311,768	\$243,392,907	\$243,392,907	\$241,145,420
Total Resources	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

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

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

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

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

Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	Percent of Contributions	FY2020		
			Proposed	Approved	Adopted
Federal Operating Grants					
FTA Urbanized Area Formula Program (5307)	Preventive Maintenance	80.00%	41,515,249	41,515,249	42,174,352
FTA MAP-21 State of Good Repair Funds (5337)	Preventive Maintenance	80.00%	27,116,729	27,116,729	27,116,729
Regional STBG & CMAQ FHWA Flex Funds	Regional Rail Debt Service	89.73%	21,390,000	21,390,000	21,390,000
Regional STBG FHWA Flex Funds	Metro Program Fund Exchanges	89.73%	7,688,792	7,688,792	7,688,792
Regional STBG FHWA Flex Funds	Regional Transp Options Program	89.73%	400,000	400,000	400,000
Federal Transit Security Operating Grant Funds	Anti-Terrorism Transit Security	100.00%			441,423
FTA Enhanced Mobility of Seniors & Individuals w/Disabilities Funds (5310)	Ride Connection Contracted Service	100.00%	1,272,900	1,272,900	1,272,900
Homeland Security Funds	Safety & Security-Police/Canine	100.00%	39,445	39,445	241,445
Total Federal Operating Grants			\$99,423,115	\$99,423,115	\$100,725,641
Federal CIP Grants					
FTA Section 5339(a) Bus & Bus Facilities Formula	Fixed Route Buses Repl & Exp-Diesel Buses	80.00%	4,902,815	4,902,815	5,193,089
FTA Section 5309 New Starts	Portland-Milwaukie Light Rail Project	55.88%	10,472,741	10,472,741	13,156,107
FTA Section 5339(c) Low or No-Emission Veh	Electric Buses	46.88%	362,165	362,165	1,627,898
FTA Section 5307	162nd Ave Pedestrian Access Improvement	80.00%	350,000	350,000	247,527
Regional STBG FHWA Flex	Powell-Division Corridor Safety & Access to Transit	89.73%	1,605,164	1,605,164	1,605,164
Total Federal CIP Grants			\$17,692,885	\$17,692,885	\$21,829,785
Total Federal Grants			\$117,116,000	\$117,116,000	\$122,555,426
State Operating Grants					
State 5310 Formula	LIFT Operations	89.73%	758,144	758,144	758,144
State STIF-Formula	Service Expansion	100.00%	46,194,000	46,194,000	36,019,560
State STIF-Discretionary	Spot Improvement Program & Market Study	80.00%			280,000
State Special Transportation	Shuttle Services	100.00%	92,153	92,153	92,153
State 5310 Accessibility Services Program	LIFT Operations	89.73%	503,748	503,748	
Total State Operating Grants			\$47,548,045	\$47,548,045	\$37,149,857
State CIP Grants					
State 5310 Formula/Discretionary & STF	ATP Fleet Expansion/Replacement	89.73%	1,014,845	1,014,845	1,014,845
State STIF Formula	ATP Fleet Expansion/Replacement		1,516,055	1,516,055	1,516,055
State STIF Formula	Diesel Bus Purchases & Rebuilds				4,060,000
State STIF Formula	Electric Bus Purchases & Rebuilds				1,750,000
State STIF Formula	Security Funds for Transit Enhancement		200,700	200,700	200,700
State STIF Formula	Next Gen Transit Signal Priority		300,000	300,000	547,077
State STIF Formula	Garage. Layover and TC Expansion		2,618,700	2,618,700	2,618,700
State STIF Formula	Transit Tracker Displays		984,060	984,060	984,060
State STIF Formula	Bus Stop Development		1,700,000	1,700,000	1,700,000
State STIF Formula	Electric Vehicle Infrastructure		5,700,112	5,700,112	5,700,112
State STIF Formula	Enhanced Transit Concepts		4,450,000	4,450,000	4,450,000
Total State CIP Grants			\$18,484,472	\$18,484,472	\$24,541,549
Total State Grants			\$66,032,517	\$66,032,517	\$61,691,406

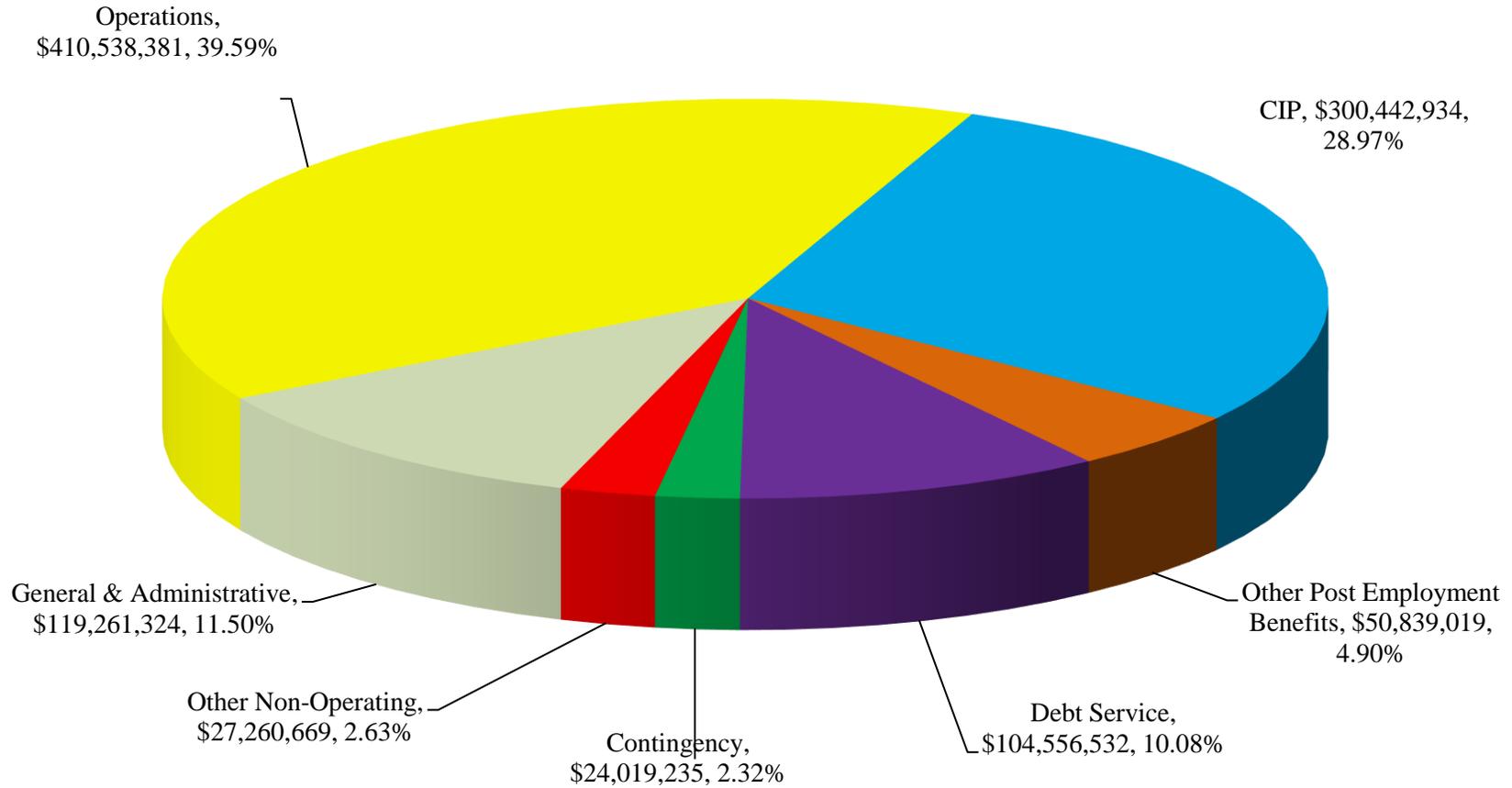
Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	Percent of Contributions	FY2020		
			Proposed	Approved	Adopted
Local CIP Contributions					
City of Portland	162nd Ave Ped Access Improvement				61,882
City of Portland & City of Gresham	Powell-Division Corridor Safety & Access to Transit		58,796	58,796	58,796
City of Portland & City of Gresham	Division Transit Project		1,831,316	1,831,316	1,831,316
Metro	Central City Capacity		80,000	80,000	80,000
Total Local CIP Contributions			\$1,970,112	\$1,970,112	\$2,031,994
Total Local Contributions			\$1,970,112	\$1,970,112	\$2,031,994



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TOTAL REQUIREMENTS Budget FY2020



Total Operating & Capital Requirements = \$1,036,918,094*

*Total Requirements exclude Ending Fund Balance of \$491,961,992.

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	923,043	795,965	842,380	691,572	653,441	653,441	655,035
Diversity & Transit Equity Department	477,559	645,092	1,847,713	1,237,928			
Internal Audit Department	262,306	280,784	289,412	291,649	301,937	301,937	297,845
Total Office of the General Manager Division	\$1,662,908	\$1,721,841	\$2,979,505	\$2,221,149	\$955,378	\$955,378	\$952,880
Chief Operating Officer Division							
Office of Chief Operating Officer Department					911,958	911,958	928,930
Operations Planning & Development Department					1,415,148	1,415,148	1,416,244
Business Planning & Asset Management Department					1,182,211	1,182,211	1,197,467
Operations Training & Planning Department					8,648,424	8,648,424	8,637,235
Total Chief Operating Officer Division					\$12,157,742	\$12,157,742	\$12,179,876
Transportation Division							
Transportation Administration Department	2,572,478	2,405,540	2,896,590	2,432,777	864,413	864,413	889,514
Bus Transportation Department	117,548,636	127,399,863	139,591,889	133,940,552	154,566,465	154,566,465	154,288,238
Field Operations Department	17,034,988	18,144,068	19,386,878	18,973,861			
Service Delivery Department	1,671,536	1,647,548	1,643,370	1,526,476	2,332,435	2,332,435	2,340,693
Accessible Transportation Programs Department	36,561,929	37,919,475	39,517,136	37,912,150	40,317,701	40,317,701	40,300,623
Rail Transportation Department	22,040,528	23,430,185	23,798,298	23,897,350	34,058,270	34,058,270	34,086,365
Commuter Rail Department	5,982,191	5,939,868	6,267,873	5,933,827	6,449,761	6,449,761	6,446,052
Portland Streetcar Department	14,717,295	15,333,422	16,586,316	16,597,326	17,073,718	17,073,718	17,056,681
Total Transportation Division	\$218,129,581	\$232,219,969	\$249,688,350	\$241,214,319	\$255,662,763	\$255,662,763	\$255,408,166
Safety & Security Division							
Safety & Security Administration Department					568,829	568,829	585,047
Safety & Environmental Services Department	2,137,225	3,690,285	3,147,272	3,494,319	3,109,077	3,109,077	3,121,871
Security & Emergency Management Department	14,560,428	16,389,475	21,021,520	19,564,120	25,760,774	25,760,774	25,765,163
Bus Transportation Training Department	3,621,296	4,213,812	4,490,831	4,358,545			
Rail Transportation Training Department	1,134,422	1,688,238	1,718,021	1,689,215			
Total Safety & Security Division	\$21,453,371	\$25,981,810	\$30,377,644	\$29,106,199	\$29,438,680	\$29,438,680	\$29,472,081
Maintenance Division							
Maintenance Administration Department					1,184,325	1,184,325	1,227,999
Bus Maintenance Department	53,249,625	57,586,009	66,460,982	63,878,157	65,366,449	65,366,449	65,306,804
Facilities Management Bus-Rail Department	18,117,093	19,265,257	20,855,448	20,099,335	21,855,913	21,855,913	21,850,932
Rail Maintenance of Way Department	16,245,368	17,311,769	19,105,327	18,392,977	19,180,863	19,180,863	19,168,435
Rail Equipment Maintenance Department	35,126,044	40,229,899	49,824,674	44,562,081	47,573,605	47,573,605	47,576,045
Total Maintenance Division	\$122,738,130	\$134,392,934	\$156,246,431	\$146,932,550	\$155,161,155	\$155,161,155	\$155,130,215

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	9,743,768	11,106,337	14,339,133	12,708,114	7,260,559	7,260,559	7,390,031
IT Operations & Infrastructure Department					3,016,078	3,016,078	3,036,201
Information Security Department					574,817	574,817	587,419
Enterprise Systems Department					4,945,695	4,945,695	4,965,382
Intelligent Transportation Systems Department					2,252,664	2,252,664	2,280,602
Total Information Technology Division	\$9,743,768	\$11,106,337	\$14,339,133	\$12,708,114	\$18,049,813	\$18,049,813	\$18,259,635
Public Affairs Division							
Public Affairs Administration Department	662,507	647,097	953,038	589,210	980,272	980,272	1,028,259
Policy & Planning Department	4,876,428	5,418,760	5,738,276	5,460,785	4,823,458	4,823,458	5,480,873
GIS & Location Based Services Department	513,949	522,755	577,339	519,713			
Transit Equity, Inclusion & Community Affairs Department	170,378	-3,543		562	2,454,997	2,454,997	2,484,153
Government Services and Public Affairs Department	453,794	588,749	646,629	595,161	1,039,919	1,039,919	1,039,844
Communications & Marketing Department	3,834,225	4,760,805	4,642,231	4,401,499	4,041,014	4,041,014	4,147,802
Customer Information Services Department	3,038,864	3,409,251	4,147,308	3,858,904	3,803,705	3,803,705	3,813,407
Total Public Affairs Division	\$13,550,145	\$15,343,874	\$16,704,821	\$15,425,834	\$17,143,365	\$17,143,365	\$17,994,338
Finance & Administrative Services Division							
Finance & Administrative Services Department	437,415	509,393	834,663	575,069	1,114,353	1,114,353	1,133,252
Financial Services Department	2,099,638	2,686,174	3,083,776	2,816,167	2,951,668	2,951,668	3,026,711
Budget & Grants Administration Department	802,568	832,267	1,174,156	1,185,747	1,209,929	1,209,929	1,224,837
Risk Management Department	3,571,736	3,593,101	3,896,057	3,745,951	3,968,081	3,968,081	3,982,071
Procurement & Supply Chain Management Department	1,603,812	1,721,610	1,822,900	1,662,864	5,453,979	5,453,979	5,437,815
Fare Revenue & Administrative Services Department	7,132,484	9,781,837	10,007,584	9,769,314	10,874,050	10,874,050	10,870,273
Total Finance & Administrative Services Division	\$15,647,653	\$19,124,382	\$20,819,136	\$19,755,112	\$25,572,060	\$25,572,060	\$25,674,959
Labor Relations & Human Resources Division							
Human Resources Administration Department	2,153,942	703,203	836,203	868,148	1,053,239	1,053,239	1,065,997
Benefits & HRIS Department	1,286,162	1,392,918	1,792,737	1,697,225	1,449,107	1,449,107	1,448,888
Talent Management Department		1,335,168	1,677,030	1,449,691	1,672,190	1,672,190	1,671,980
Labor Relations Department	566,170	850,870	985,804	919,055	1,046,112	1,046,112	1,062,317
Compensation Department					420,445	420,445	425,554
Total Labor Relations & Human Resources Division	\$4,006,274	\$4,282,159	\$5,291,774	\$4,934,119	\$5,641,093	\$5,641,093	\$5,674,736
Legal Services Division							
Legal Services Administration Department	1,969,460	2,229,357	2,371,088	2,213,358	1,451,478	1,451,478	1,471,209
Litigation Department					957,028	957,028	942,851
Real Estate & Transit Oriented Development Department					2,561,027	2,561,027	2,604,364
Total Legal Services Division	\$1,969,460	\$2,229,357	\$2,371,088	\$2,213,358	\$4,969,533	\$4,969,533	\$5,018,424

Requirement Summary

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	581,553	583,160	933,162	512,493	1,392,566	1,392,566	1,463,430
Design & Construction Department	3,751,789	4,031,952	4,615,216	4,198,344	1,571,199	1,571,199	1,570,423
Major Projects Department					573,452	573,452	663,154
Project Development & Permitting Department					340,722	340,722	337,388
Total Engineering & Construction Division	\$4,333,342	\$4,615,112	\$5,548,378	\$4,710,837	\$3,877,939	\$3,877,939	\$4,034,395
Other Post Employment Benefits	47,807,281	49,618,949	51,066,768	50,095,553	50,979,458	50,979,458	50,839,019
Debt Service	141,729,922	140,494,146	160,093,957	159,897,889	104,556,532	104,556,532	104,556,532
Total Operating Requirements	\$602,771,835	\$641,130,870	\$715,526,985	\$689,215,033	\$684,165,511	\$684,165,511	\$685,195,256
Capital Improvement Program (CIP)							
Chief Operating Officer Division							1,139,749
Transportation Division	3,090,821	3,879,949	7,266,672	2,919,319	3,953,413	3,953,413	4,093,227
Safety & Security Division	3,577,321	13,583,028	9,036,264	5,971,524	8,306,798	8,306,798	9,839,601
Maintenance Division	43,506,513	58,618,398	96,402,457	87,930,223	141,697,169	141,697,169	143,296,964
Information Technology Division	5,180,925	8,770,527	8,924,649	6,152,981	1,851,468	1,851,468	2,687,776
Public Affairs Division	3,380,133	1,934,320	114,160	608,174	5,511,148	5,511,148	5,583,669
Finance & Administrative Services Division	7,957,415	2,492,734	11,922,464	1,553,483	9,040,116	9,040,116	11,414,650
Labor Relations & Human Resources Division		47,500					
Legal Services Division	102,458	233,205	1,630,862	449,020	1,270,112	1,270,112	1,898,267
Engineering & Construction Division	28,025,800	39,605,541	130,495,752	82,382,617	100,113,195	100,113,195	120,489,031
Total Capital Improvement Program (CIP)	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934
Pass Through Revenues & Requirements	4,078,625	4,041,244	5,976,449	5,682,263	15,249,531	15,249,531	14,571,877
Regional Fund Exchange Payments	3,063,139	5,459,868	4,786,635	4,786,635	7,688,792	7,688,792	7,688,792
Special Payments			7,095,000	7,095,000			5,000,000
Total Other Non-Operating Requirements	\$7,141,764	\$9,501,112	\$17,858,084	\$17,563,898	\$22,938,323	\$22,938,323	\$27,260,669
Contingency			7,154,408		23,988,342	23,988,342	24,019,235
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	258,834,556	291,548,472	215,209,895	215,209,895	306,210,786
Restricted Debt Service	39,587,854	59,291,993	48,047,026	45,463,021	59,749,481	59,749,481	45,500,000
Unrestricted Funds	196,190,565	207,823,042	126,870,431	167,453,887	165,157,319	165,157,319	140,251,206
Total Ending Fund Balance	\$441,463,175	\$666,451,666	\$433,752,013	\$504,465,380	\$440,116,695	\$440,116,695	\$491,961,992
Total Requirements	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

Requirements by Object Class (Summary of Detail Estimate Sheets)

Division/Department	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
General Manager	1,151,769	1,409,670	1,744,417	1,537,394	822,878	822,878	820,380
Chief Operating Officer					11,305,272	11,305,272	11,327,406
Transportation	166,330,366	178,268,625	193,461,318	186,805,825	198,367,779	198,367,779	198,113,182
Safety & Security	6,392,063	7,634,395	8,217,188	8,179,846	3,997,700	3,997,700	4,027,633
Maintenance	72,300,345	77,865,291	92,209,120	84,808,496	87,792,580	87,792,580	87,761,640
Information Technology	6,340,481	6,570,821	9,359,949	8,134,579	10,280,883	10,280,883	10,394,030
Public Affairs	7,338,256	7,878,266	8,694,189	8,321,986	9,730,425	9,730,425	9,928,344
Finance & Administrative Services	10,037,987	10,545,049	12,230,906	11,522,687	16,470,142	16,470,142	16,573,041
Labor Relations & Human Resources	2,916,868	2,955,485	3,457,254	3,546,143	3,885,653	3,885,653	3,919,296
Legal Services	1,757,946	2,001,974	2,094,304	1,964,992	2,427,163	2,427,163	2,440,454
Engineering & Construction	2,469,022	2,427,266	3,203,301	2,564,771	3,215,939	3,215,939	3,372,395
Other Post Employment Benefits	47,618,175	49,555,525	50,766,768	49,932,535	50,679,458	50,679,458	50,539,019
Total Personnel Services	\$324,653,278	\$347,112,367	\$385,438,714	\$367,319,254	\$398,975,872	\$398,975,872	\$399,216,820
Materials & Services							
General Manager	511,139	312,171	1,235,088	683,755	132,500	132,500	132,500
Chief Operating Officer					852,470	852,470	852,470
Transportation	51,799,215	53,951,344	56,227,032	54,408,494	57,294,984	57,294,984	57,294,984
Safety & Security	15,061,308	18,347,415	22,160,456	20,926,353	25,440,980	25,440,980	25,444,448
Maintenance	50,437,785	56,527,643	64,037,311	62,124,054	67,368,575	67,368,575	67,368,575
Information Technology	3,403,287	4,535,516	4,979,184	4,573,535	7,768,930	7,768,930	7,865,605
Public Affairs	6,211,889	7,465,608	8,010,632	7,103,848	7,412,940	7,412,940	8,065,994
Finance & Administrative Services	5,609,666	8,579,333	8,588,230	8,232,425	9,101,918	9,101,918	9,101,918
Labor Relations & Human Resources	1,089,406	1,326,674	1,834,520	1,387,976	1,755,440	1,755,440	1,755,440
Legal Services	211,514	227,383	276,784	248,366	2,542,370	2,542,370	2,577,970
Engineering & Construction	1,864,320	2,187,846	2,345,077	2,146,066	662,000	662,000	662,000
Other Post Employment Benefits	189,106	63,424	300,000	163,018	300,000	300,000	300,000
Total Materials & Services	\$136,388,635	\$153,524,357	\$169,994,314	\$161,997,890	\$180,633,107	\$180,633,107	\$181,421,904
Other Requirements							
Capital Improvement Program (CIP)	94,821,386	129,165,202	265,793,280	187,967,341	271,743,419	271,743,419	300,442,934
Pass Through/Fund Exchanges/Special Payments	7,141,764	9,501,112	17,858,084	17,563,898	22,938,323	22,938,323	27,260,669
Debt Service	141,729,922	140,494,146	160,093,957	159,897,889	104,556,532	104,556,532	104,556,532
Contingency			7,154,408		23,988,342	23,988,342	24,019,235
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	258,834,556	291,548,472	215,209,895	215,209,895	306,210,786
Restricted Debt Service	39,587,854	59,291,993	48,047,026	45,463,021	59,749,481	59,749,481	45,500,000
Unrestricted Funds	196,190,565	207,823,042	126,870,431	167,453,887	165,157,319	165,157,319	140,251,206
Total Ending Fund Balance	\$441,463,174	\$666,451,666	\$433,752,013	\$504,465,380	\$440,116,695	\$440,116,695	\$491,961,992
Total Requirements	\$1,146,198,159	\$1,446,248,850	\$1,440,084,770	\$1,399,211,652	\$1,442,952,290	\$1,442,952,290	\$1,528,880,086

*Budgetary Fund Balance. Restricted funds include funds withdrawn by the Trustee 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.

Personnel Services Schedule

Expense Category	Explanation	Budget FY2019	Budget FY2020
Earning			
Salaries and Wages	Base compensation for all non-temporary positions, including training pay, student training cost, and union employee wage premiums based on years of service.	213,853,064	228,305,435
Sick and Vac Payout	\$119,917 for union sick payout; \$197,635 for union vacation/holiday payout; \$354,913 for non-union vacation payout.	808,882	672,465
Other Wages	Road relief, night & shift differential, incentive pay, tool allowance, time slip differential, extra service pay, premium pay and split shift travel time pay for union employees.	3,270,605	3,345,738
Scheduled Overtime	Overtime that has been built into union operator shifts.	9,956,303	10,434,922
Unscheduled Overtime	All other overtime except scheduled overtime.	10,590,005	10,296,401
Limited Term Employment	Salaries & Wages and fringe benefits for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.	2,271,878	2,630,568
Unemployment	TriMet reimburses the State of Oregon for actual claims paid.	122,564	128,116
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,196,006	-3,227,474
Fringe Benefits			
Medical and Dental	\$18,427 average for full-time and part-time union employee; \$14,959 average for full-time non-union employee; \$8,481 average for part-time non-union employee.	58,814,659	58,172,272
Disability and Life Insurance	\$356 average for full-time union employee; \$244 average for part-time union employee; \$733 average for full-time and part-time non-union employee.	1,339,030	925,343
Social Security FICA	7.65% of first \$132,900 of salaries and wages; 1.45% thereafter.	18,132,110	19,121,101
TriMet Payroll Tax-PRT	0.7687% of gross income.	1,617,022	1,928,009
Pension Expense-Normal Cost* (cost of benefits earned this year)	\$8,311 average for union full-time employee; \$6,233 average for union part-time employee; 8.0% of gross income for non-union full-time and part-time employee in Defined Benefit Plan; 8.0% of base pay for union full-time, union part-time employee, non-union full-time and non-union part-time employee in Defined Contribution Plan.	21,333,670	23,082,413
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-9,906,840	-11,713,508
Workers' Compensation	Medical and time loss payments to employees injured in work related accidents. Time loss is paid at 66.7% of average weekly wage not to exceed \$1,339.38 per week.	5,665,000	4,576,000
Total Personnel Services**		\$334,671,946	\$348,677,801

*Union defined benefit pension assumes 7% return on investments decreasing to a 6.5% long-term rate over 15 years; non-union defined benefit assumes 6.5% long-term return on investments.

**Total does not include Post Employment Benefit costs of \$50,766,768 in FY2019 and \$50,539,019 in FY2020. See Post Employment Benefits department for DB pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2019	Budget FY2020	Percent Change	Explanation
Adverstising/Promotion Media Fees	1,058,744	563,470	-46.78%	One-time-only expenditures removed.
Audits	385,000	365,000	-5.19%	
Banking Charges	1,176,000	1,479,350	25.80%	Budget increased to reflect actual expense.
Bridge, Tunnel & Highway Expenses	320,000	329,600	3.00%	
Casualty and Liability Costs	6,531,314	6,718,030	2.86%	
Contract Maintenance	13,354,601	24,490,644	83.39%	Additional Light Rail vehicle mid-life overhaul.
Contracted Dispatch	2,390,352	2,488,170	4.09%	
Contracted Eligibility Assessment	366,995	384,150	4.67%	
Custodial Service	1,847,098	2,014,670	9.07%	
Dues & Subscriptions	345,716	398,920	15.39%	
Education & Training	1,363,171	1,375,443	0.90%	
Employee Relations & Union Contractual Services	219,208	361,500	64.91%	Budget increased to reflect actual expense.
Health Benefit Consultant	203,615	282,240	38.61%	Budget increased to reflect actual expense.
Lease Expenses	1,509,925	2,365,790	56.68%	Budget increased to reflect actual expense.
Legal	355,476	412,900	16.15%	
Light Rail Propulsion Power	5,487,433	5,407,200	-1.46%	
Maintenance Materials-Revenue Equipments	28,430,753	19,592,670	-31.09%	One-time-only expenditures removed.
Miscellaneous Expenses	327,696	361,900	10.44%	
Other Materials & Services	7,088,453	7,650,090	7.92%	
Other Services	7,657,746	6,438,124	-15.93%	One-time-only expenditures removed.
Portland Streetcar	8,841,740	8,968,620	1.44%	
Professional & Technical Services	3,484,683	3,342,200	-4.09%	
Purchased Transportation Service	32,167,769	32,605,440	1.36%	
Revenue Vehicles - Diesel Fuel	12,809,171	14,448,640	12.80%	\$2.35/gallon for bus; \$2.40/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	1,132,530	1,118,870	-1.21%	
Revenue Vehicles - Tires	1,472,000	1,478,400	0.43%	
Security Services	20,059,781	23,473,448	17.02%	Additional safety & security personnel to perform code enforcement.
Software License Fees	2,672,305	5,326,135	99.31%	Increase in software license fees and warranty costs.
Temporary Help	389,361	445,100	14.32%	
Telephone Expense	530,909	565,800	6.57%	
Tickets, Passes & Fare Media Cards	1,240,000	1,319,700	6.43%	
Uniforms	691,135	718,500	3.96%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,083,634	4,131,190	1.16%	
Total Materials & Services*	\$169,694,314	\$181,121,904	6.73%	

*Total does not include Other Post Employment Benefit costs of \$300,000 in FY2019 and FY2020. See Other Post Employment Benefits department for service contracts for retirement plans.

SUMMARY OF EMPLOYEES

	FY2017	FY2018	FY2019	FY2020*		
	Actual	Actual	Budget	Proposed	Approved	Adopted
General Manager Division						
Non-Union Employees						
Full-Time Employees	8.00	10.00	11.00	4.00	4.00	4.00
Limited Term Employees	0.00	0.00	2.00	0.00	0.00	0.00
Total General Manager Division	8.00	10.00	13.00	4.00	4.00	4.00
Chief Operating Officer Division						
Non-Union Employees						
Full-Time Employees				38.00	38.00	38.00
Union Employees						
Full-Time Employees				50.00	50.00	50.00
Total Chief Operating Officer Division				88.00	88.00	88.00
Transportation Division						
Non-Union Employees						
Full-Time Employees	133.00	65.00	75.00	64.00	64.00	65.00
Limited Term Employees	1.00	3.00	2.00	0.00	0.00	1.00
Union Employees						
Full-Time Employees	2,053.00	1,428.00	1,491.00	1,523.00	1,523.00	1,539.00
Part-Time Employees	264.00	252.75	227.25	228.75	228.75	232.50
Total Transportation Division	2,451.00	1,748.75	1,795.25	1,815.75	1,815.75	1,837.50
Safety & Security Division						
Non-Union Employees						
Full-Time Employees	21.00	22.00	26.00	22.00	22.00	22.00
Union Employees						
Full-Time Employees	43.00	44.00	43.00	13.00	13.00	13.00
Total Safety & Security Division	64.00	66.00	69.00	35.00	35.00	35.00
Maintenance Division						
Non-Union Employees						
Full-Time Employees		87.00	99.00	89.00	89.00	89.00
Limited Term Employees		1.00	4.00	1.00	1.00	1.00
Union Employees						
Full-Time Employees		687.00	766.00	742.00	742.00	742.00
Total Maintenance Division	0.00	775.00	869.00	832.00	832.00	832.00

SUMMARY OF EMPLOYEES

	FY2017	FY2018	FY2019	FY2020*		
	Actual	Actual	Budget	Proposed	Approved	Adopted
Information Technology Division						
Non-Union Employees						
Full-Time Employees	50.00	51.00	66.00	72.00	72.00	72.00
Total Information Technology Division	50.00	51.00	66.00	72.00	72.00	72.00
Public Affairs Division						
Non-Union Employees						
Full-Time Employees	53.00	52.00	57.00	64.00	64.00	64.00
Limited Term Employees	3.00	5.00	3.00	11.00	11.00	16.00
Part-Time Employees	6.05	1.00	0.00	0.00	0.00	0.00
Union Employees						
Full-Time Employees	19.00	21.00	22.00	22.00	22.00	22.00
Part-Time Employees	0.00	5.25	5.25	5.25	5.25	5.25
Total Public Affairs Division	81.05	84.25	87.25	102.25	102.25	107.25
Finance & Administrative Services Division						
Non-Union Employees						
Full-Time Employees	42.94	44.00	46.00	60.00	60.00	61.00
Union Employees						
Full-Time Employees	51.00	53.00	57.50	84.50	84.50	84.50
Total Finance & Administrative Services Division	93.94	97.00	103.50	144.50	144.50	145.50
Labor Relations & Human Resources Division						
Non-Union Employees						
Full-Time Employees	22.00	23.00	27.00	31.00	31.00	31.00
Part-Time Employees	1.30	2.00	1.80	0.80	0.80	0.80
Total Labor Relations & Human Resources Division	23.30	25.00	28.80	31.80	31.80	31.80
Legal Services Division						
Non-Union Employees						
Full-Time Employees	14.00	14.00	15.00	20.00	20.00	20.00
Total Legal Services Division	14.00	14.00	15.00	20.00	20.00	20.00
Engineering & Construction Division						
Non-Union Employees						
Full-Time Employees	81.00	78.00	81.00	66.00	66.00	66.00
Limited Term Employees	3.00	16.00	17.00	18.00	18.00	23.00
Part-Time Employees	1.30	2.00	0.50	0.00	0.00	0.00
Total Engineering & Construction Division	85.30	96.00	98.50	84.00	84.00	89.00

SUMMARY OF EMPLOYEES

	FY2017	FY2018	FY2019	FY2020*		
	Actual	Actual	Budget	Proposed	Approved	Adopted
Operating Program						
Non-Union Employees						
Full-Time Employees	424.94	446.00	503.00	530.00	530.00	532.00
Limited Term Employees	7.00	25.00	28.00	30.00	30.00	41.00
Part-Time Employees	8.65	5.00	2.30	0.80	0.80	0.80
Total Non Union Employees	440.59	476.00	533.30	560.80	560.80	573.80
Union Employees						
Full-Time Employees	2,166.00	2,233.00	2,379.50	2,434.50	2,434.50	2,450.50
Part-Time Employees	264.00	258.00	232.50	234.00	234.00	237.75
Total Union Employees	2,430.00	2,491.00	2,612.00	2,668.50	2,668.50	2,688.25
Total Operating Program Employees (1)	2,870.59	2,967.00	3,145.30	3,229.30	3,229.30	3,262.05

*FY2020 Budget data is based on FTE; some data in FY2017, FY2018 and FY2019 was based on Headcount but has now been adjusted to reflect FTE.

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

SUMMARY OF FIXED ROUTE SERVICE (Hours and Miles)

Weekly Vehicle Hours	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Adopted	% Change Budget**	% Change Estimate***	% of Total
Fixed Route								
Bus Service	40,532	42,782	43,044	43,740	44,079	2.40%	0.78%	85.22%
Light Rail (Train Hours)	6,210	6,415	6,093	6,415	6,093	0.00%	-5.02%	11.78%
Commuter Rail (Train Hours)	122	107	122	122	122	0.00%	0.00%	0.24%
Portland Streetcar (Train Hours)*	1,419	1,430	1,431	1,303	1,431	0.00%	9.82%	2.77%
Fixed Route Total	48,283	50,734	50,690	51,580	51,725	2.04%	0.28%	100.00%

Weekly Vehicle Miles	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Adopted	% Change Budget	% Change Estimate	% of Total
Fixed Route								
Bus Service	485,282	481,211	534,110	546,750	546,750	2.37%	0.00%	73.56%
Light Rail (Car Miles)	176,847	179,252	175,420	182,506	175,420	0.00%	-3.88%	23.61%
Commuter Rail (Train Miles)	2,307	2,272	2,307	2,266	2,307	0.00%	1.81%	0.31%
Portland Streetcar (Car Miles)*	18,687	18,831	18,836	17,200	18,836	0.00%	9.51%	2.51%
Fixed Route Total	683,123	681,566	730,673	748,722	743,313	1.73%	-0.72%	100.00%

*Streetcar vehicles are owned by the City of Portland, which manages Portland Streetcar service. TriMet furnishes vehicle operators and mechanics to Portland Streetcar, with costs reimbursed to TriMet by the City of Portland. In addition, TriMet funds approximately 60% of the City of Portland's net cost (after fares) of Streetcar operation.

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

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

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Adopted	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	550	561	593	583	600	1.18%	2.92%
Total Vehicles	658	680	711	694	715	0.56%	3.03%
Light Rail							
Peak Vehicles	115	116	115	115	115	0.00%	0.00%
Total Vehicles	145	145	145	145	145	0.00%	0.00%
Commuter Rail							
Peak Vehicles	4	3	4	4	4	0.00%	0.00%
Total Vehicles	6	6	8	8	8	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	14	14	14	14	14	0.00%	0.00%
Total Vehicles	17	17	17	17	17	0.00%	0.00%

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Adopted	% Change Budget	% Change Estimate
Accessible Transportation							
Peak Vehicles	220	212	228	220	225	-1.32%	2.27%
Total Vehicles	268	268	278	268	278	0.00%	3.73%

*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 60% of the City of Portland's net cost (after fares) of Streetcar operation.

Summary of Debt Service

Operating	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2007 Revenue Bonds	1,557,875						
2009 Senior Lien Revenue Bonds Series A and B	2,423,842	2,435,445	2,442,836	2,442,836	2,463,769	2,463,769	2,463,769
2012 Senior Lien Revenue Bonds	2,540,509	2,680,208	2,706,375	2,706,375	3,071,625	3,071,625	3,071,625
2013 Interim Bonds 1)	104,109,600	102,181,934	101,335,415	100,605,896	25,375,000	25,375,000	25,375,000
2015 Revenue Bonds	9,939,694	11,552,416	11,675,245	11,675,245	8,591,325	8,591,325	8,591,325
2016 Revenue Bonds	2,244,170	1,734,288	2,487,524	2,487,524	3,099,925	3,099,925	3,099,925
2017 Revenue Bonds	1,165,005	5,007,437	5,694,699	5,694,699	6,731,063	6,731,063	6,731,063
2018 Payroll Bonds -Sr Lien		168,211	3,900,000	6,217,451	8,493,950	8,493,950	8,493,950
2020 Payroll Bonds - Sr Lien Interest					4,700,000	4,700,000	4,700,000
2020 Payroll Bonds - Sr Lien Bond Issuance Cost					450,000	450,000	450,000
2005 Capital Grant Receipt Bonds	2,733,906						
2011 Capital Grant Receipt Bonds 2)	14,668,758	10,967,099	11,069,403	11,069,403	11,714,700	11,714,700	11,714,700
2017 Capital Grant Bonds		2,075,417	2,487,357	2,487,357	3,800,750	3,800,750	3,800,750
2018 Capital Grant Bonds 2)		1,688,833	4,175,103	4,175,103	5,244,425	5,244,425	5,244,425
Bank Line of Credit			12,000,000	10,216,000	20,700,000	20,700,000	20,700,000
Bond Issuance Costs and Misc	346,563	2,858	120,000	120,000	120,000	120,000	120,000
Total Debt Service	\$141,729,922	\$140,494,146	\$160,093,957	\$159,897,889	\$104,556,532	\$104,556,532	\$104,556,532

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

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

Summary of Debt Service Principle and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B	1,720,000	743,769	2,463,769
2011 Capital Grant Receipt Bonds	10,380,000	1,334,700	11,714,700
2012 Senior Lien Revenue Bonds	2,605,000	466,625	3,071,625
2013 Interim Bonds	25,000,000	375,000	25,375,000
2015 Revenue Bonds	3,345,000	5,246,325	8,591,325
2016 Revenue Bonds	365,000	2,734,925	3,099,925
2017 Revenue Bonds	2,365,000	4,366,063	6,731,063
2017 Capital Grant Bonds		3,800,750	3,800,750
2018 Capital Grant Bonds		5,244,425	5,244,425
2018 Payroll Bonds -Sr Lien	1,415,000	7,078,950	8,493,950
2020 Payroll Bonds - Sr Lien Interest		4,700,000	4,700,000
Bank Line of Credit	20,000,000	700,000	20,700,000
2020 Payroll Bonds - Sr Lien Bond Issuance Cost		450,000	450,000
Bond Issuance Costs and Misc		120,000	120,000
FY2020 Total Debt Service	\$67,195,000	\$37,361,532	\$104,556,532

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	116,894,778	113,836,174	113,100,000	108,800,000	111,100,000	111,100,000	110,000,000
Transit Advertising	3,500,000	3,678,750	3,745,000	3,742,000	3,854,000	3,854,000	3,854,000
Accessible Transportation Contract (see Note 1)	7,775,070	7,607,217	8,057,460	7,865,000	8,095,000	8,095,000	8,095,000
Service Contracts (see Note 2)	7,890,998	7,992,687	8,651,733	8,751,733	8,985,285	8,985,285	8,985,285
Total Operating Revenue	\$136,060,846	\$133,114,828	\$133,554,193	\$129,158,733	\$132,034,285	\$132,034,285	\$130,934,285
Tax Revenue							
Payroll Tax Rev-Employer	317,874,612	340,352,473	370,702,761	366,262,000	389,650,000	389,650,000	389,650,000
Payroll Tax Rev-Self Empl	16,284,718	16,627,433	19,567,280	17,642,986	19,495,000	19,495,000	19,495,000
Payroll Tax Rev-State In-Lieu	1,971,323	2,063,285	2,114,621	2,071,000	2,265,000	2,265,000	2,265,000
Total Tax Revenue	\$336,130,653	\$359,043,191	\$392,384,662	\$385,975,986	\$411,410,000	\$411,410,000	\$411,410,000
Other Revenue							
Federal Operating Grants (see Note 3)	72,126,019	96,030,443	65,365,757	67,802,749	68,631,978	68,631,978	69,291,081
State STIF-Formula			18,044,000	24,597,454	16,227,000	16,227,000	16,227,000
State Operating Grants (see Note 4)	1,464,332	1,509,381	1,993,678	1,167,078	1,354,045	1,354,045	850,297
Interest	1,388,092	5,972,142	1,984,970	1,410,000	5,200,000	5,200,000	1,450,000
Miscellaneous	5,014,063	5,210,745	3,993,625	10,270,600	5,490,600	5,490,600	6,210,000
Total Other Revenue	\$79,992,506	\$108,722,711	\$91,382,030	\$105,247,881	\$96,903,623	\$96,903,623	\$94,028,378
Net Continuing Resources*	\$552,184,005	\$600,880,730	\$617,320,885	\$620,382,600	\$640,347,908	\$640,347,908	\$636,372,663
Debt Service on Senior Lien Bonds	\$24,327,258	\$29,527,047	\$30,362,094	\$31,950,026	\$38,096,657	\$38,096,657	\$38,096,657
Senior Lien Debt Service as a Percent of Net Continuing Revenues	4.4%	4.9%	4.9%	5.2%	5.9%	5.9%	6.0%

* Net Continuing Revenues exclude :

- 1) Surface Transportation Block Grant Program/Congestion, Mitigation & Air Quality grant funds pledged to TriMet by Metro to support grant receipt bonds
- 2) 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) Streetcar personnel revenue and CTRAN revenues.
- 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.



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Other Post Employment Benefits

Other Post Employment Benefits	Explanation	FY2017 Actual	FY2018 Actual	FY2019		FY2020		
				Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	24,809,531	25,008,181	25,000,000	25,002,635	25,000,000	25,000,000	25,000,000
Retiree Life Insurance	Retiree Life Insurance Premiums	409,634	414,310	435,264	435,918	453,449	453,449	453,449
	Post Employment Medical/Dental Benefits	14,779,412	15,389,883	15,968,807	15,655,497	16,227,482	16,227,482	16,227,482
Medicare Part B	Post Employment Medicare Part B Benefit (4)	1,996,693	2,333,042	2,706,800	2,664,108	2,950,397	2,950,397	2,950,397
Total Union		\$41,995,270	\$43,145,416	\$44,110,871	\$43,758,158	\$44,631,328	\$44,631,328	\$44,631,328
Non-Union								
Pension UAAL Expense (note 3)	Current year portion of 10 years funding of UAAL	5,068,989	5,498,557	5,500,000	5,288,218	5,500,000	5,500,000	5,500,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	51,031	58,009	59,900	62,448	68,429	68,429	68,429
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	1,687,092	2,016,793	2,561,411	2,188,382	2,204,236	2,204,236	2,204,236
Total Non-Union		\$6,807,112	\$7,573,359	\$8,121,311	\$7,539,048	\$7,772,665	\$7,772,665	\$7,772,665
Professional & Technical Capitalized Fringe	Service contracts for retirement plans Capital grant fringe reimbursement	189,106 -1,184,207	63,424 -1,163,250	300,000 -1,465,414	163,018 -1,364,671	300,000 -1,724,535	300,000 -1,724,535	300,000 -1,864,974
Total Other Post Employment Benefits		\$47,807,281	\$49,618,949	\$51,066,768	\$50,095,553	\$50,979,458	\$50,979,458	\$50,839,019

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

Notes:

1. Union retiree/disabled medical assumes current Working & Wage Agreement costs through November 30, 2019.
2. Pension assumptions: union defined benefit pension unfunded liability funded over 15 years beginning with FY2014.
3. Penions assumptions: non-union defined benefit pension unfunded liability funded over 10 years beginning with FY2014.
4. Union non-active employees, retirees, spouses, surviving spouses and dependents having enrolled in Medicare and a TriMet sponsored Medicare Advantage plan will be reimbursed by the District the actual cost of the Medicare Part B monthly premium.



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OFFICE OF THE GENERAL MANAGER DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,151,769	1,409,670	1,744,417	1,537,394	822,878	822,878	820,380
Materials & Services	511,139	312,171	1,235,088	683,755	132,500	132,500	132,500
Total	\$1,662,908	\$1,721,841	\$2,979,505	\$2,221,149	\$955,378	\$955,378	\$952,880

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Office of General Manager Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	561,456	674,602	624,500	555,720	522,441	522,441	524,035
Materials & Services	361,587	121,363	217,880	135,852	131,000	131,000	131,000
Total	\$923,043	\$795,965	\$842,380	\$691,572	\$653,441	\$653,441	\$655,035

Responsibilities:

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

Goals & Objectives:

- 1) Keep the Board fully informed to make decisions that advance TriMet's vision, mission, values and fiscal stability.
- 2) Set and lead strategic direction.
- 3) Build and establish external and internal partnerships.

Business Plan:

The OGM ensures agency goals are on track and in line with all goals and objectives of the Business Plan.

Customers Goal #3 Satisfied Broader Community

Objective #12 Ensure strong support for transit and TriMet

Internal Business Practices Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #25 Develop and pursue strategic partnerships to optimize and innovate practices and processes

People & Innovation Goal #2 TriMet is Where Diverse and Talented

People Want to Come, Stay, and Thrive

Objective #34 Plan for Succession for Key Positions

Performance Measures:

- 1) Approval rating at or above 80 percent Attitude & Awareness Survey.
- 2) All Board objectives for General Manager completed: FY2020.
- 3) GM objectives to increase executive diversity are met.
- 4) 50 percent or more of key positions included in succession plans have candidates identified as "ready now" or "ready soon" FY2020.

Office of General Manager Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	410,102	267,690	496,828	454,602	407,691
Fringe	151,354	406,912	127,672	101,118	116,344
Total	\$561,456	\$674,602	\$624,500	\$555,720	\$524,035

Office of General Manager Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
General Manager	1.00	298,500	30	260,422	390,634
Executive Assistant, Senior (GM & Board)	1.00	86,776	13	64,604	96,906
Total	2.00	385,276			

Office of General Manager Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal		9,596	100,000	25,001	
Audits	285,000	19,450			
Professional & Technical-Gen & Adm			6,000	1,500	3,000
Other Services- Gen & Adm	11,206	5,900	3,887	1,509	4,000
Office Supplies	3,135	4,690	4,000	6,879	5,000
Other Materials- Gen & Adm	412	5,390	9,000	4,120	9,000
Unreconciled Mastercard Expense				3,579	
Telephone	699	927	540	362	1,000
NU-Dues & Subscriptions			1,200	440	1,000
NU-Local Travel & Meetings	6,072	9,102	8,500	7,656	9,000
NU-Education & Training - Gen & Adm	256	1,211	1,500	1,952	9,000
NU-Out-Of-Town Travel	25,453	21,179	30,000	26,440	35,000
Official Meeting Expense	20,235	26,583	33,253	39,837	40,000
Board Recognition	5,072	8,928	10,000	3,456	5,000
Employee Development	255	1,353	5,000	7,649	5,000
Employee Recognition	1,699	4,079	5,000	5,472	5,000
Awards & Banquets	2,093	2,975			
Total	\$361,587	\$121,363	\$217,880	\$135,852	\$131,000

Diversity & Transit Equity Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	334,226	459,613	843,958	695,048			
Materials & Services	143,333	185,479	1,003,755	542,880			
Total	\$477,559	\$645,092	\$1,847,713	\$1,237,928			

Diversity & Transit Equity Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	247,375	322,075	613,506	520,453	
Fringe	86,944	138,372	230,452	181,364	
Capitalized Labor-Fringe	-93	-834		-6,769	
Total	\$334,226	\$459,613	\$843,958	\$695,048	

Diversity & Transit Equity Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
First Step Youth	66,000	81,500	72,000	98,000	
Other Services- Gen & Adm	30,374	38,790	880,137	363,942	
Other Materials- Gen & Adm		2,407		724	
Community Outreach	14,883	44,413	30,300	56,925	
Outreach/Promotions	7,000				
Telephone	1,786	3,371	1,818	3,808	
NU-Dues & Subscriptions	125	500	500	3,584	
NU-Local Travel & Meetings	1,968	1,735	2,000	4,543	
NU-Education & Training - Gen & Adm	3,284	6,376	3,500	3,734	
NU-Out-Of-Town Travel	17,913	6,387	13,500	7,620	
Total	\$143,333	\$185,479	\$1,003,755	\$542,880	

Internal Audit Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	256,087	275,455	275,959	286,626	300,437	300,437	296,345
Materials & Services	6,219	5,329	13,453	5,023	1,500	1,500	1,500
Total	\$262,306	\$280,784	\$289,412	\$291,649	\$301,937	\$301,937	\$297,845

Responsibilities:

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

Goals & Objectives:

- 1) Safeguarding and proper maintenance of assets.
- 2) Compliance with laws, regulations, contracts, plans, policies and procedures.
- 3) Reliability and integrity of financial and operating information.
- 4) Economical and efficient use of resources.
- 5) Risk assessments to mitigate exposure.

Business Plan:

Conduct audits and/or reviews that:

Internal Business Practices Goal #1 Deliver Safe, efficient, and Equitable Service

Objective #14 Increase personal safety

People & Innovation Goal #2 TriMet is Where Diverse and Talented

People Want to Come, Stay, and Thrive

Objective #31 Foster sense of community and cross-functional camaraderie

Financial Goal #2 Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Objective #36 Manage financial performance within Strategic

Financial Plan guidelines

Performance Measures:

- 1) Complete the projects identified in the Internal Audit's Annual Plan.
- 2) Realize the improvement goals specified in the Annual Plan.

Internal Audit Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	188,134	198,140	208,670	210,955	212,466
Fringe	67,953	77,315	67,289	87,761	83,879
Capitalized Labor-Fringe				-12,090	
Total	\$256,087	\$275,455	\$275,959	\$286,626	\$296,345

Internal Audit Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Internal Audit	1.00	131,711	18	98,599	147,899
Internal Auditor, Senior	1.00	80,755	13	64,604	96,906
Total	2.00	212,466			

Internal Audit Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Services- Gen & Adm	91	404	1,500	925	1,500
Other Materials- Gen & Adm				76	
Telephone	125	116	150	111	
NU-Dues & Subscriptions	1,185	725	1,200	875	
NU-Local Travel & Meetings	65		350	108	
NU-Education & Training - Gen & Adm	2,610	4,084	7,753	2,138	
NU-Out-Of-Town Travel	2,143		2,500	790	
Total	\$6,219	\$5,329	\$13,453	\$5,023	\$1,500

CHIEF OPERATING OFFICER DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					11,305,272	11,305,272	11,327,406
Materials & Services					852,470	852,470	852,470
Total					\$12,157,742	\$12,157,742	\$12,179,876

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Office of Chief Operating Officer Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					514,538	514,538	531,510
Materials & Services					397,420	397,420	397,420
Total					\$911,958	\$911,958	\$928,930

Responsibilities:

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

Goals & Objectives:

- 1) Maintain on-time performance at or above targets.
- 2) Increase personal safety for riders and employees.
- 3) Enhance asset management practices for safety and reliability.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay & Thrive

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) On-time performance. Bus 83.8% or better for the year. MAX on-time performance 88% or better for the year.
- 2) Personal safety. Rate of passenger injuries below Business Plan target. Employee injury rates lower than previous year.
- 3) Asset management. Complete inventory and condition assessments on-time. Meet milestones for Enterprise Asset Management System (EAMS) procurement and implementation.

Office of Chief Operating Officer Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					421,071
Fringe					110,439
Total					\$531,510

Chief Operating Office Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Chief Operating Officer	1.00	223,838	26	186,192	279,288
Administrative Assistant, Executive	1.00	64,459	11	54,258	81,388
Total	2.00	288,297			

Office of Chief Operating Officer Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal					10,000
Professional & Technical-Gen & Adm					110,000
Temporary Help-Gen & Adm					5,500
Other Services- Gen & Adm					10,500
Office Supplies					6,600
Other Materials- Gen & Adm					6,000
Telephone					27,900
NU-Dues & Subscriptions					7,400
NU-APTA & OTA Dues					139,520
NU-Local Travel & Meetings					6,000
NU-Education & Training - Gen & Adm					11,000
NU-Out-Of-Town Travel					50,000
Employee Recognition					7,000
Total					\$397,420

Operations Planning & Development Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					1,377,548	1,377,548	1,378,644
Materials & Services					37,600	37,600	37,600
Total					\$1,415,148	\$1,415,148	\$1,416,244

Responsibilities:

The Operations Training & Planning department is responsible for managing all aspects of the Districts' in-house Transportation and Maintenance training for both union/non-union staff, and State of Oregon Apprenticeship Programs. In addition, enforces the District's Safety Management Systems(SMS) by establishing and implementing industry standards and other current practices that demonstrate safety as priority and fundamental value.

Goals & Objectives:

- 1) Provide quality, cost-effective, and value-added training designed to increase employee and organizational safety and productivity.
- 2) Provide development opportunities that enhance knowledge, develop skills, and enrich our organization.
- 3) Support and leverage technology and/or tools to improve our Transportation Maintenance Departments' safety and efficiency.
- 4) Promote an organizational environment that values diversity, development, and growth opportunities for transportation and maintenance employees.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay & Thrive

Objective #29 Invest wisely in people

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Collaborate with BOLI and internal stakeholders to determine strategies to reduce overall cost of current apprenticeship programs and recurrent training needs within Maintenance.
- 2) Review possibilities of bringing in a younger demographic for early entry level positions (possibly new classification) to fill future maintenance apprenticeship/training programs.
- 3) Increase the use of e-learning platforms to enhance training onto all shift and shop locations District wide.
- 4) Target at least 4% training and development costs as a percentage of payroll for our target training audience.
- 5) Continue partnership with TriMet's HR Department by expanding our outreach efforts to community based organizations such as community colleges, Women in Trades, veteran organizations, etc.

Operations Planning & Development Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					1,020,112
Fringe					358,532
Total					\$1,378,644

Operations Planning & Development Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Operations Planning & Development	1.00	153,023	20	116,134	174,200
Manager, Rail Operations Planning	1.00	118,890	16	83,452	125,178
Manager, Service Performance & Analysis	1.00	93,874	16	83,452	125,178
Analyst, Operations	5.00	375,003	13	64,604	96,906
Analyst, Senior, Operations	1.00	86,988	14	70,415	105,623
Business Process Analyst	1.00	104,315	16	83,452	125,178
Financial Analyst IV, Senior (IT Specialist)	1.00	88,019	14	70,415	105,623
Total	11.00	1,020,112			

Operations Planning & Development Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal					18,000
Professional & Technical-Gen & Adm					10,000
Other Services- Gen & Adm					5,500
Other Materials- Gen & Adm					4,100
Total					\$37,600

Business Planning & Asset Management Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					896,461	896,461	911,717
Materials & Services					285,750	285,750	285,750
Total					\$1,182,211	\$1,182,211	\$1,197,467

Responsibilities:

The Business Planning & Asset Management Department, which includes the Mobility & Location-Based Services group, is responsible for updating, and managing TriMet's Business Plan, including Goals, Objectives, Measures, Targets. Key Strategic Actions. Collaborating across divisions and departments to advance Asset Management capabilities, practices, and systems at TriMet. Developing strategic plan for Mobility services, including implementation of Mobility as a Service (MaaS) solutions. Manage Location-Based Services, the Geographic Information System (GIS) program, and the e-survey program in support of agency-wide initiatives.

Performance Measures:

- 1) Business Plan completed on time for each fiscal year.
- 2) FTA-compliant inventory delivered to Finance on time each fiscal year.
- 3) Complete Mobility Services Strategic Plan.

Goals & Objectives:

- 1) Develop and publish annual Business Plan update on schedule for each fiscal year.
- 2) Deliver FTA-compliant inventory and condition assessment in time for annual budget cycle.
- 3) Develop a Mobility Services Strategic Plan, MaaS platform, and a plan-book-pay software solution.

Business Plan:

Customers Category
 Goal #1 Satisfied Riders
 Objective #5 Improve customer information and services

Internal Business Practices Category
 Goal #3 Business practices that create value and spur innovation and continuous improvements.
 Objective #25 Develop and pursue strategic partnerships to optimize and innovate practices and processes

Financial Category:

Goal #2 Manage assets to ensure safety and optimize value, performance, and resiliency
 Objective #37 Meet or exceed state of good repair targets for all identified asset classes

Business Planning & Asset Management Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					664,295
Fringe					247,422
Total					\$911,717

Business Planning & Asset Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Business Planning and Asset Management	1.00	161,960	21	125,902	188,854
Manager, Mobility & Location Based Services	1.00	131,019	18	98,599	147,899
Analyst, Bus Stops Planner	1.00	76,341	12	59,230	88,844
Analyst, Business Planning & Asset Management	1.00	79,438	12	59,230	88,844
Analyst, GIS Data	2.00	141,537	12	59,230	88,844
Electronic Survey Developer & Analyst	1.00	74,000	14	70,415	105,623
Total	7.00	664,295			

Business Planning & Asset Management Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					150,000
Other Services- Gen & Adm					131,300
Other Materials- Gen & Adm					4,450
Total					\$285,750

Operations Training & Planning Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					8,516,724	8,516,724	8,505,535
Materials & Services					131,700	131,700	131,700
Total					\$8,648,424	\$8,648,424	\$8,637,235

Responsibilities:

The Operations Training & Planning Department is responsible for managing all aspects of the District's in-house Transportation and Maintenance training for both union/non-union staff, and State of Oregon Apprenticeship Programs. In addition, enforces the District's Safety Management Systems (SMS) by establishing and implementing industry standards and other current practices that demonstrate safety as a priority and fundamental value.

Goals & Objectives:

- 1) Provide quality, cost-effective, and value-added training designed to increase employee and organizational safety and productivity.
- 2) Provide development opportunities that enhance knowledge, develop skills, and enrich our organization.
- 3) Support and leverage technology and/or tools to improve our Transportation Maintenance Departments' safety and efficiency.
- 4) Promote an organizational environment that values diversity, development, and growth opportunities for transportation and maintenance employees.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay & Thrive

Objective #29 Invest wisely in people

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Collaborate with BOLI and internal stakeholders to determine strategies to reduce overall cost of current apprenticeship programs and recurrent training needs within Maintenance.
- 2) Review possibilities of bringing in a younger demographic for early entry level positions (possibly new classification) to fill future maintenance apprenticeship/training programs.
- 3) Increase the use of e-learning platforms to enhance training onto all shift and shop locations District wide.
- 4) Target at least 4% training and development costs as a percentage of payroll for our target training audience.
- 5) Continue partnership with TriMet's HR Department by expanding our outreach efforts to community based organizations such as community colleges, Women in Trades, veteran organizations, etc.

Operations Training & Planning Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					5,948,880
Fringe					2,556,655
Total					\$8,505,535

Operations Training & Planning Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Operations Training & Planning	1.00	157,378	20	116,134	174,200
Director, Transportation Training	1.00	128,963	18	98,599	147,899
Manager, Bus Operator Training	1.00	92,679	15	76,699	115,049
Assistant Manager, Transportation Training	1.00	74,313	14	70,415	105,623
Assistant, Operations Training	1.00	51,896	7	37,924	56,886
Specialist, Operations	2.00	121,014	9	45,433	68,149
Supervisor, Training Field Operations	3.00	238,873	0840	64,418	85,883
Training Supervisor	27.00	2,234,481	0832	61,360	81,806
Assistant Manager, Rail Operations Training	1.00	80,000	14	70,415	105,623
Training Supervisor Rail	12.00	985,005	0775	61,360	81,806
Supervisor, Maintenance Training	3.00	269,861	14	70,415	105,623
Coordinator II, Operations	1.00	62,712	10	49,677	74,515
Maintenance Trainer	8.00	677,992	0918	79,830	79,830
Manager, Maintenance Training	1.00	103,711	16	83,452	125,178
Supervisor, Engineering Training	5.00	425,408	13	64,604	96,906
Total	68.00	5,704,286			

Operations Training & Planning Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Temporary Help-Transp Adm					5,000
Other Services- Gen & Adm					2,500
Other Services-Transp Adm					4,500
Uniforms- Rev Veh Op					25,500
Office Supplies					9,000
Other Materials- Gen & Adm					4,500
Other Materials- Transp Adm					4,500
Computer Equip under \$5,000					10,000
Telephone					8,000
NU-Local Travel & Meetings					12,000
UN-Local Travel & Meetings					2,500
NU-Education & Training - Gen & Adm					17,700
NU-Out-Of-Town Travel					23,000
Operator Roadeo					3,000
Total					\$131,700



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TRANSPORTATION DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	166,330,366	178,268,625	193,461,318	186,805,825	198,367,779	198,367,779	198,113,182
Materials & Services	51,799,215	53,951,344	56,227,032	54,408,494	57,294,984	57,294,984	57,294,984
Total	\$218,129,581	\$232,219,969	\$249,688,350	\$241,214,319	\$255,662,763	\$255,662,763	\$255,408,166

Transportation Division Summary

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Transportation Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,804,856	1,579,752	2,540,435	1,866,958	548,963	548,963	574,064
Materials & Services	767,622	825,788	356,155	565,819	315,450	315,450	315,450
Total	\$2,572,478	\$2,405,540	\$2,896,590	\$2,432,777	\$864,413	\$864,413	\$889,514

Responsibility:

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

Goals & Objectives:

- 1) Oversee actions to improve employee injuries.
- 2) Oversee actions to increase on-time performance.
- 3) Oversee actions to improve customer satisfaction.

Business Plan:

Internal Business Practice

Goal 1: Deliver Safe, Efficient, and Equitable Service

Objective #14 Increase personal safety

Objective #15 Provide reliable performance

Objective #17 Ensure cost effective service

Objective #18 Increase resiliency

Customer

Goal #1: Satisfied Riders

Objective #3 Improve overall customer experience

Goal 2: Satisfied Community Stakeholders and Employers

Objective #10 Advance mobility for those with limited options

People & Innovation

Goal 3: Foster Service Excellence and Innovation

Objective #35 Foster employee innovation

Performance Measures:

- 1) Employee injuries per 200,000 hours.
- 2) Pullout/In-service on-time performance/Lost trips.
- 3) Complaints/Commendations per 100,000 boardings.

Transportation Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,187,874	1,109,136	2,090,771	1,419,341	486,011
Fringe	696,052	528,681	449,664	476,810	88,053
Capitalized Labor-Fringe	-79,070	-58,065		-29,193	
Total	\$1,804,856	\$1,579,752	\$2,540,435	\$1,866,958	\$574,064

Transportation Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Transportation	1.00	194,230	23	147,602	221,404
Administrative Assistant, Executive	1.00	79,352	11	54,258	81,388
Total	2.00	273,582			

Transportation Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal	32,147	63,664	28,000	36,114	
Professional & Technical-Gen & Adm	231,451	173,406	26,453	18,724	56,600
DOTS Renewal Medical Svcs	114,337	172,029	91,300	140,945	92,000
Temporary Help-Trans Adm	11,235		5,382	1,345	
Building Security Maintenance	565				
Other Services- Gen & Adm	114,460	157,895	22,000	66,686	20,500
Uniforms - Veh Ops		388			
Office Supplies	1,230	4,278	2,400	1,995	3,250
Equip/Furn < \$5,000-Fac/Eq Maint		7,584		579	
Other Materials- Gen & Adm	17,308	29,207	3,200	51,094	6,000
Unreconciled Mastercard Expense	116			5,252	
Telephone	5,533	5,672	3,200	8,003	61,000
NU-Dues & Subscriptions	1,700	5,846	2,000	-54	
NU-APTA & OTA Dues	136,296	149,651	98,980	133,893	
NU-Local Travel & Meetings	199	1,219	240	482	900
NU-Education & Training - Gen & Adm	44,680	22,284	40,000	10,001	52,700
NU-Out-Of-Town Travel	34,611	21,691	16,000	29,087	6,500
Employee Recognition	21,754	10,974	17,000	9,949	16,000
Awards & Banquets				51,724	
Total	\$767,622	\$825,788	\$356,155	\$565,819	\$315,450

Bus Transportation Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	115,620,139	124,807,932	136,553,894	131,407,840	150,755,115	150,755,115	150,476,888
Materials & Services	1,928,497	2,591,931	3,037,995	2,532,712	3,811,350	3,811,350	3,811,350
Total	\$117,548,636	\$127,399,863	\$139,591,889	\$133,940,552	\$154,566,465	\$154,566,465	\$154,288,238

Responsibility:

The Bus Operations Department is responsible for the following major functions: control center operations, fixed-route bus operations, bus re-route planning, special event planning, and unified service communications.

Goals & Objectives:

- 1) Implement Core Rules for bus operations.
- 2) Reduce employee injuries.
- 3) Reduce bus rule violations.
- 4) Reduce customer complaints.
- 5) Increase on-time performance.
- 6) Develop innovation framework for the Transportation Division.
- 7) Propose a project for the Innovation Academy.

Business Plan:

Internal Business Practice

- Goal 1: Deliver Safe, Efficient, and Equitable Service
 - Objective #14 Increase personal safety
 - Objective #15 Provide reliable performance
 - Objective #18 Increase resiliency

Customer

- Goal #1: Satisfied Riders
 - Objective #3 Improve overall customer experience

People & Innovation

- Goal 3: Foster Service Excellence and Innovation
 - Objective #35 Foster employee innovation

Performance Measures:

- 1) Core Rules for bus operations implemented.
- 2) Employee injuries.
- 3) Bus rule violations.
- 4) Complaints/Commendations per 100,000 boardings.
- 5) Pullout/In-service on-time performance/Lost trips.
- 6) Innovation training made available.
- 7) Innovation project accepted by the Innovation Academy.

Bus Transportation Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	77,918,814	86,191,519	91,031,652	90,171,240	104,307,685
Fringe	38,148,393	38,617,293	45,522,242	41,245,499	46,169,203
Capitalized Labor-Fringe	-447,068	-880		-8,899	
Total	\$115,620,139	\$124,807,932	\$136,553,894	\$131,407,840	\$150,476,888

Bus Transportation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Transportation	1.00	142,500	19	107,054	160,582
Manager, Bus Operations (Transportation) Center	1.00	98,573	16	83,452	125,178
Manager, Bus Operations (Transportation) Merlo	1.00	107,040	16	83,452	125,178
Manager, Bus & Rail Operations (Field Ops)	1.00	100,575	16	83,452	125,178
Assistant Manager, Bus & Rail Ops (Field Ops)	1.00	96,092	15	76,699	115,049
Assistant Manager, Bus and Rail Operations (FO)	1.00	91,871	15	76,699	115,049
Assistant Manager, Bus Operations (Transportation)	12.00	1,043,307	15	76,699	115,049
Assistant, Operations	3.00	145,829	7	37,924	56,886
Mini Run Operator	232.50	13,813,112	0881	23,650	48,625
Operator	1,087.00	67,345,689	0880	35,693	64,834
Chief Station Agent	4.00	438,846	0830	64,418	85,883
Station Agent	25.00	2,054,510	0835	61,360	81,806
Lead Supervisor	6.00	519,399	0489	64,418	85,883
Road Supervisor	34.00	2,900,834	0834	61,360	81,806
Coordinator, Field Operations	2.00	178,214	0819	64,418	85,883
Dispatcher	20.00	1,652,509	0836	61,360	81,806
Total	1,431.50	90,728,900			

Bus Transportation Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Quality Assurance / ADA	565		2,400	600	2,000
Temporary Help-Transp Adm	17,547	16,851	14,000	15,959	16,500
Photo Copier Maint-Doc Svcs	13,651	5,547	37,000	23,251	
Vehicle Control Sys Maint					649,200
Laundry	4,024	4,333	4,400	7,361	4,500
Backup Cab Service	3,690	2,427	3,800	2,906	3,500
Other Services- Gen & Adm	45,082	44,249	45,841	13,653	
Other Services-Transp Adm	212,493	146,408	81,630	280,449	107,200
Uniforms- Rev Veh Op	391,219	450,663	543,712	425,215	593,500
Office Supplies	29,040	38,729	27,600	31,940	18,925
Winter Supplies-Snow & Ice Impl		31,542	16,000	7,744	15,000
Other Materials- Gen & Adm	138				
Other Materials- Transp Adm	41,332	53,017	39,400	32,272	58,500
Unreconciled Mastercard Expense	1,138	8,065		5,413	
Postage - Gen & Admin	81,397	97,660	86,000	105,004	
Computer Equip under \$5,000					625
Doc Svcs Supplies	14,249	14,245	17,000	20,939	
Telephone	17,965	34,970	18,972	29,348	
Data Communication Services					197,000
PI/PD Expense	971,228	1,466,992	2,000,000	1,408,588	2,000,000
Claims Expense	-11,816				
NU-Dues & Subscriptions	400	754	400	1,075	
NU-Local Travel & Meetings	25	1,291	800	211	
NU-Education & Training - Gen & Adm	10,885	7,745	8,000	5,353	
NU-Out-Of-Town Travel	9,260	65,916	8,000	39,340	1,000
Driver Accommodations					56,900
CDL Renewals	7,514	5,027	12,000	9,425	13,500
Employee Recognition		622			
Employee Awards		46	1,040	259	3,000
Operator Recognition	54,885	82,566	54,000	56,483	54,500
Special Events Serv	12,586	12,266	16,000	9,924	16,000
Total	\$1,928,497	\$2,591,931	\$3,037,995	\$2,532,712	\$3,811,350

Field Operations Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	15,534,147	16,465,269	18,394,747	17,832,051			
Materials & Services	1,500,841	1,678,799	992,131	1,141,810			
Total	\$17,034,988	\$18,144,068	\$19,386,878	\$18,973,861			

Field Operations Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	11,495,801	11,794,146	13,133,609	12,842,257	
Fringe	4,444,965	4,671,168	5,261,138	4,989,949	
Capitalized Labor-Fringe	-406,619	-45		-155	
Total	\$15,534,147	\$16,465,269	\$18,394,747	\$17,832,051	

Field Operations Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm		255,851		4,502	
Temporary Help-Transp Adm		268,108	3,600	900	
Vehicle Control Sys Maint	640,769	454,959	534,000	578,852	
Other Services-Transp Adm	89,971	138,388	21,200	92,372	
Uniforms - Veh Ops	150	3,990			
Uniforms- Rev Veh Op	38,003	53,628	47,015	38,904	
Office Supplies	2,471	14,966	3,800	28,660	
Computer Supplies - Trans Admin		990			
Equip/Furn < \$5,000-Gen & Adm	4,377				
OCC Equip & Supplies	40,400	44,288	30,136	21,021	
Other Materials- Transp Adm	50,132	96,909	29,200	38,788	
Default Expense				107	
Telephone	63,656	65,375	56,200	67,387	
Data Communication Services	521,482	244,042	208,500	193,979	
NU-Education & Training - Gen & Adm	550	710	200	9,868	
NU-Out-Of-Town Travel	1,405	1,686	1,400	7,477	
Driver Accommodations	45,729	32,571	55,200	57,188	
CDL Renewals	1,044	1,455	960	579	
Employee Recognition	702	883	720	1,226	
Total	\$1,500,841	\$1,678,799	\$992,131	\$1,141,810	

Service Delivery Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,596,569	1,600,567	1,612,460	1,501,080	2,307,735	2,307,735	2,315,993
Materials & Services	74,967	46,981	30,910	25,396	24,700	24,700	24,700
Total	\$1,671,536	\$1,647,548	\$1,643,370	\$1,526,476	\$2,332,435	\$2,332,435	\$2,340,693

Responsibility:

The Service Delivery Department is responsible for the following major functions: workforce planning, utilization, and communication, schedule making and production, planning and projects, operating practices, and the Service Improvement Process.

Goals & Objectives:

- 1) Develop and implement Operating Hiring Plan.
- 2) Reduce the average run lengths for assignments.
- 3) Reduce Operator overtime.
- 4) Reduce customer complaints.
- 5) Increase on-time performance.
- 6) Increase attendance.
- 7) Improve business process for the schedule making and production/Service Improvement Process.
- 8) Initiate data dashboard with key performance indicators.
- 9) Enhance employee recognition programs.
- 10) Align operating practices with industry best practices.

Business Plan:

Internal Business Practice

Goal 1: Deliver Safe, Efficient, and Equitable Service

Objective #14 Increase personal safety

Objective #15 Provide reliable performance

Objective #16 Improve service delivery

Objective #18 Increase resiliency

Customer

Goal #1: Satisfied Riders

Objective #3 Improve overall customer experience

Performance Measures:

- 1) Operating Hiring Plan implemented.
- 2) Average run lengths reduced for Operators.
- 3) Operator overtime reduced.
- 4) Complaints/Commendations per 100,000 boardings.
- 5) Pullout/In-service on-time performance/Lost trips.
- 6) Operator attendance.
- 7) Business Process Analysis project completed.
- 8) Data dashboard project started.
- 9) Employee Recognition Committee formed.
- 10) Rail Operating Rule Program.

Service Delivery Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,120,366	1,142,016	1,169,768	1,118,389	1,681,081
Fringe	476,203	458,551	442,692	382,691	634,912
Total	\$1,596,569	\$1,600,567	\$1,612,460	\$1,501,080	\$2,315,993

Service Delivery Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Bus & Rail Operations (Service Delivery)	1.00	123,962	18	98,599	147,899
Manager, Bus & Rail Operations (C&WU)	1.00	90,000	15	76,699	115,049
Manager, Bus & Rail Operations (ORPI)	1.00	90,000	16	83,452	125,178
Manager, Bus & Rail Operations (SM, S & P)	1.00	94,304	16	83,452	125,178
Manager, Scheduling Systems & Production	1.00	93,451	15	76,699	115,049
Assistant Manager, Bus & Rail Operations (ORPI)	1.00	87,144	15	76,699	115,049
Assistant Manager, Bus & Rail Ops (SIPS)	1.00	89,000	15	76,699	115,049
Coordinator, Employee Programs	1.00	65,256	10	49,677	74,515
Coordinator, Operations	2.00	124,030	10	49,677	74,515
Planner III	1.00	87,477	13	64,604	96,906
Schedule Data Technician	3.00	251,112	0867	61,360	81,806
Schedule Writer II	5.00	419,224	0874	61,360	81,806
Total	19.00	1,614,960			

Service Delivery Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	51,241		14,000	4,751	14,000
Other Services-Transp Adm	5,576	28,647	6,000	6,464	6,000
Office Supplies	84		1,200	413	1,200
Other Materials- Transp Adm	1,291	10,044	2,400	4,311	2,500
Microcomputer Mtc Mat'l	4,237		1,000	2,221	1,000
Telephone	1,669	2,612	1,800	2,729	
NU-Local Travel & Meetings	30		310	78	
NU-Education & Training - Gen & Adm	3,849	2,850	2,400	1,160	
NU-Out-Of-Town Travel	6,990	2,828	1,800	3,269	
Total	\$74,967	\$46,981	\$30,910	\$25,396	\$24,700

Accessible Transportation Programs Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,297,152	1,350,379	1,329,616	1,360,408	1,332,301	1,332,301	1,315,223
Materials & Services	35,264,777	36,569,096	38,187,520	36,551,742	38,985,400	38,985,400	38,985,400
Total	\$36,561,929	\$37,919,475	\$39,517,136	\$37,912,150	\$40,317,701	\$40,317,701	\$40,300,623

Responsibility:

The Accessible Transportation Programs - LIFT Department is responsible for the following major functions: Americans with Disabilities Act (ADA) coordination, Committee on Accessible Transportation business meetings, LIFT application and eligibility process, paratransit operations and maintenance. The in-person assessment part of the eligibility process is operated under contract with Medical Transportation Management, Inc. The paratransit service is operated under an operations and maintenance contract with First Transit and Penske. First Transit is responsible for operations (e.g., dispatch, transportation, and call center). Penske is responsible for maintenance of the paratransit vehicles.

Goals & Objectives:

- 1) Develop a strategic plan for LIFT.
- 2) Implement Interactive voice response software.
- 3) Pilot Ez Wallet software for eFare.
- 4) Purchase replacement vehicles.
- 5) Reduce major collisions.
- 6) Reduce customer complaints.
- 7) Increase on-time performance.
- 8) Decrease deadhead miles.
- 9) Increase revenue rides per hour.
- 10) Develop innovation framework for the Transportation Division.
- 11) Propose a project for the Innovation Academy.

Business Plan:

Internal Business Practice

- Goal 1: Deliver Safe, Efficient, and Equitable Service
 - Objective #14 Increase personal safety
 - Objective #15 Provide reliable performance
 - Objective #17 Ensure cost effective service
 - Objective #18 Increase resiliency

Customer

- Goal #1: Satisfied Riders
 - Objective #3 Improve overall customer experience
- Goal 2 Satisfied Community Stakeholders and Employers
 - Objective #10 Advance mobility for those with limited options.

People & Innovation

- Goal 3 Foster Service Excellence and Innovation
 - Objective #35 Foster employee innovation

Performance Measures:

- 1) Strategic plan finalized.
- 2) Interactive voice response software implemented.
- 3) Ez Wallet software demonstrated.
- 4) Replacement vehicles commissioned.
- 5) Collisions per 100,000 miles.
- 6) Complaints/Commendations per 1,000 boardings.
- 7) Pullout/In-service on-time performance/Lost trips.
- 8) Total deadhead percentage.
- 9) Rides per hour.
- 10) Innovation training made available.
- 11) Innovation project accepted by the Innovation Academy.

Accessible Transportation Programs Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	905,734	955,713	943,260	993,908	978,428
Fringe	391,418	394,666	386,356	366,500	336,795
Total	\$1,297,152	\$1,350,379	\$1,329,616	\$1,360,408	\$1,315,223

Accessible Transportation Programs Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Accessible Transportation Programs	1.00	118,867	18	98,599	147,899
Manager, Lift Eligibility & Community Relations	1.00	77,863	15	76,699	115,049
Manager, Lift Service Delivery	1.00	100,547	16	83,452	125,178
Assistant Manager, Lift Service Delivery	1.00	81,490	13	64,604	96,906
Administrator, Lift Service Quality	1.00	67,792	11	54,258	81,388
Assistant, ATP	3.00	146,557	7	37,924	56,886
Coordinator, Lift Administration	1.00	62,162	10	49,677	74,515
Coordinator, Lift Eligibility	4.00	249,560	11	54,258	81,388
Specialist, Senior, Eligibility	1.00	73,590	12	59,230	88,844
Total	14.00	978,428			

Accessible Transportation Programs Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Contracted Dispatch	1,848,801	2,347,590	2,390,352	2,357,596	2,488,170
Contracted Eligibility Assessment	330,577	347,765	366,995	369,317	384,150
Professional & Technical-Gen & Adm	995	315	9,000	4,150	9,000
Temporary Help-Trans Adm	19,423		8,000	1,999	8,000
Equipment Repair & Mtc - Gen & Adm	962	136	2,000	499	2,000
ATP Central Maintenance	2,396,263	2,396,852	2,650,305	2,200,275	2,794,720
Background Check Services	18,340	15,513	18,000	18,075	18,000
Printing/Bindery Services	12,242	15,837	28,000	18,250	28,000
Other Services- Gen & Adm	14,882	43,093	25,000	12,314	25,000
Other Services- Revenue Veh.Maint	49,289	6,112	44,000	10,999	44,500
Diesel Fuel- Rev Vehicle Oper	1,251,901	1,507,743	1,522,894	1,609,817	1,681,040
Oil & Lubricants	44,763	40,451	78,000	58,476	79,000
Gasoline - Rev Veh Operations	77,213	53,637	80,000	186,612	80,000
Tires - Rev Vehicle Oper	132,311	143,855	140,000	115,754	146,400
Office Supplies	20,322	18,949	24,000	25,414	25,000
Equip/Furn < \$5,000-Gen & Adm	10,515	13,535	12,000	4,380	12,000
Other Materials- Gen & Adm	11,135	13,276	12,000	7,838	12,000
Unreconciled Mastercard Expense		568		1,200	
Postage - Gen & Admin	24,181	24,697	32,000	27,447	31,000
ATP Maintenance Materials	19,951	22,086	16,000	9,011	16,000
Telephone	54,922	64,989	55,000	56,765	56,000
Data Communication Services	41,422	37,603	32,000	40,090	33,000
Physical Damage Ins-Region 1	769,767	722,912	832,800	792,484	865,830
ATP Direct Srvc Provider - Mult.	23,725,539	24,130,737	25,786,044	24,091,017	25,945,770
ATP Backup Cabs	4,038,098	4,211,529	3,627,920	4,161,365	3,800,000
Eligibility Transportation	177,219	206,999	201,983	188,031	210,000
NU-Local Travel & Meetings	166	80	100	50	
NU-Education & Training - Gen & Adm		1,862	800	1,224	
NU-Out-Of-Town Travel		7,786	7,000	6,825	
Employee Recognition	47	996	677	743	
Cat Committee	13,258	13,183	18,000	13,260	18,000
Office Leases	160,273	158,410	166,650	160,465	172,820
Total	\$35,264,777	\$36,569,096	\$38,187,520	\$36,551,742	\$38,985,400

Rail Transportation Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	21,776,712	23,059,058	23,349,365	23,363,491	33,374,770	33,374,770	33,402,865
Materials & Services	263,816	371,127	448,933	533,859	683,500	683,500	683,500
Total	\$22,040,528	\$23,430,185	\$23,798,298	\$23,897,350	\$34,058,270	\$34,058,270	\$34,086,365

Responsibility:

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

Goals & Objectives:

- 1) Implement a Competency Management System (CMS) across rail operations.
- 2) Reduce employee injuries.
- 3) Reduce rail rule violations.
- 4) Reduce customer complaints.
- 5) Develop and implement a rail access program.
- 6) Increase on-time performance.
- 7) Fulfill the requirements of the Intergovernmental Agreement related to the Operations & Maintenance of the Portland Streetcar System.

Business Plan:

Internal Business Practice

- Goal 1: Deliver Safe, Efficient, and Equitable Service
 - Objective #14 Increase personal safety
 - Objective #15 Provide reliable performance
 - Objective #18 Increase resiliency

Customer

- Goal #1: Satisfied Riders
 - Objective #3 Improve overall customer experience

Performance Measures:

- 1) Monthly, quarterly, and annual CMS assessment goals achieved
- 2) Employee injuries.
- 3) Rail rule violations per million miles.
- 4) Complaints/Commendations per 100,000 boardings.
- 5) Rail access program document completed and updated annually.
- 6) Pullout/In-service on-time performance/Lost trips.
- 7) Satisfy Master Agreement Roles and Responsibilities/Annual Performance Measures.

Rail Transportation Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	15,010,985	16,300,015	16,216,946	16,615,269	23,697,320
Fringe	6,765,727	6,759,043	7,132,419	6,748,222	9,705,545
Total	\$21,776,712	\$23,059,058	\$23,349,365	\$23,363,491	\$33,402,865

Rail Transportation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Operations, Field Ops & OCC	1.00	145,167	18	98,599	147,899
Manager, Bus & Rail Operations (Field Ops)	1.00	100,455	16	83,452	125,178
Manager, Bus & Rail Operations (Ops Cmnd Ctr)	1.00	103,302	16	83,452	125,178
Manager, Rail Operations (Transportation) Elmo	1.00	98,421	16	83,452	125,178
Manager, Rail Operations (Transportation) RJ	1.00	108,215	16	83,452	125,178
Assistant Manager, Bus & Rail Ops (Ops Cmd Ctr)	6.00	553,604	15	76,699	115,049
Assistant Manager, Rail Ops (Transportation)	1.00	87,604	14	70,415	105,623
Specialist, Operations	2.00	124,051	9	45,433	68,149
Rail Supervisor	37.00	3,054,283	0536	81,806	81,806
Coordinator, Field Operations	2.00	174,786	0819	64,418	85,883
Rail Controller	29.00	2,388,194	0538	81,806	81,806
Rail Operator	196.00	13,197,065	0580	50,294	67,142
Total	278.00	20,135,147			

Rail Transportation Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Temporary Help-Transp Adm					1,500
Other Services- Gen & Adm	3,050	14,229	3,600	4,117	14,000
Other Services-Transp Adm		240		3,365	
Uniforms- Rev Veh Op	60,582	81,940	65,683	61,748	89,000
Office Supplies	9,008	18,794	8,800	21,499	
OCC Equip & Supplies					31,000
Other Materials- Gen & Adm	32,666	176,290	12,000	136,688	31,000
Other Materials- Transp Adm	1,559			1,464	
Default Expense				-80	
Telephone	2,635	2,794	2,650	2,614	
Data Communication Services					13,500
PI/PD Expense	151,032	69,543	350,000	282,564	500,000
NU-Local Travel & Meetings				65	
NU-Education & Training - Gen & Adm		75		435	
NU-Out-Of-Town Travel				14,500	
CDL Renewals	1,186	1,794	3,000	2,674	3,500
Employee Recognition	2,098	5,428	3,200	2,206	
Total	\$263,816	\$371,127	\$448,933	\$533,859	\$683,500

Commuter Rail Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,509,745	1,747,923	1,936,225	1,855,913	1,943,797	1,943,797	1,940,088
Materials & Services	4,472,446	4,191,945	4,331,648	4,077,914	4,505,964	4,505,964	4,505,964
Total	\$5,982,191	\$5,939,868	\$6,267,873	\$5,933,827	\$6,449,761	\$6,449,761	\$6,446,052

Responsibility:

The Westside Express Service (WES) Commuter Rail Department is responsible for the following major functions: commuter rail operations and maintenance. WES is governed by Federal Railroad Administration safety regulations. The Portland and Western Railroad (P&W) is the owner/operator of common carrier railroad rights along the WES line. The commuter rail service is operated under a Shared-Use Agreement with P&W responsible for the workforce and training for the following groups: operating crews, train dispatchers, and maintenance of way (track, signals, and highway-rail grade crossings) employees.

Goals & Objectives:

- 1) Implement Positive Train Control.
- 2) Implement System Safety Program Plan.
- 3) Conduct full-scale exercise for passenger train emergency preparedness.
- 4) Complete WES Corridor Capital Improvement Projects.
- 5) Reduce customer complaints.
- 6) Increase on-time performance.
- 7) Maintain employee injuries.

Business Plan:

Internal Business Practice

Goal 1: Deliver Safe, Efficient, and Equitable Service

Objective #14 Increase personal safety

Objective #15 Provide reliable performance

Objective #18 Increase resiliency

Goal #2 Design and Deliver Successful Projects

Customer

Goal #1: Satisfied Riders

Objective #3 Improve overall customer experience

Performance Measures:

- 1) Positive Train Control implemented.
- 2) System Safety Program Plan implemented.
- 3) Full-scale exercise completed.
- 4) WES Corridor Capital Improvement Project completed.
- 5) Complaints/Commendations per 100,000 boardings.
- 6) Pullout/In-service on-time performance/Lost trips.
- 7) Employee injuries.

Commuter Rail Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,109,871	1,289,532	1,347,006	1,385,559	1,392,331
Fringe	421,160	489,030	589,219	561,833	547,757
Capitalized Labor-Fringe	-21,286	-30,639		-91,479	
Total	\$1,509,745	\$1,747,923	\$1,936,225	\$1,855,913	\$1,940,088

Commuter Rail Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Operations (Commuter)	1.00	130,069	17	90,748	136,122
Assistant Manager, Commuter Rail Operations	1.00	90,000	14	70,415	105,623
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	263,179	0872	79,830	79,830
Commuter Rail Vehicle Maint. Tech. Trainee	1.00	70,866	0875	69,410	69,410
Commuter Rail Vehicle Maint. Technician	7.00	505,450	0888	69,410	69,410
Service Worker	2.00	101,947	0944	37,482	54,267
Helper	2.00	133,932	0533	64,834	64,834
Total	17.00	1,295,443			

Commuter Rail Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Trans Adm	2,690	3,195		1,031	
Landscape Maint Services	5,605	26,196	4,400	24,299	4,400
Contracted Fac Mtc	10,050	7,410	6,000	38,860	6,000
Facilities Maint. Agreements - WES	26,648	37,599	44,000	31,894	45,320
Calibration & Tool Repair	4,351	8,037	4,800	6,676	4,900
Contr Maint - Type I LRV-Rev Eq Maint	113,905	204,556	59,938	45,464	97,704
Maintenance of Way - Commuter Rail	781,554	768,472	702,993	621,668	814,080
Laundry	4,966	4,946	6,400	5,694	6,500
Other Services- Revenue Veh.Maint	2,078	851	4,800	1,282	4,800
Waste Disposal Services		103	2,400	600	2,100
Uniforms- Rev Veh Op	3,183	1,834	1,600	2,587	1,700
Diesel Fuel- Rev Vehicle Oper	208,159	219,845	233,297	253,103	260,100
Office Supplies	4,544	9,864	1,800	4,953	
Maint Mat'l - Snow & Ice	133		1,200	300	1,200
Maint Mat'l - Rev Eq	609,923	171,375	254,420	246,090	257,000
Freight	48,904	32,182	29,727	24,831	30,000
Maint Material - Other	10,565	21,236	12,000	27,019	13,000
Shop Equip < \$5000 - Fac Eq Maint	23,856	29,791	11,997	43,140	12,500
Cleaning Suppl- Rev Equip Maint	12,956	4,230	13,313	10,813	13,500
Cleaning Suppl- Fac/Eq Maint			2,400	600	2,200
Small Hand Tools-Fac/Eq Maint	3,976	6,063	5,600	3,281	5,000
Other Materials- Rev Eq Maint	12,434	14,488	13,111	10,326	13,000
Unreconciled Mastercard Expense	1	153			
Default Expense				730	
Landscape Maint Material	2,330	1,024	4,000	1,093	4,000
Safety Supplies- Gen & Adm	10,153	15,655	7,200	4,833	7,000
Obsolete Inventory	134	14			
Invoice Price Variance	-1,263	-51		-12	
Utilities - Electricity	39,043	35,278	33,584	32,939	42,910
Utilities - Gas	12,566	10,706	12,708	13,478	12,450
Utilities - Water	13,262	13,854	16,241	19,046	15,000
Telephone	79,452	59,611	65,410	54,358	64,000
Data Communication Services	28,571	45,825	77,000	82,279	78,000
Utilities - Other	948	316	11,547	6,019	3,430

Commuter Rail Department

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Network Access Services	33,592	31,002	33,600	28,298	33,500
PI/PD Expense			100,000	25,001	
Train Operations	2,092,347	2,095,884	2,261,822	2,116,087	2,329,670
On-Time Performance Incentive - Commuter Rail	267,453	305,497	290,000	283,587	320,000
NU-Local Travel & Meetings		677	400	310	
NU-Education & Training - Gen & Adm		875			
NU-Out-Of-Town Travel	3,125	3,134	1,600	4,187	
CDL Renewals	62	218	100	26	1,000
Employee Recognition	190		240	1,144	
Total	\$4,472,446	\$4,191,945	\$4,331,648	\$4,077,914	\$4,505,964

Portland Streetcar Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,191,046	7,657,745	7,744,576	7,618,084	8,105,098	8,105,098	8,088,061
Materials & Services	7,526,249	7,675,677	8,841,740	8,979,242	8,968,620	8,968,620	8,968,620
Total	\$14,717,295	\$15,333,422	\$16,586,316	\$16,597,326	\$17,073,718	\$17,073,718	\$17,056,681

Responsibility:

The Portland Streetcar Department is a City of Portland and TriMet partnership activity. The streetcar service is operated under an Intergovernmental Agreement (Streetcar Operating Agreement) with the City. TriMet is responsible for the following major functions: operations (e.g., control center and transportation) and maintenance. TriMet personnel who perform these duties are under the supervision of TriMet's Manager, Rail Operations (Streetcar). These personnel remain TriMet employees, are paid and receive benefits from TriMet in the same manner as if their work was regular TriMet operations. The Manager, Rail Operations (Streetcar) is the primary liaison with City management and supervision who oversee the Intergovernmental Agreement.

Separately, TriMet funds approximately 70% of the annual operating cost (net of fares) for Portland Streetcar. This expense is budgeted as a materials and services item.

The TriMet funding and personnel support described above are per agreements between TriMet and the City of Portland and between TriMet and the Amalgamated Transit Union (ATU).

Goals & Objectives:

- 1) Satisfy the Intergovernmental Agreement (Streetcar Operating Agreement).
- 2) Implement Memorandum of Agreement #35.
- 3) Reduce rule violations.
- 4) Reduce absenteeism.
- 5) Reduce customer complaints.
- 6) Implement a Competency Management System.

Business Plan:

Internal Business Practice

- Goal 1: Deliver Safe, Efficient, and Equitable Service
 - Objective #14 Increase personal safety
 - Objective #15 Provide reliable performance
 - Objective #18 Increase resiliency

Customer

- Goal #1: Satisfied Riders
 - Objective #3 Improve overall customer experience

Performance Measures:

- 1) Operation of streetcar vehicles in revenue service. Maintenance of streetcar vehicles, track, overhead electrification and rail signals. Annual Performance Measures.
- 2) Memorandum of Agreement #35 implementation plan initiated.
- 3) Rule violations per million miles.
- 4) Absenteeism goals.
- 5) Complaints/Commendations per 100,000 boardings.
- 6) CMS implemented. Monthly, quarterly, and annual CMS assessment goals achieved.

Portland Streetcar Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	5,085,283	5,365,281	5,304,080	5,314,857	5,661,133
Fringe	2,105,763	2,292,464	2,440,496	2,303,227	2,426,928
Total	\$7,191,046	\$7,657,745	\$7,744,576	\$7,618,084	\$8,088,061

Portland Streetcar-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Rail Operations (Streetcar)	1.00	100,000	16	83,452	125,178
Streetcar Superintendent	2.00	195,187	0146	97,594	97,594
Rail Controller	3.00	245,419	0538	81,806	81,806
Streetcar Operator	56.00	3,768,571	0488	50,294	67,142
Streetcar Journeyman Mechanic	10.00	712,409	0451	69,410	69,410
Streetcar Maintenance Training Technician	1.00	72,530	0182	72,530	72,530
Signals Maintainer	1.00	75,587	0541	72,675	72,675
Track Maintainer	1.00	75,587	0540	72,675	72,675
Total	75.00	5,245,290			

Portland Streetcar Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Portland Streetcar	7,524,245	7,675,379	8,841,740	8,979,225	8,968,620
Safety Supplies - Fac/Eq Maint	2,004	298		17	
Total	\$7,526,249	\$7,675,677	\$8,841,740	\$8,979,242	\$8,968,620



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SAFETY & SECURITY DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	6,392,063	7,634,395	8,217,188	8,179,846	3,997,700	3,997,700	4,027,633
Materials & Services	15,061,308	18,347,415	22,160,456	20,926,353	25,440,980	25,440,980	25,444,448
Total	\$21,453,371	\$25,981,810	\$30,377,644	\$29,106,199	\$29,438,680	\$29,438,680	\$29,472,081

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Bus Transportation Training	SS-14
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Safety & Security Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					556,829	556,829	573,047
Materials & Services					12,000	12,000	12,000
Total					\$568,829	\$568,829	\$585,047

Responsibility:

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

Goals & Objectives:

- 1) Complete complex strategic financial planning, forecasting and analysis.
- 2) Manage annual budget process and monitoring.
- 3) Prepare accounting reports for division.
- 4) Support and coordinate Executive-level administrative projects.
- 5) Manage division contracts and Intergovernmental Agreements.
- 6) Perform grants administration and reporting.
- 7) Manage the administrative function of the receptionist area at Transit Police.

Performance Measures:

- 1) Ensure Department of Homeland Security grants compliance.
- 2) Accurate and timely communication with Finance department.
- 3) Produce accurate and timely financial reports for Executive Director.
- 4) Ensure division budget is consistent with Finance department's recommendations.
- 5) Monitor expenditures and maintain division budget according to Adopted Budget.
- 6) Lead annual Strategic Planning for division to identify budget resources, contracts, IGAs and staffing need.

Business Plan:

Financial Goals Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic

Financial Plan Guidelines

Safety & Security Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					421,990
Fringe					151,057
Total					\$573,047

Safety & Security Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Safety & Security	1.00	180,000	22	136,366	204,550
Assistant, Safety & Security - Environmental	2.00	92,019	7	37,924	56,886
Coordinator, Safety & Security	1.00	76,945	11	54,258	81,388
Total	4.00	348,964			

Safety & Security Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Materials- Gen & Adm					1,500
Computer Equip under \$5,000					2,000
Telephone					1,000
NU-Local Travel & Meetings					1,500
NU-Education & Training - Gen & Adm					1,000
NU-Out-Of-Town Travel					5,000
Total					\$12,000

Safety & Environmental Services Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,183,205	1,253,933	1,411,208	1,627,819	1,329,177	1,329,177	1,341,971
Materials & Services	954,020	2,436,352	1,736,064	1,866,500	1,779,900	1,779,900	1,779,900
Total	\$2,137,225	\$3,690,285	\$3,147,272	\$3,494,319	\$3,109,077	\$3,109,077	\$3,121,871

Responsibility:

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

Goals & Objectives:

- 1) Finalize and implement the Safety Management System (SMS) Plan.
- 2) Standardize data information, analysis and reporting (SMS).
- 3) Conduct audits, inspections and corrective action reports (assurance).
- 4) Conduct hazard identification, evaluation and analysis.
- 5) Manage the Alcohol and Drug Testing program.
- 6) Coordinate and interface with regulatory agencies.
- 7) Maintain compliance with all applicable environmental regulations.
- 8) Conduct routine inspections for our environmental infrastructure and prioritize maintenance and improvement projects.
- 9) Evaluate chemical inventory / SDS database management processes to ensure OSHA compliance.
- 10) Provide technical assistance to the Engineering & Construction Division to ensure compliance with construction-related environmental regulations.

Business Plan:

- Customers Goals Category
 - Goal #1 Satisfied Riders
 - Objective #1 Provide safe service
- Internal Business Practices Goals Category
 - Goal #1 Deliver Safe, Efficient and Equitable Service
 - Objective # 14 Increase Personal Safety
 - Objective # 18 Increase Resiliency
- People and Innovation Goals Category
 - Goal #1 Ensure a Culture of Safety
 - Objective # 28 Successfully implement and achieve strong acceptance of the Safety Management System (SMS)

Performance Measures:

- 1) TriMet workplace safety incident rates at or below transit industry standards and rates of comparable mass transit agencies.
- 2) Fulfill all regulatory requirements for safety and environmental programs.
- 3) Identify and develop a data safety management system (SMS).
- 4) Update safety SOPs.
- 5) Conduct safety job audits and enhance operational efficiencies.

Safety & Environmental Services Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	939,493	972,566	1,126,378	1,177,180	1,038,028
Fringe	324,953	326,339	398,753	506,077	390,608
Capitalized Labor-Fringe	(81,241)	(44,972)	(113,923)	(55,438)	(86,665)
Total	\$1,183,205	\$1,253,933	\$1,411,208	\$1,627,819	\$1,341,971

Safety and Environmental Services-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Dir, Safety Management Sys & Environmental Svcs.	1.00	125,000	19	107,054	160,582
Manager, Environmental Services	1.00	102,807	15	76,699	115,049
Manager, System Safety	1.00	95,874	15	76,699	115,049
Administrator, Drug & Alcohol Testing Program	1.00	80,755	13	64,604	96,906
Coordinator, Environmental	1.00	79,292	12	59,230	88,844
Specialist, Drug & Alcohol Program	1.00	59,862	9	45,433	68,149
Specialist, Safety Data Management	1.00	64,986	11	54,258	81,388
Specialist, Senior, System Safety	1.00	99,148	15	76,699	115,049
Specialist, System Safety	4.00	330,304	13	64,604	96,906
Total	12.00	1,038,028			

Safety & Environmental Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	400,088	1,133,008	495,877	722,887	440,000
Drug & Alcohol Testing	94,113	93,824	90,000	96,582	143,500
Safety Occupational Serv	76,028	169		375	
Accident Investigations			7,000	1,751	
Environmental Consulting	6,296	94,145	110,000	180,946	210,000
Temporary Help-Trans Adm	15,588		5,000	1,249	47,000
Contracted Maint - Environmental	17,844	848,351	650,527	468,865	650,000
Environmental Services	38,215				
Other Services- Gen & Adm	7,303	37,040	15,500	18,320	7,400
Waste Disposal Services	226,741	150,560	299,360	294,260	200,000
Office Supplies	20,687	4,301	13,000	5,117	10,000
Other Materials- Gen & Adm	1,629	6,936	8,500	10,609	13,000
Computer Equip under \$5,000	3,102	9,219	3,500	24,771	12,000
Environmental Material		635	2,000	524	
Safety Supplies- Gen & Adm	24	118			
Telephone	9,151	7,174	9,000	7,132	9,000
NU-Dues & Subscriptions	3,526	3,828	2,500	5,691	4,000
NU-Local Travel & Meetings		440	2,500	1,275	1,000
NU-Education & Training - Gen & Adm	11,847	13,623	4,000	4,807	15,000
NU-Out-Of-Town Travel	21,490	32,139	17,000	20,770	17,000
Employee Recognition	348	842	800	569	1,000
Total	\$954,020	\$2,436,352	\$1,736,064	\$1,866,500	\$1,779,900

Security & Emergency Management Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	551,706	653,741	866,137	740,937	2,111,694	2,111,694	2,112,615
Materials & Services	14,008,722	15,735,734	20,155,383	18,823,183	23,649,080	23,649,080	23,652,548
Total	\$14,560,428	\$16,389,475	\$21,021,520	\$19,564,120	\$25,760,774	\$25,760,774	\$25,765,163

Responsibility:

The Security & Emergency Management Department is also responsible for providing a safe and secure system for our riders and employees. The Emergency Management program is primarily responsible for agency preparedness planning, response and recovery efforts, and ensuring the agency is resilient to external stressors.

Performance Measures:

- 1) Improve TriMet's customer perception of safety and security.
- 2) Maintain compliance with Department of Homeland Security training.
- 3) Provide additional presence on the system.
- 4) Implement 8th camera with audio on buses.

Goals & Objectives:

- 1) Coordinate and manage the TriMet Transit Police, transit security officers, deputy district attorney contracts and activities.
- 2) Update and maintain the Emergency and Security Program Plan.
- 3) Develop and conduct employee security awareness and training development.
- 4) Incorporate Crime Prevention through Environmental Design (CPTED) into TriMet projects and system.
- 5) Manage fare enforcement, security and Transit Police contracts, including coordination of fare enforcement controls and oversight.

Business Plan:

Customers Goals Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Goals Category

Goal #1 Deliver Safe, Efficient and Equitable Service

Objective # 14 Increase Personal Safety

Objective # 18 Increase Resiliency

Security & Emergency Management Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	352,963	414,184	653,418	533,446	1,450,154
Fringe	198,743	239,557	212,719	207,491	662,461
Total	\$551,706	\$653,741	\$866,137	\$740,937	\$2,112,615

Security and Emergency Management-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Security & Emergency Management	1.00	133,818	19	107,054	160,582
Manager, Fare Enforcement Administration	1.00	78,013	14	70,415	105,623
Manager, Security and Emergency Management	1.00	90,362	15	76,699	115,049
Assistant Manager, Security and Emergency Mgmt	2.00	191,748	15	76,699	115,049
Coordinator, Exclusions	1.00	66,414	10	49,677	74,515
Coordinator, Crime Prevention & Data Analysis	1.00	83,366	0437	58,947	78,582
Fare Inspector	12.00	806,432	0342	61,360	81,806
Total	19.00	1,450,153			

Security & Emergency Management Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					13,600
Temporary Help-Trans Adm			5,000	1,249	15,000
Security Services	10,601,602	11,514,946	14,399,475	11,907,527	15,119,500
Deputy DA Contract	360,378	-79,968	226,379	199,165	236,578
Other Security Services	1,429,485	2,890,801	4,026,756	5,272,499	6,687,720
Building Security Maintenance	241,088	137,890	202,000	162,676	200,000
Exclusion & Tow Hearings	104,069	25,902	60,000	16,480	35,000
Security Services - Canine Unit	584,574	635,872	618,000	646,552	697,500
Security Services - Anit-Terrorism Team	475,230	310,436	370,800	300,125	340,800
Security Services - Gang Outreach	123,902	76,863	138,371	107,325	138,350
Other Services- Gen & Adm	339	94,540	59,102	128,912	32,600
Uniforms- Rev Veh Op					3,400
Office Supplies	9,394	7,347	3,000	10,523	3,000
Other Materials- Gen & Adm	617	58,621	13,000	38,959	100,500
Unreconciled Mastercard Expense	75				
Computer Equip under \$5,000	6,187	9,804	2,000	4,553	2,000
Telephone	9,773	8,542	8,000	9,322	8,000
NU-Dues & Subscriptions	2,110	2,690	2,500	704	2,000
NU-Local Travel & Meetings	41,410	2,361	6,000	2,983	6,000
NU-Education & Training - Gen & Adm		7,411	3,000	1,487	3,000
NU-Out-Of-Town Travel	14,249	31,001	10,000	10,643	6,000
Assault Rewards	4,240	675	2,000	1,499	2,000
Total	\$14,008,722	\$15,735,734	\$20,155,383	\$18,823,183	\$23,652,548

Bus Transporation Training Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	3,539,523	4,085,205	4,301,255	4,180,949			
Materials & Services	81,773	128,607	189,576	177,596			
Total	\$3,621,296	\$4,213,812	\$4,490,831	\$4,358,545			

Bus Transportation Training Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	2,498,674	2,940,850	3,060,845	3,053,800	
Fringe	1,041,317	1,144,355	1,240,410	1,127,149	
Capitalized Labor-Fringe	(468)				
Total	\$3,539,523	\$4,085,205	\$4,301,255	\$4,180,949	

Bus Transportation Training Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Accident Investigations	3,180	6,390		1,296	
Temporary Help-Transp Adm	7,314		5,000	9,650	
Other Services-Transp Adm	5,497	595	52,000	24,882	
Uniforms- Rev Veh Op		381	22,025	9,944	
Office Supplies	4,905	7,403	7,000	9,964	
Other Materials- Transp Adm	28,736	22,289	10,000	15,848	
Computer Equip under \$5,000	897	4,263	2,500	2,873	
UN-Oper Training Materials_A5049501	3,948	126	8,000	2,706	
Telephone	26,112	27,103	5,551	24,058	
NU-Local Travel & Meetings		446	1,000	382	
NU-Education & Training - Gen & Adm		43,859	75,000	69,833	
NU-Out-Of-Town Travel		6,257	1,500	4,847	
Operator Rodeo	1,184	9,495		1,313	
Total	\$81,773	\$128,607	\$189,576	\$177,596	

Rail Transportation Training Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,117,629	1,641,516	1,638,588	1,630,141			
Materials & Services	16,793	46,722	79,433	59,074			
Total	\$1,134,422	\$1,688,238	\$1,718,021	\$1,689,215			

Rail Transportation Training Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	777,950	1,216,174	1,128,583	1,175,475	
Fringe	342,482	425,342	510,005	454,666	
Capitalized Labor-Fringe	(2,803)				
Total	\$1,117,629	\$1,641,516	\$1,638,588	\$1,630,141	

Rail Transportation Training Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Services- Gen & Adm			50,600	15,710	
Uniforms- Rev Veh Op			6,150	3,566	
Office Supplies	5,705	9,866	1,000	5,263	
Other Materials- Gen & Adm	652	15,905	1,100	1,659	
Unreconciled Mastercard Expense		951			
Computer Equip under \$5,000	9,020	17,662	1,000	14,101	
UN-Oper Training Materials_A5049501	409		1,083	271	
Telephone	1,007	2,338	2,000	8,679	
NU-Education & Training - Gen & Adm			16,500	9,825	
Total	\$16,793	\$46,722	\$79,433	\$59,074	



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MAINTENANCE DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	72,300,345	77,865,291	92,209,120	84,808,496	87,792,580	87,792,580	87,761,640
Materials & Services	50,437,785	56,527,643	64,037,311	62,124,054	67,368,575	67,368,575	67,368,575
Total	\$122,738,130	\$134,392,934	\$156,246,431	\$146,932,550	\$155,161,155	\$155,161,155	\$155,130,215

Maintenance Division

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Maintenance Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					653,025	653,025	696,699
Materials & Services					531,300	531,300	531,300
Total					\$1,184,325	\$1,184,325	\$1,227,999

Responsibilities:

The Maintenance Administration Department is responsible for managing all aspects of the District's Bus (BUS), Rail Equipment Maintenance (REM), Maintenance of Way (MOW) and Facilities (FAC) in-house training for both union/non-union staff, and State of Oregon Apprenticeship Programs. In addition, enforces the District's Safety Management Systems (SMS) by establishing and implementing industry standards and other current practices that demonstrate safety as a fundamental value and a priority in all aspects of TriMet's maintenance work.

Goals & Objectives:

- 1) Provide quality, cost-effective, and value-added training designed to increase employee and organizational safety and productivity.
- 2) Provide development opportunities that enhance knowledge, develop skills, and enrich our organization.
- 3) Support and leverage technology and/or tools to improve our Maintenance Department's safety and efficiency.
- 4) Promote an organizational environment that values diversity, development, and growth opportunities for all maintenance employees.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay, and Thrive

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Collaborate with BOLI and internal stakeholders to determine strategies to reduce overall cost of current apprenticeship programs and recurrent training needs within Maintenance
- 2) Review possibilities of bringing in a younger demographic for early entry level positions (Possibly new classification) to fill future maintenance apprenticeship/training programs.
- 3) Increase the use of e-learning platforms through our new AIC training tracking software to enhance training onto all shift and shop locations District wide.
- 4) Continue partnership with TriMet's HR Department by expanding our outreach efforts to community based organizations such as community colleges, Women in Trades, veteran organizations, etc.

Maintenance Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					671,331
Fringe					147,912
Capitalized Labor-Fringe					-122,544
Total					\$696,699

Maintenance Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Maintenance Operations	1.00	184,839	22	136,366	204,550
Project Manager, Bus Electrification	1.00	118,400	17	90,748	136,122
Executive Administrative Assistant	1.00	72,000	11	54,258	81,388
Total	3.00	375,239			

Maintenance Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Services- Revenue Veh.Maint					210,800
Office Supplies					60,800
Telephone					157,100
NU-Dues & Subscriptions					2,500
NU-Local Travel & Meetings					3,800
NU-Education & Training - Gen & Adm					55,100
NU-Out-Of-Town Travel					27,000
Employee Recognition					14,200
Total					\$531,300

Bus Maintenance Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	30,643,257	33,287,512	42,169,593	38,270,700	38,190,759	38,190,759	38,131,114
Materials & Services	22,606,368	24,298,497	24,291,389	25,607,457	27,175,690	27,175,690	27,175,690
Total	\$53,249,625	\$57,586,009	\$66,460,982	\$63,878,157	\$65,366,449	\$65,366,449	\$65,306,804

Responsibilities:

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

Goals & Objectives:

- 1) Develop replacement projects for all fixed-route- and non-revenue vehicles.
- 2) Award and procure grant funded pilot electric bus order with extended range battery propulsion technology.
- 3) Coordinate planning for infrastructure design and construction, zero-emission technology investment and fleet procurement.
- 4) Manage preventive maintenance program guidelines and Federal Transit Administration (FTA) Asset Management standards for fixed-route and non-revenue vehicles.
- 5) Develop employee safety awareness skill levels through vendor training.
- 6) Provide modern, safe, well-maintained shops, tools and equipment.

Business Plan:

- Customers Category
 - Goal #1 Satisfied Riders
 - Objective #1 Provide safe service
- Internal Business Practices Category
 - Goal #1 Deliver Safe, Efficient, and Equitable Service
 - Objective #15 Provide reliable performance
 - Objective #17 Ensure cost-effective service
- People & Innovation Category
 - Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay, and Thrive
 - Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Consolidate spreadsheet tracking for all bus procurements (diesel, battery-electric, bus refurbishment, articulated, etc.).
- 2) Develop cost-effective bus charging infrastructure design criteria and initiate equipment procurement order for delivery to bus garages.
- 3) On-time completion of preventive maintenance procedures and maintaining a 16% spare ratio.
- 4) Complete and track employee training.
- 5) Establish a cleaning Standard Operating Procedure (SOP) and fleet cleaning outside service contract.
- 6) Ensure 6,000 miles mean distance between mechanical failures combined (major, minor and other) and 18,000 miles between mean distances between failures of major roadcalls.
- 7) Replace and purchase necessary various calibration and repair tools and equipment.

Bus Maintenance Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	20,417,749	22,318,300	27,957,636	26,040,204	25,591,063
Fringe	10,225,785	10,969,212	14,211,957	12,283,436	12,540,051
Capitalized Labor-Fringe	-277			-52,940	
Total	\$30,643,257	\$33,287,512	\$42,169,593	\$38,270,700	\$38,131,114

Bus Maintenance Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Bus Maintenance	1.00	130,958	19	107,054	160,582
Coordinator II, Operations	1.00	59,244	10	49,677	74,515
Apprentice Mechanic	21.00	1,351,344	0934	46,259	64,834
Manager, Bus Maintenance	3.00	316,516	16	83,452	125,178
Supervisor, Maintenance	18.00	1,544,102	14	70,415	105,623
Assistant Supervisor	14.00	1,183,562	0566	87,547	87,547
Cleaner	5.00	129,667	0940	31,616	49,421
Helper	5.00	328,611	0533	64,834	64,834
Journeyman Mechanic	197.00	14,064,698	0931	69,410	69,410
Maintenance Mechanic	9.00	538,741	0532	37,627	66,123
MMIS Clerk	7.00	391,464	0543	34,403	63,690
Service Worker	72.00	3,430,231	0944	37,482	54,267
Service Worker Spotter	4.00	229,549	0946	40,706	57,491
Spotter	5.00	344,240	0936	66,123	66,123
Tireman	5.00	355,550	0941	68,536	68,536
Total	367.00	24,398,477			

Bus Maintenance Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm		8,994		15,483	155,000
Contracted Bus Mtc - Maf	138,217	167,625	250,773	314,409	1,000,000
Diesel Particulate Filter Cleaning	32,384				
Body Repair - NRV	36,562	16,251	15,000	14,517	10,000
Laundry	94,408	95,770	114,933	106,883	111,380
Other Services- Revenue Veh.Maint	132,202	150,640	206,829	200,955	56,140
Diesel Fuel- Rev Vehicle Oper	9,082,935	10,892,557	11,052,980	11,267,340	12,507,500
Diesel Fuel- NRV Maintenance	40,811	43,343	48,000	44,850	45,000
Oil & Lubricants	489,852	460,474	516,530	685,018	514,870
Gasoline - NRV Maintenance	356,453	414,651	410,000	440,420	400,000
Tires - Rev Vehicle Oper	1,099,577	1,130,402	1,300,000	1,058,111	1,300,000
Tires Serv Vehicle-Rev Equip Maint	38,171	40,458	32,000	27,808	32,000
Office Supplies	65,800	90,504	38,000	86,444	42,000
Repair Mat'l - Rev Eq	62,836	72,119	126,259	158,339	125,630
Maint Material - Serv Veh	305,210	357,478	287,149	300,990	250,000
Maint Mat'l - Rev Eq	9,162,691	8,616,274	9,272,629	9,490,691	10,078,670
Freight	32,564	26,084	37,253	42,124	1,130
Equip/Furn < \$5,000-Rev Eq Maint	34,660	63,612	25,000	51,549	25,000
Cleaning Suppl- Rev Equip Maint	222,843	255,202	237,903	222,432	247,100
Small Hand Tools-Rev Eq Maint	26,949	61,456	26,904	30,154	26,820
Inventory Adjustments	445,114	715,900		600,844	
Other Materials- Rev Eq Maint	22,563	29,663	22,695	33,143	26,720
Unreconciled Mastercard Expense	674	3,407		6,704	
Default Expense				6,828	
Safety Supplies-Rev Eq Maint	177,694	169,161	134,152	182,341	103,730
Winter Supplies	216,891	305,586	80,000	80,329	70,000
Obsolete Inventory	241,359	553		243	
Invoice Price Variance	-20,007	-1,528		-5,860	
Average Cost Variance	-750	-2,902		-310	
Telephone	32,612	45,729	24,000	39,854	31,500

Bus Maintenance Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
NU-Local Travel & Meetings		62		430	
NU-Education & Training - Gen & Adm	10,012	21,392	12,000	22,549	3,500
NU-Out-Of-Town Travel	11,576	27,995	8,000	28,960	
CDL Renewals	5,344	7,146	6,400	9,722	7,000
Employee Recognition	6,749	9,743	6,000	42,123	5,000
Rental	1,412	2,696		1,040	
Total	\$22,606,368	\$24,298,497	\$24,291,389	\$25,607,457	\$27,175,690

Facilities Management Bus-Rail Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,809,880	8,630,533	10,406,229	9,485,729	11,046,693	11,046,693	11,041,712
Materials & Services	9,307,213	10,634,724	10,449,219	10,613,606	10,809,220	10,809,220	10,809,220
Total	\$18,117,093	\$19,265,257	\$20,855,448	\$20,099,335	\$21,855,913	\$21,855,913	\$21,850,932

Responsibilities:

The Facilities Management Bus-Rail Department is responsible for managing and maintaining facility assets, planning, acquiring and allocating resources, and providing a safe, healthy and productive work environment.

Goals & Objectives:

- 1) Maintenance of transit centers, MAX station platforms, park and rides, layover facilities, operations and administration facilities, bus stops and shelters.
- 2) Meet or exceed Federal Transit Administration (FTA) State of Good Repair and Asset Management standards for TriMet facilities.
- 3) Manage contracts for procurement of facilities maintenance materials, services, and projects.

Business Plan:

- Customers Category
 - Goal #1 Satisfied Riders
 - Objective #1 Provide safe service
- Internal Business Practices Category
 - Goal #1 Deliver Safe, Efficient, and Equitable Service
 - Objective #15 Provide reliable performance
 - Objective #17 Ensure cost-effective service
- People & Innovation Category
 - Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay, and Thrive
 - Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Monitor Key Performance Indicators (KPIs) for maintenance effectiveness.
- 2) Deliver preventive maintenance service in alignment with FTA State of Good Repair program requirements; demonstrated through Computerized Maintenance Management System (CMMS) reports, relevant KPI's, and confirmed through Internal, Oregon Department of Transit (ODOT), and FTA Audits and customer satisfaction measures.
- 3) Reduced operating costs, demonstrated by reduced unit costs for discrete improvement activities, overall budget conformance, and alignment with Strategic Financial Plan Guidelines.

Facilities Management Bus-Rail Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	6,038,964	5,936,920	7,133,041	6,649,801	7,836,159
Fringe	2,770,916	2,693,613	3,273,188	2,835,928	3,491,882
Capitalized Labor-Fringe					-286,329
Total	\$8,809,880	\$8,630,533	\$10,406,229	\$9,485,729	\$11,041,712

Facilities Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Facilities Management	1.00	135,000	19	107,054	160,582
Manager, Facilities Management	2.00	212,842	16	83,452	125,178
Manager, Maintenance Project Management	1.00	110,596	17	90,748	136,122
Supervisor, Facilities Management	7.00	589,761	13	64,604	96,906
Supervisor, Facilities Management (CMMS)	1.00	80,755	13	64,604	96,906
Supervisor, Electrical, Facilities Management	1.00	85,380	13	64,604	96,906
Supervisor, Landscape	1.00	77,975	12	59,230	88,844
Assistant Supervisor	1.00	84,198	0566	87,547	87,547
Assistant Supervisor Facilities	3.00	251,139	0964	79,830	79,830
Coordinator I, Operations	3.00	170,373	9	45,433	68,149
Coordinator II, Operations	1.00	66,227	10	49,677	74,515
Program Administrator, Space Planning	1.00	77,591	12	59,230	88,844
Project Coordinator, Maintenance	1.00	72,459	11	54,258	81,388
Project Manager, Maintenance	1.00	93,590	15	76,699	115,049
Technician, Engineering	1.00	66,776	10	49,677	74,515
Apprentice Plant Maint Mech	11.00	734,199	0572	46,259	64,834
Facilities Maintenance Trainer	1.00	87,110	0915	79,830	79,830
Landscaper	5.00	350,002	0974	49,587	66,123
Maintenance Technician	5.00	340,496	0965	66,123	66,123
Plant Maintenance Mechanic	24.00	1,649,762	0557	69,410	69,410
Helper	19.00	1,254,819	0533	64,834	64,834
Maintenance Trainer	1.00	79,830	0918	79,830	79,830
Service Worker	12.00	633,931	0944	37,482	54,267
Service Worker Pressure Washer	3.00	172,162	0947	40,706	57,491
Wayside Cleaner	3.00	199,722	0537	66,123	66,123
Total	110.00	7,676,695			

Facilities Management Bus-Rail Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	39,822	71,318	24,000	6,000	40,000
Professional & Technical - Fac Eq Mtc	919	19,516	10,000	3,507	10,000
Mech/Structural Consult	5,559	20,828		15,226	
Architectural Services	4,508				
Temporary Help-Gen & Adm	1,186	4,170			
Landscape Maint Services	112,866	781,796	1,176,425	808,468	952,000
Contracted Conservation - ROW Art	408				
Transit Mall Services	1,766,079	1,836,047	1,741,593	1,816,153	1,844,800
Contracted Build Maint	425,288	457,229	396,950	434,257	580,000
Cont ROW Mtc Station		12,901	16,000	11,981	18,000
Contracted Fac Mtc	367,801	776,128	389,814	514,964	410,000
Cont ROW Mtc Elevator	333,654	356,807	349,690	384,455	352,000
Hillsboro Parking Garage IGA	15,000		30,000	44,932	30,200
Shelter Services					186,400
Office Maint Custodial	577,924	593,876	582,098	582,975	640,670
Shelter Cleaning	487,640	675,985	860,000	625,365	735,000
Shelter Cleaning - Vandlsm	38,205	38,389	38,000	25,201	34,000
Transit Center Cleaning	400,087	327,430	304,000	317,714	320,000
Office Maintance - Other				4,321	
Laundry	7,754	6,621	17,200	8,972	15,000
Other Services-Facility/Eq Maint	24,533	20,282	23,761	159,720	39,600
Waste Disposal Services			40,000	10,384	25,000
Office Supplies	6,344	6,390	7,200	8,793	
Maint Mat'l - Snow & Ice	78,758	38,055	10,800	97,000	40,000
Maint Material - Other	187,375	414,767	186,000	253,787	190,000
Mtc Matl Outside Plant	134,897	127,969	110,000	167,428	140,000
Mtc Material Shop	65,842	96,013	68,000	80,815	70,000
Shop Equip < \$5000 - Fac Eq Maint	5,649	5,207	5,400	3,949	5,000
Shelter Materials		523	28,274	21,164	124,700
Bus Stop Poles/Signage	2,774	411	3,600	13,670	14,000

Facilities Management Bus-Rail Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Park & Ride Materials				86	
Cleaning Suppl- Fac/Eq Maint	104,788	109,172	152,000	119,155	135,000
Small Hand Tools-Fac/Eq Maint	29,482	54,802	40,800	73,097	58,000
Inventory Adjustments	1,734				
Other Materials- Rev Eq Maint	12,950	9,222	6,000	3,265	9,000
Other Materials- Fac/Eq Maint	6,094	2,148	10,000	5,992	7,000
Unreconciled Mastercard Expense	460				
Computer Equip under \$5,000	2,203	622		1,339	
Landscape Maint Material	6,960	9,935	20,000	11,002	15,000
Maint Matl Landscape	14,956	9,730	24,000	11,030	20,000
On-Street Amenities Materials	9,843	22,348	20,000	44,269	15,000
Facility Moving Expenses	3,844	10,377	5,000	8,129	7,100
Safety Supplies - Fac/Eq Maint	18,636	19,484	24,800	22,491	22,100
Utilities - Electricity	817,310	806,262	840,249	811,702	825,800
Utilities - Gas	294,646	258,452	284,057	292,129	270,100
Utilities - Water	956,081	1,018,808	1,089,027	1,105,291	1,047,600
Building Util Electric	1,489,483	1,124,097	1,068,213	1,200,032	1,181,000
VT Utilities - Electric - Fac/Eq Maint	11,192	10,744	13,950	11,822	11,150
Electricity - Shelters	18,445	15,230	20,624	20,391	20,100
Telephone	31,119	37,500	39,000	41,663	
Utilities - Other	110,818	131,163	121,865	140,036	120,200
Building Util Other	118,244	125,240	111,206	116,638	115,000
Utilities Parking	32,775	35,679	31,363	33,335	35,000
Tunnel Sewer/Storm Water Runoff	70,844	1,657	2,000	1,437	4,500
NU-Dues & Subscriptions	924	476	800	1,012	
NU-Local Travel & Meetings	1,372	1,316	1,000	966	
NU-Education & Training - Gen & Adm	8,121	15,056	12,800	4,104	
Apprenticeship Training	24,927	73,619	63,200	58,628	34,000
NU-Out-Of-Town Travel	1,439	6	4,200	3,049	
CDL Renewals	737	62	560	201	2,000

Facilities Management Bus-Rail Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Employee Recognition	2,219	1,712	2,700	1,376	
Office Leases				2	
Rental	13,695	41,147	21,000	48,736	38,200
Total	\$9,307,213	\$10,634,724	\$10,449,219	\$10,613,606	\$10,809,220

Rail Maintenance of Way Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	9,390,752	10,137,687	12,132,142	10,879,730	12,346,563	12,346,563	12,334,135
Materials & Services	6,854,616	7,174,082	6,973,185	7,513,247	6,834,300	6,834,300	6,834,300
Total	\$16,245,368	\$17,311,769	\$19,105,327	\$18,392,977	\$19,180,863	\$19,180,863	\$19,168,435

Responsibilities:

The Rail Maintenance of Way Department is responsible for maintenance of all "railroad" elements of TriMet's light rail system; including track, traction electrification, rail signals, and bridge and tunnel trackway. Under a services reimbursement agreement with the City of Portland, Portland's Streetcar track, electrification, and rail signals are also maintained.

Goals & Objectives:

- 1) Manage preventive and corrective maintenance for safe and reliable performance.
- 2) Respond to equipment defects during Revenue Service.
- 3) Manage contracts for procurement of maintenance of way materials, services, and capital project activities to ensure cost-effective service.
- 4) Ongoing productivity improvement through frontline employee involvement.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented

People Want to Come, Stay, and Thrive

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Maintain light rail system railway elements in "as new" condition in alignment with FTA State of Good Repair program requirements.
- 2) Monitor KPI and maintenance work order system reports for on-time completion of preventive and corrective maintenance.
- 3) Perform Rail Maintenance of Way capital projects on-time and within budget.
- 4) Increased frontline employee engagement in system improvement activities.

Rail Maintenance of Way Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	6,488,082	7,121,886	8,378,742	7,762,789	8,446,390
Fringe	2,912,081	3,022,443	3,753,400	3,117,075	3,887,745
Capitalized Labor-Fringe	-9,411	-6,642		-134	
Total	\$9,390,752	\$10,137,687	\$12,132,142	\$10,879,730	\$12,334,135

Rail Maintenance of Way Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, MOW Operations	1.00	120,494	18	98,599	147,899
Manager, Rail Maintenance of Way (MOW)	2.00	217,496	16	83,452	125,178
Supervisor, Rail MOW	9.00	797,692	14	70,415	105,623
Coordinator I, Operations	1.00	57,158	9	45,433	68,149
Coordinator, MOW Projects	2.00	162,434	13	64,604	96,906
Assistant Supervisor	3.00	277,202	0566	87,547	87,547
Assistant Supervisor MOW	2.00	172,973	0564	83,574	83,574
Assistant Supervisor Signals	3.00	259,459	0556	83,574	83,574
Maintenance of Way Laborer	15.00	934,678	0561	38,771	68,058
MMIS Clerk	1.00	47,902	0543	34,403	63,690
Power Maintainer	19.00	1,475,552	0531	76,128	76,128
Signal Maintainer Apprentice	7.00	439,629	0568	46,259	64,834
Signals Maintainer	20.00	1,482,656	0541	72,675	72,675
Track Maintainer	14.00	1,041,782	0540	72,675	72,675
Traction Substation Technician	6.00	472,465	0779	76,128	76,128
Traction Substation Technician Apprentice	2.00	129,667	0570	46,467	64,834
Total	107.00	8,089,239			

Rail Maintenance of Way Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	4,608	7,463	4,000	1,279	4,300
Landscape Maint Services		12,284	11,000	10,856	12,000
Cont ROW Mtc Power Fac			4,000	1,001	2,500
Cont ROW Mtc Signals		9,148	78,780	22,730	50,000
Cont ROW Mtc Track	239,575	281,516	190,000	192,302	195,000
Cont ROW Mtc OCS	18,087	34,872	28,000	11,899	25,000
Cont ROW Mtc Bridge	7,748	10,823	54,000	25,923	54,000
Cont ROW Mtc Substations	28,400	11,947	60,000	96,850	60,000
Street Light Maintenance -- Hillsboro IGA	27,398	35,215	10,000	2,501	10,500
Calibration & Tool Repair	264	11,605	20,000	13,471	15,000
Laundry			5,200	1,301	5,000
Other Services-Facility/Eq Maint	21,619	5,203	10,000	3,289	11,000
Office Supplies	9,127	14,028	5,400	12,741	
Computer Supplies - Trans Admin	13,832	5,374	2,400	13,194	6,000
Freight	6,032	9	3,200	803	2,200
Mtc Material Shop	455	69			
Cleaning Suppl- Fac/Eq Maint		505			
Small Hand Tools-Fac/Eq Maint	50,582	96,589	20,000	119,182	41,000
Inventory Adjustments	10,254				
Other Materials- Gen & Adm	6,836	16,874			
Other Materials- Rev Eq Maint	22,620	13,520	26,000	15,903	20,000
Unreconciled Mastercard Expense	2,454	41			
Safety Supplies - Fac/Eq Maint	37,608	81,232	32,000	48,392	36,000
Obsolete Inventory		37			
Materials - Track	190,575	172,781	166,000	297,910	170,000
Maint Matl Signals	144,032	361,273	160,000	471,369	170,000
Maint Materials Comm/Video	4,687	54,989			
Maint Materials OCS	87,597	82,650	48,000	118,093	60,000
Maint Matl Substations	48,837	33,169	30,000	132,117	40,000
Propulsion Power	5,327,605	5,249,751	5,487,433	5,299,854	5,407,200

Rail Maintenance of Way Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Telephone	135,825	156,377	86,000	152,907	
PI/PD Expense	-46,409	16,248	50,000	2,379	100,000
NU-Dues & Subscriptions	813	551	480	985	
NU-Local Travel & Meetings	18,822	19,530	2,800	791	
NU-Education & Training - Gen & Adm	32,737	13,007	22,000	26,448	
NU-Out-Of-Town Travel	6,032	11,480	9,492	5,134	
Steel Bridge Sublease	388,283	348,646	320,000	403,764	329,600
CDL Renewals	1,501	720	1,600	401	1,000
Employee Recognition	1,518	2,634	1,400	1,478	
Rental	4,662	1,922	24,000	6,000	7,000
Total	\$6,854,616	\$7,174,082	\$6,973,185	\$7,513,247	\$6,834,300

Rail Equipment Maintenance Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	23,456,456	25,809,559	27,501,156	26,172,337	25,555,540	25,555,540	25,557,980
Materials & Services	11,669,588	14,420,340	22,323,518	18,389,744	22,018,065	22,018,065	22,018,065
Total	\$35,126,044	\$40,229,899	\$49,824,674	\$44,562,081	\$47,573,605	\$47,573,605	\$47,576,045

Responsibilities:

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

Goals & Objectives:

- 1) Meet or exceed Federal Transit Administration (FTA) State of Good Repair and Asset Management standards for light rail vehicles.
- 2) On-Time Performance management.
- 3) Corrective maintenance.
- 4) Vehicle Abandonments.
- 5) LRV fleet progressive overhaul program.
- 6) LRV modifications for improvements in reliability/maintainability.
- 7) Manage contracts for procurement of LRV maintenance materials, services and capital projects.
- 8) On-going productivity improvement through front-line employee involvement.
- 9) Maintenance procedures and fleet configuration documentation.
- 10) Type 2 and Type 3 fleet Mid-life overhaul.
- 11) Cleaning of MAX vehicles and shop facilities.

Business Plan:

Customers Category

Goal #1 Satisfied Riders

Objective #1 Provide safe service

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #17 Ensure cost-effective service

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented

People Want to Come, Stay, and Thrive

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Maintain preventive maintenance inspection compliance.
- 2) Reduce service delays of five minutes or greater due to mech. failure.
- 3) Reduce running repairs by improving the ratio of breakdowns versus preventive maintenance.
- 4) Reduce the number of vehicles removed from service due to mechanical failure.
- 5) Meet forecasted LRV component overhaul requirements.
- 6) Implement vehicle modifications and fleet reliability improvements.
- 7) Procure shop equipment and implement capital improvements within budget.
- 8) Implement Lean/Six Sigma projects within the overhaul and preventative maintenance programs.
- 9) Update/improve maintenance procedures and facilitate employee knowledge transfer.
- 10) Meet Type 2 and Type 3 LRV fleet Midlife overhaul schedule.
- 11) Complete LRV detailed cleaning every 60 days.

Rail Equipment Maintenance Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	16,353,906	18,198,893	18,729,225	18,180,711	17,461,969
Fringe	7,102,550	7,610,666	8,771,931	7,991,626	8,096,011
Total	\$23,456,456	\$25,809,559	\$27,501,156	\$26,172,337	\$25,557,980

Rail Equipment Maintenance Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Equipment Maintenance	1.00	121,507	18	98,599	147,899
Manager, Rail Equipment Maintenance	3.00	320,331	16	83,452	125,178
Supervisor, Rail Maintenance	14.00	1,199,834	14	70,415	105,623
Coordinator I, Operations	2.00	112,590	9	45,433	68,149
Project Manager, Assistant, REM	5.00	444,405	14	70,415	105,623
Project Manager, Rail Equip Maintenance	1.00	104,070	16	83,452	125,178
Technician CAD	1.00	68,973	11	54,258	81,388
Assistant Supervisor Rail	6.00	486,262	0529	79,830	79,830
Helper	4.00	246,965	0533	64,834	64,834
LRV Apprentice	24.00	1,528,669	0573	46,259	64,834
LRV Mechanic	123.00	8,810,526	0551	69,410	69,410
LRV Vehicle Body & Paint Technician	4.00	269,568	0553	54,142	69,410
Maintenance Mechanic	3.00	198,370	0532	37,627	66,123
MMIS Clerk	1.00	68,266	0543	34,403	63,690
MMIS Timekeeper Clerk	1.00	67,434	0543	34,403	63,690
Service Worker	48.00	2,276,127	0944	37,482	54,267
Wheel True Technician	4.00	279,386	0552	69,846	69,846
Total	245.00	16,603,283			

Rail Equipment Maintenance Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	114,555	127,715	204,000	209,595	4,000
Temporary Help-Trans Adm	1,080		1,200	300	1,000
Calibration & Tool Repair	12,937	19,512	16,000	9,868	14,500
Contr Maint - Type I LRV-Rev Eq Maint		800	2,273,891	568,785	11,845,300
Laundry	140,561	132,837	114,923	142,428	120,220
Other Services- Gen & Adm	7,239	17,268	3,600	6,811	5,000
Other Services- Revenue Veh.Maint	9,723	5,032	18,000	10,265	16,000
Graphics Material	117	333	600	549	1,000
Office Supplies	34,754	39,007	14,000	33,161	
Computer Supplies - Trans Admin	11,208	33,654	8,000	38,443	13,000
Maint Matl LRV 1 Overhaul	5,807,787	6,781,508			
VT Maint Material - Rev Eq Mtc				464	
Repair Mat'l - Rev Eq	34,188	4,382	24,000	28,409	24,000
Rep Mat'l Rev Eq Vndlsm	12,706	32,148	56,000	28,340	43,500
Maint Material - Serv Veh	6,427	4,362		2,881	
Maint Mat'l - Rev Eq	3,492,933	5,782,852	18,903,704	16,358,682	9,257,000
Freight	213,103	206,227	92,000	148,778	100,000
Equip/Furn < \$5,000-Rev Eq Maint		5,081		3,914	
Equip/Furn < \$5,000-Gen & Adm	10,276	29,265		2,599	
Shop Equip < \$5000 - Fac Eq Maint	136,301	104,099	132,000	105,477	107,000
Cleaning Suppl- Rev Equip Maint	138,006	177,501	112,000	184,127	130,400
Small Hand Tools-Fac/Eq Maint	99,947	78,692	56,000	58,066	58,000
Inventory Adjustments	274,034	177,345		68,561	
Other Materials- Gen & Adm		49			
Other Materials- Transp Adm		222		69	
Other Materials- Rev Eq Maint	231,473	200,949	194,000	194,896	195,000
Unreconciled Mastercard Expense	859	6,683			
Computer Equip under \$5,000					2,500
Safety Supplies- Gen & Adm	116,724	122,316	76,000	102,608	78,600
Obsolete Inventory	61,936			25,426	

Rail Equipment Maintenance Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Invoice Price Variance	-4,224	-2,772		1,181	
Average Cost Variance	-7	-553		1,279	
Maint Matl Fare Equip		1,320		140	
Telephone	12,734	23,256	6,600	27,831	
NU-Local Travel & Meetings	51	287		505	
Local Travel & Meetings Non Training				121	
NU-Education & Training - Gen & Adm	41,692	25,370	6,400	18,148	
NU-Out-Of-Town Travel	4,188	4,519	2,400	2,698	
Inventory Adjustment Expense	639,446	270,825			
CDL Renewals	3,495	688	4,200	1,668	2,045
Employee Recognition	2,639	7,561	4,000	2,671	
Rental	700				
Total	\$11,669,588	\$14,420,340	\$22,323,518	\$18,389,744	\$22,018,065

INFORMATION TECHNOLOGY DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	6,340,481	6,570,821	9,359,949	8,134,579	10,280,883	10,280,883	10,394,030
Materials & Services	3,403,287	4,535,516	4,979,184	4,573,535	7,768,930	7,768,930	7,865,605
Total	\$9,743,768	\$11,106,337	\$14,339,133	\$12,708,114	\$18,049,813	\$18,049,813	\$18,259,635

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IT Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	6,340,481	6,570,821	9,359,949	8,134,579	656,879	656,879	689,676
Materials & Services	3,403,287	4,535,516	4,979,184	4,573,535	6,603,680	6,603,680	6,700,355
Total	\$9,743,768	\$11,106,337	\$14,339,133	\$12,708,114	\$7,260,559	\$7,260,559	\$7,390,031

Responsibility:

The Information Technology Department is responsible for managing information resources including corporate data, computing tools and networks used to carry out agency-wide business processes and management goals.

Goals & Objectives

- 1) Provide technical support.
- 2) Provide consulting services.
- 3) Complete business process analysis.
- 4) Perform data modeling and design.
- 5) Manage shared data repository.
- 6) Provide system development standards.
- 7) Perform project development and maintenance.
- 8) Complete hardware and software acquisition.
- 9) Manage metropolitan-wide networks.
- 10) Manage desktop connectivity, e-mail and Internet.
- 11) Manage telephone and voice systems.
- 12) Manage system and network security.
- 13) Provide application training and support.

Business Plan:

Internal Business Practice

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #14 Increase personal safety

Objective #15 Provide reliable performance

Objective #18 Increase resiliency

Goal #2 Design and Deliver Successful Projects

Objective #22 Improve existing MAX infrastructure for reliability and capacity

Performance Measures:

- 1) Network and server availability exceeding 99% uptime, measured on a 24-hour basis using industry criteria.
- 2) Maintain a technical service request resolution rate of 95% per week with an average completion time not exceeding four (4) hours.
- 3) IT project selection and execution is closely aligned with the agency's strategic goals and priorities.

IT Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	4,807,237	5,088,308	7,313,447	6,347,867	586,589
Fringe	1,812,009	1,836,782	2,283,157	1,973,511	103,087
Capitalized Labor-Fringe	-278,765	-354,269	-236,655	-186,799	
Total	\$6,340,481	\$6,570,821	\$9,359,949	\$8,134,579	\$689,676

IT Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Chief Information Officer	1.00	217,688	26	186,192	279,288
Executive Administrative Assistant	1.00	72,426	11	54,258	81,388
Total	2.00	290,114			

IT Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PCI Compliance Audit		47,550	50,000	16,008	
Professional & Technical-Gen & Adm	571,048	455,097	614,752	517,286	150,000
Temporary Help-Gen & Adm	160,526	364,962	216,540	490,815	60,800
Microcomputer Mtc Serv	1,251	903	1,500	1,068	
Communication Systems Maintenance	384,082	400,305	454,000	413,737	
Computer Hardware Maint-Fac Maint	118,572	155,958	165,000	155,550	
Software Maintenance	39,297	40,503	40,503	30,380	
Warranty Costs	332,477	294,436	515,114	258,413	1,054,620
Contracted Mtc-Fare Eq	130,594				
Other Services- Gen & Adm	8,096	3,275	5,200	3,976	3,500
Office Supplies	1,591	949	1,170	1,049	1,100
Other Materials- Gen & Adm	6,476	11,030	73,000	34,494	8,060
Unreconciled Mastercard Expense	4,009	326			
Microcomputer Software	11,250	7,926	10,000	6,908	8,000
PCI Compliance Equipment	85,531	4,290		2,865	
Microcomputer Mtc Mat'l	18,143	12,827	17,000	19,917	
Telephone	13,481	14,340	16,000	13,789	17,500
Network Access Services	56,379	59,893	75,900	68,589	
NU-Dues & Subscriptions	8,031	10,645	8,200	8,581	8,000
NU-Local Travel & Meetings	245	312	550	2,295	1,000
NU-Education & Training - Gen & Adm	24,345	36,158	22,600	24,041	33,800
NU-Out-Of-Town Travel	26,658	24,142	19,600	18,584	26,840
Employee Recognition	311	1,011	250	440	1,000
Software License Fees	1,400,894	2,588,678	2,672,305	2,484,750	5,326,135
Total	\$3,403,287	\$4,535,516	\$4,979,184	\$4,573,535	\$6,700,355

IT Operations & Infrastructure Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,271,928	2,271,928	2,292,051
Materials & Services					744,150	744,150	744,150
Total					\$3,016,078	\$3,016,078	\$3,036,201

Responsibility:

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

Goals & Objectives

- 1) Maintain a high availability network, ensuring uptime to maintain business productivity.
- 2) Evaluates new technologies and methods to ensure alignment with best practices in technology infrastructure, information security and system operations.
- 3) Ensures infrastructure is properly architected and sized to deliver reliable performance and failover and recovery systems are in place; replacement schedules are followed; monitoring/alerting programs are in place; and proper inventories are maintained.
- 4) Manage telephone and voice systems.
- 5) Manage physical infrastructure for communication rooms, cabinets and data centers including fiber inventory, Uninterruptible Power Supply (UPS) and generator monitoring.
- 6) Manage desktop systems including personal computers, printers, etc.
- 7) Administer the Mobile Device Management system.
- 8) Purchase and setup of agency software and hardware.

Business Plan:

Internal Business Practice

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #14 Increase personal safety

Objective #15 Provide reliable performance

Objective #18 Increase resiliency

Goal #2 Design and Deliver Successful Projects

Objective #22 Improve existing MAX infrastructure for reliability and capacity

Performance Measures:

- 1) Ensure services maintain 99% uptime for unplanned outages.
- 2) Maintain a technical service request resolution rate of 95% per week with an average completion time not exceeding four (4) hours.
- 3) Projects are delivered on time and on budget.

IT Operations & Infrastructure Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					1,995,885
Fringe					701,254
Capitalized Labor-Fringe					-405,088
Total					\$2,292,051

IT Operations & Infrastructure Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, IT Operations & Infrastructure	1.00	153,081	21	125,902	188,854
Manager, Physical Infrastructure	1.00	125,000	18	98,599	147,899
Manager, Technical Services	1.00	110,430	17	90,748	136,122
Systems Engineer (Server Administration)	1.00	86,087	15	76,699	115,049
Network Engineer, Senior (Communications)	2.00	234,986	18	98,599	147,899
Network Engineer (Communications)	2.00	205,384	14	70,415	105,623
Network Engineer (Fiber)	3.00	289,772	16	83,452	125,178
Specialist, Technical Support	3.00	212,222	12	59,230	88,844
Systems Engineer, Senior (Server Administration)	4.00	389,410	16	83,452	125,178
Telecommunications Engineer	2.00	179,942	16	83,452	125,178
Total	20.00	1,986,314			

IT Operations & Infrastructure Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					8,200
Temporary Help-Gen & Adm					130,000
Microcomputer Mtc Serv					1,500
Communication Systems Maintenance					405,000
Computer Hardware Maint-Fac Maint					110,000
Other Materials- Gen & Adm					5,000
Microcomputer Mtc Mat'l					12,500
Network Access Services					71,950
Total					\$744,150

Information Security Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					487,117	487,117	499,719
Materials & Services					87,700	87,700	87,700
Total					\$574,817	\$574,817	\$587,419

Responsibility:

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

Goals & Objectives

- 1) Perform complex analysis and threat hunting in the entire TriMet environment.
- 2) Deploy and operationalize Endpoint Detection & Response Platform.
- 3) Deploy and operationalize Security Operations Automation Response platform (SOAR).
- 4) Integrate agency cybersecurity solutions into SOAR tool.

Business Plan:

Internal Business Practice

- Goal #1 Deliver Safe, Efficient, and Equitable Service
 - Objective #15 Provide reliable performance
 - Objective #18 Increase resiliency

Performance Measures:

- 1) Automate a significant portion of Tier I & Tier II workloads with the new technologies.
- 2) Eliminate or significantly reduce all agency critical and high vulnerabilities.
- 3) Publish appropriate policies.
- 4) Build out dashboards and reporting for all cyber security related activities.
- 5) Reduced incident recovery time.

Information Security Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					369,685
Fringe					130,034
Total					\$499,719

Information Security Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Information Security	1.00	149,156	21	125,902	188,854
Analyst, Network Operations & Cybersecurity	1.00	115,529	17	90,748	136,122
Analyst, Senior, Network Ops & Cybersecurity	1.00	105,000	17	90,748	136,122
Total	3.00	369,685			

Information Security Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PCI Compliance Audit					87,700
Total					\$87,700

Enterprise Systems Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					4,667,795	4,667,795	4,687,482
Materials & Services					277,900	277,900	277,900
Total					\$4,945,695	\$4,945,695	\$4,965,382

Responsibility:

The Enterprise Systems Department is responsible for the following major functions: solution development, maintenance, monitoring and automation for custom, open-source and off-the-shelf applications, data management and administration, information technology planning and project management, systems/process analysis and development of long-term information technology strategies.

Goals & Objectives:

- 1) Development and implementation of Information Technology Service Management (ITSM) best practices.
- 2) Increase transparency on project status and resource allocations.
- 3) Foster growth in Business Intelligence and DevOps focus areas.
- 4) Lead the technical assessment, selection and implementation of new technologies for the agency.
- 5) Maintenance and development of the Information Technology (IT) Strategic Plan.
- 6) Promote maintenance and enhancement of existing systems that work well, without incurring capital investment.

Business Plan:

People and Innovation Category

Goal #2 TriMet is where diverse and talented people come to stay and thrive

Objective #30 Ensure open and honest communication between management and front-line employees

Internal Business Practice Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #16 Improve Service Delivery

Performance Measures:

- 1) Implementation of agency-wide solutions for technology modernization to improve data analysis and data and document sharing.
- 2) Continued development information technology policies, standards and guidelines.
- 3) Increase automation and monitoring for all aspects of solution construction and development.
- 4) Implementation of the IT Project Management Office (PMO).
- 5) Map strategies for data warehouse implementation and on-demand data analysis for non-technical users.

Enterprise Systems Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					3,486,937
Fringe					1,263,835
Capitalized Labor-Fringe					-63,290
Total					\$4,687,482

Enterprise Systems Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Enterprise Systems	1.00	151,454	22	136,366	204,550
Manager, Enterprise Systems Development	1.00	135,000	19	107,054	160,582
Manager, Oracle Technology	1.00	148,132	19	107,054	160,582
Manager, Strategic Planning & PMO	1.00	133,000	19	107,054	160,582
Analyst IT Systems	1.00	71,723	15	76,699	115,049
Analyst, IT Systems	4.00	375,065	15	76,699	115,049
Database Architect	1.00	136,127	18	98,599	147,899
Oracle Applications DBA	3.00	385,680	17	90,748	136,122
Oracle Developer	3.00	362,685	17	90,748	136,122
Project Manager, IT	2.00	224,320	17	90,748	136,122
Software Engineer	7.00	684,532	15	76,699	115,049
Software Engineer, Senior	4.00	466,932	18	98,599	147,899
Software Engineer, Senior (Dev/Ops)	1.00	124,268	18	98,599	147,899
Technical Writer	1.00	88,019	14	70,415	105,623
Total	31.00	3,486,937			

Enterprise Systems Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					210,000
Temporary Help-Gen & Adm					62,900
Other Materials- Gen & Adm					5,000
Total					\$277,900

Intelligent Transportation Systems Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					2,197,164	2,197,164	2,225,102
Materials & Services					55,500	55,500	55,500
Total					\$2,252,664	\$2,252,664	\$2,280,602

Responsibility:

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

Goals & Objectives:

- 1) Ensure that major ITS systems are functioning as intended with downtime limited to system upgrades, security and maintenance software patching.
- 2) Improve ITS systems in conjunction with the Transportation Division to ensure that TriMet service is efficient and effective as possible.
- 3) Provide real time and post operational data from ITS systems for; customer service information systems, system analysis and all other TriMet and regional partners.

Business Plan:

Internal Business Practice Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #15 Provide reliable performance

Objective #16 Improve Service Delivery

Goal #3 Business Practices that Create Value

and Spur Innovation and Continuous Improvement

Objective #23 Maximize benefits and potential of Hop Fastpass

Customers

Goal #1 Satisfied Riders

Objective #6 Achieve market acceptance of Hop Fastpass as a fare instrument

Performance Measures:

- 1) Measure uptime of 95%, with downtime limited to upgrades and security, maintenance and patching.
- 2) Successful completion of Rail Operations Optimization Technology (ROOT) pilot.
- 3) Ensure NextGen Transit Signal Priority (TSP) is in place for Division Transit Project launch.
- 4) Complete remaining Hop Fastpass project on time and within budget.

Intelligent Transportation Systems Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					1,771,826
Fringe					588,215
Capitalized Labor-Fringe					-134,939
Total					\$2,225,102

Intelligent Transportation Systems Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Intelligent Transportation Systems	1.00	164,717	21	125,902	188,854
Manager, OCC Systems	1.00	66,398	19	107,054	160,582
Software Engineer, Senior	2.00	247,200	18	98,599	147,899
Systems Engineer	1.00	101,425	16	83,452	125,178
Systems Engineer (ATP)	1.00	113,814	16	83,452	125,178
Systems Engineer (LMR)	2.00	240,474	18	98,599	147,899
Systems Engineer (Safety & Security)	1.00	88,038	16	83,452	125,178
Systems Engineer, Senior (CAD/AVL)	1.00	109,815	18	98,599	147,899
Systems Engineer, Senior (Fare Systems)	2.00	223,367	18	98,599	147,899
Systems Engineer, Senior (Rail)	2.00	219,312	18	98,599	147,899
Systems Engineer, Senior (Vehicle Technologies)	2.00	197,266	18	98,599	147,899
Total	16.00	1,771,826			

Intelligent Transportation Systems Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					48,000
Other Materials- Gen & Adm					5,000
Microcomputer Mtc Mat'l					2,500
Total					\$55,500



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PUBLIC AFFAIRS DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,338,256	7,878,266	8,694,189	8,321,986	9,730,425	9,730,425	9,928,344
Materials & Services	6,211,889	7,465,608	8,010,632	7,103,848	7,412,940	7,412,940	8,065,994
Total	\$13,550,145	\$15,343,874	\$16,704,821	\$15,425,834	\$17,143,365	\$17,143,365	\$17,994,338

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Public Affairs Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	382,005	467,857	629,953	455,910	623,702	623,702	671,689
Materials & Services	280,502	179,240	323,085	133,300	356,570	356,570	356,570
Total	\$662,507	\$647,097	\$953,038	\$589,210	\$980,272	\$980,272	\$1,028,259

Responsibility:

The Public Affairs Administration Division is composed of the following departments: Administration, Transit Equity, Inclusion & Community Affairs, Communications, Marketing & Customer Experience, Public Affairs, Government Affairs and Planning & Policy.

Goals & Objectives:

- 1) Build ridership and promote safety.
- 2) Strengthen community relationships and support.
- 3) Effectively communicate agency goals and gather public and community input.
- 4) Advance agency goals related to diversity, transit equity, promotion of Disadvantaged Business Enterprises and outreach to minority communities.
- 5) Manage relations with local, regional, state and federal legislative and administrative officials.
- 6) Plan TriMet services to reflect community input, respond to population growth and improve access.

Business Plan:

Customers Category

Goal 1 Satisfied Riders

Objective #2: Increase ridership

Objective #4: Ensure equitable distribution of services and resources across the TriMet system

Goal 2 Satisfied Community Stakeholders and Employers

Objective #7: Help shape the future of cities and our region

Objective #8: Ease congestion by providing attractive travel options

Objective #9: Support region's economy with access to jobs

Objective #11: Improve environmental stewardship

Goal 3: Satisfied Broader Community

Objective #12: Ensure strong support for transit and TriMet

Internal Business Practices Category

Objective #16: Improve service delivery

Objective #17: Ensure cost-effective service

Objective #20: Develop partnership for faster bus service

Objective #26: Grow business inclusion and diversity efforts

Performance Measures:

- 1) Performance ratings from the general public.
- 2) Implementation of the three year service improvement plan.
- 3) Successful implementation of equity plans, including low income fare.
- 4) Implementation of regional transportation goals that support a sustainable transportation network.
- 5) Increase ridership on Frequent Service, Bus and MAX light rail lines.
- 6) Ensure agency activities and efforts focus on agency principles and goals.

Public Affairs Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	277,543	317,890	532,193	354,412	552,393
Fringe	104,462	149,967	97,760	101,498	119,296
Total	\$382,005	\$467,857	\$629,953	\$455,910	\$671,689

Public Affairs Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Public Affairs	1.00	208,303	24	159,630	239,446
Executive Administrative Assistant	1.00	68,890	11	54,258	81,388
Specialist, Administrative	1.00	55,328	9	45,433	68,149
Total	3.00	332,521			

Public Affairs Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal	47,172	3,298	10,581	14,807	10,600
Professional & Technical-Gen & Adm	133,003	104,905	213,136	74,334	73,600
Temporary Help-Gen & Adm	6,398		7,139	1,785	7,400
Other Services- Gen & Adm	16,790	6,340	18,495	4,991	18,600
Office Supplies	2,836	6,465	6,434	5,365	7,700
Other Materials- Gen & Adm	5,472	3,997	4,781	1,752	4,800
Telephone	14,740	654	7,070	2,146	66,800
NU-Dues & Subscriptions	17,337	20,431	21,183	11,166	29,500
NU-Local Travel & Meetings	1,648	10,725	8,067	4,420	18,170
NU-Education & Training - Gen & Adm	8,135	1,804	9,415	2,543	38,400
NU-Out-Of-Town Travel	26,239	20,190	16,384	7,638	80,000
Employee Recognition	732	431	400	2,353	1,000
Total	\$280,502	\$179,240	\$323,085	\$133,300	\$356,570

Policy & Planning Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,159,511	1,157,877	1,089,795	1,207,739	1,177,258	1,177,258	1,181,619
Materials & Services	3,716,917	4,260,883	4,648,481	4,253,046	3,646,200	3,646,200	4,299,254
Total	\$4,876,428	\$5,418,760	\$5,738,276	\$5,460,785	\$4,823,458	\$4,823,458	\$5,480,873

Responsibility:

The Planning & Policy Department provides proactive, informative, responsive and effective service planning, policy development and review, planning and conceptual design of access to transit especially by pedestrians and bicyclists consistent with the Regional Transportation Plan, TriMet's Budget priorities, and Transit Improvement Process including fostering and improve partnerships for transit growth.

Goals & Objectives:

- 1) Lead development of TriMet service plan.
- 2) Manage implementation of three year service improvement plan.
- 3) Promote safe access to transit through investment in the bike and pedestrian network.

Business Plan:

Customers Category

Goal 1 Satisfied Riders

Objective #2: Increase ridership

Goal 2 Satisfied Community Stakeholders and Employers

Objective #7: Help shape the future of cities and our region in th line with Metro 2040 Growth Concept

Objective #8: Ease congestion by providing attractive travel options during peak periods

Objective #9 Support the region's economy by expanding employee access to jobs and customer access to businesses

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #16: Improve service delivery

Goal #2 Design and Deliver Successful Projects

Objective #20 Develop partnerships to support faster more reliable bus service

Performance Measures:

- 1) Develop annual service plans within budget, on-time and achieve ridership objectives: Develop and share with public Transit Investment Priorities and service decision-making information.
- 2) Increase improvements in access to transit with partners.
- 3) Successfully manage Intergovernmental Agreements with City of Portland re: Portland Streetcar.
- 4) Forward movement on 100% Americans with Disabilities Act (ADA) accessible bus stops.

Policy & Planning Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	918,861	889,540	975,440	990,693	957,906
Fringe	382,862	316,027	369,065	319,218	371,796
Capitalized Labor-Fringe	-142,212	-47,690	-254,710	-102,172	-148,083
Total	\$1,159,511	\$1,157,877	\$1,089,795	\$1,207,739	\$1,181,619

Policy & Planning Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Planning & Policy	1.00	133,804	20	116,134	174,200
Manager, Service Planning	1.00	102,654	16	83,452	125,178
Manager, Service Planning and Development	1.00	86,894	16	83,452	125,178
Coordinator, Operating Projects	1.00	79,225	14	70,415	105,623
Coordinator, Strategic Planning	1.00	80,305	14	70,415	105,623
Planner I	1.00	51,170	9	45,433	68,149
Planner II	3.00	197,241	12	59,230	88,844
Planner III	1.00	75,449	13	64,604	96,906
Planner III, STP	1.00	74,165	13	64,604	96,906
Specialist, Grant Development	1.00	77,000	13	64,604	96,906
Total	12.00	957,907			

Policy & Planning Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	202,187	677,982	147,062	123,981	298,200
Metro Unified Work Prog	281,250	183,750	242,839	242,129	250,100
Job Access Program Services	367,322				
Ride Connection Program	1,500,752	2,177,113	2,613,131	2,074,127	1,502,100
Accessibility Services - State Program (5310)	328,474	247,980	304,577	147,518	677,654
Accessibility Services - Federal (Program)	960,587	915,156	1,272,871	1,612,228	1,272,900
Other Services- Gen & Adm	11,009	10,135	14,584	14,294	277,200
Office Supplies	25				
Other Materials- Gen & Adm	5,776	382	20,462	9,140	20,100
Computer Equip under \$5,000	649	270	540	408	1,000
Telephone	2,823	3,478	4,040	3,404	
NU-Dues & Subscriptions	1,415	630	1,863	1,111	
NU-Local Travel & Meetings	30	19		37	
NU-Education & Training - Gen & Adm	1,256	238	2,671	955	
NU-Out-Of-Town Travel	53,362	43,750	23,841	23,714	
Total	\$3,716,917	\$4,260,883	\$4,648,481	\$4,253,046	\$4,299,254

GIS & Location Based Services Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	488,383	498,620	554,633	479,702			
Materials & Services	25,566	24,135	22,706	40,011			
Total	\$513,949	\$522,755	\$577,339	\$519,713			

GIS & Location Based Services Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	356,083	397,779	401,796	370,487	
Fringe	132,300	142,693	152,837	123,102	
Capitalized Labor-Fringe		-41,852		-13,887	
Total	\$488,383	\$498,620	\$554,633	\$479,702	

GIS & Location Based Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Services- Gen & Adm	120	5,000	9,744	30,444	
Other Materials- Gen & Adm	24,015	3,337	332	172	
Telephone	1,431	15,798	12,630	9,395	
Total	\$25,566	\$24,135	\$22,706	\$40,011	

Transit Equity, Inclusion & Community Affairs Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	169,615	-3,543			1,382,097	1,382,097	1,411,253
Materials & Services	763			562	1,072,900	1,072,900	1,072,900
Total	\$170,378	-3,543		\$562	\$2,454,997	\$2,454,997	\$2,484,153

Responsibility:

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

Goals & Objectives:

- 1) Build strategic relationships and support for TriMet's projects.
- 2) Direct the development, implementation and monitoring of TriMet's DBE and Minority, Woman & Emerging Small Business (MWESB) program and goals.
- 3) Support the expansion of TriMet's Honored Citizen Fare to incorporate the successful implementation of a regional Low-Income Fare Program.
- 4) Coordinate Access Transit Program & expansion with House Bill 2017 (HB2017) funds.
- 5) Coordinate TriMet's Title VI compliance, complaint management, training, monitoring, reporting, & complete TriMet's 2019 Title VI program update.
- 6) Update TriMet's Language Assistance Plan.
- 7) Support Human Resources & Labor Relations development of the diversity work plan & support the recruiting and retention of a diverse workforce.
- 8) Develop and implement a targeted community engagement strategy.
- 9) Support and staff Transit Equity Advisory Committee (TEAC) and support the safety and security subcommittee.

Business Plan:

Customers Category

Goal 1 Satisfied Riders

Objective #4 Ensure equitable distribution of services and resources across the TriMet system

Goal #3 Satisfied Broader Community

Objective #12 Ensure strong support for transit and TriMet

Internal Business Practices Category

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #26 Grow business inclusion and diversity efforts

Performance Measures:

- 1) Meet TriMet's 10.72% aspirational DBE goal of identified budget.
- 2) Work with TriMet staff to coordinate, monitor and direct title VI reporting.
- 3) Develop and foster partnerships/relationships with diverse communities and leaders to gain support for agency programs.
- 4) Register 15,000 new participants annually in Low Income Fare.
- 5) Expend 95% of awarded TriMet's Access Transit resources annually.
- 6) Support identified and targeted Construction projects.
- 7) Complete TriMet's Title VI prog. update and Language Assistance Plan.
- 8) Launch TriMet's Targeted Community Outreach Plan.
- 9) Support TriMet's efforts to increase ridership.
- 10) Successfully deploy HB2017 funds for high school access transit grant program.

Transit Equity, Inclusion & Community Affairs Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	126,888				1,584,266
Fringe	42,727	-3,543			644,150
Capitalized Labor-Fringe					-817,163
Total	\$169,615	-3,543			\$1,411,253

Transit Equity, Inclusion & Community Affairs Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Dir, Transit Equity, Inclusion and Comm. Affairs	1.00	140,112	20	116,134	174,200
Manager, Community Affairs	1.00	95,874	15	76,699	115,049
Manager, Multicultural Programs	1.00	91,964	14	70,415	105,623
Manager, Senior, Community Affairs	1.00	105,294	16	83,452	125,178
Program Manager, Low Income Fare	1.00	86,456	14	70,415	105,623
Administrator, Title VI and Equity Programs	1.00	85,740	14	70,415	105,623
Assistant, Administrative DBE	1.00	47,405	7	37,924	56,886
Coordinator, Community Affairs	1.00	79,026	13	64,604	96,906
Coordinator, Outreach Programs and Events	2.00	129,000	11	54,258	81,388
Coordinator, Senior, Community Engagement Programs	1.00	79,043	13	64,604	96,906
Representative Community Affairs	1.00	67,500	12	59,230	88,844
Representative, Community Affairs	5.00	327,469	12	59,230	88,844
Representative, Diversity and Transit Equity	1.00	74,902	12	59,230	88,844
Specialist, Administrative	1.00	56,014	9	45,433	68,149
Specialist, Community Affairs	1.00	52,963	10	49,677	74,515
Specialist, Senior, Communications	1.00	65,503	12	59,230	88,844
Total	21.00	1,584,265			

Transit Equity, Inclusion & Community Affairs Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
First Step Youth					72,500
Ride Connection Program					23,800
Other Services- Gen & Adm	300				544,100
Other Materials- Gen & Adm					65,000
Community Outreach					367,500
Telephone	463			562	
Total	\$763			\$562	\$1,072,900

Government Services and Public Affairs Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	123,162	302,766	296,720	305,641	556,619	556,619	556,544
Materials & Services	330,632	285,983	349,909	289,520	483,300	483,300	483,300
Total	\$453,794	\$588,749	\$646,629	\$595,161	\$1,039,919	\$1,039,919	\$1,039,844

Responsibility:

The Government Services and Public Affairs Department is responsible for managing on-going intergovernmental relations and for long-range funding, policy development and implementation with local, regional, state and federal legislative and administrative officials.

Goals & Objectives:

- 1) Develop, manage and coordinate governmental relations programs.
- 2) Establish effective communication with local, regional, state and federal jurisdictions and partners.
- 3) Maintain a high level of support with administrative and legislative officials at all levels.
- 4) Establish a viable political framework for implementation of TriMet funding goals.
- 5) Provide the mechanisms and programs necessary to obtain financial, legislative and political support that will enable TriMet to fund and implement its capital and operating programs.

Business Plan:

- Goal #1 Achieve market acceptance of Hop Fastpass as a fare instrument
 - Goal #2 Develop partnerships to support faster and more reliable bus service
 - Progress on developing partnership and improving bus service
 - Meet milestones for successful development of SW Corridor
 - Maximize benefits and potential of Hop Fastpass
 - Develop higher capacity bus services Division Transit Project (DTP)
 - Goal #3 Ensure strong support for transit and TriMet
 - Increase funding for regional mobility expansion
- Research & Analysis
- Research analysis on regional needs.
 - Provide accurate and detailed analysis of TriMet rider preferences to support customer friendly initiatives.
- Fare Policy
- Manage TriMet's fare policies to support revenue generation, access, ridership development and equity, including overseeing partner agreements.

Performance Measures:

- 1) Provide accessible information regarding service improvements and fare programs.
- 2) Provide timely and relevant service-focused rider information, and complete quarterly service change information across all channels accurately and on-time.
- 3) Respond to rider surveys and feedback by recommending and/or implementing changes to improve the rider experience.
- 4) Provide accessible information regarding service improvements and fare programs.

Government Services and Public Affairs Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	86,181	224,210	226,700	232,979	401,857
Fringe	36,981	78,556	70,020	72,662	154,687
Total	\$123,162	\$302,766	\$296,720	\$305,641	\$556,544

Government Services and Public Affairs Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Public Affairs	1.00	137,555	19	107,054	160,582
Manager, Governmental Affairs	1.00	96,088	15	76,699	115,049
Analyst, Senior, Research	1.00	86,215	13	64,604	96,906
Coordinator, Senior Fare Policy Program	1.00	82,000	13	64,604	96,906
Total	4.00	401,858			

Government Services and Public Affairs Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	248,325	216,140	273,464	205,431	275,500
Student Pass/BETC Program					39,800
Consumer Research & Eval					102,500
Other Services- Gen & Adm	6,978	6,343	6,488	11,955	6,200
Other Materials- Gen & Adm		449	664	580	1,000
Telephone	703	796	1,210	377	
NU-Dues & Subscriptions	1,275	2,020	2,550	6,912	
NU-APTA & OTA Dues	66,840	55,700	57,840	56,234	58,300
NU-Local Travel & Meetings	1,399	1,813	1,530	2,510	
NU-Education & Training - Gen & Adm		117	553	138	
NU-Out-Of-Town Travel	5,112	2,605	5,610	5,383	
Total	\$330,632	\$285,983	\$349,909	\$289,520	\$483,300

Communications & Marketing Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,721,575	2,676,507	2,779,295	2,746,382	2,791,644	2,791,644	2,898,432
Materials & Services	1,112,650	2,084,298	1,862,936	1,655,117	1,249,370	1,249,370	1,249,370
Total	\$3,834,225	\$4,760,805	\$4,642,231	\$4,401,499	\$4,041,014	\$4,041,014	\$4,147,802

Responsibility:

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

Goals & Objectives:

- 1) Provide the media with factual agency materials and assist in fulfilling timely public record requests.
- 2) Keep TriMet employees informed on agency news, goals & initiatives.
- 3) Promote and encourage safety around transit, transit use, service improvements, fare programs and key agency themes.
- 4) Develop/maintain/deliver high quality brand identity to promote TriMet's key principles via our communication channels.
- 5) Deliver information to riders via content channels; promote and enhance the customer experience through easy-to-use tools.
- 6) Develop and deliver improvements to the overall customer experience that encourages and delights our riders.

Business Plan:

- Goal #1 Increase Ridership
- Goal #2 Improve the Customer Experience
- Goal #3 Grow TriMet's brand
 - Tell our story, engage the community

Performance Measures:

- 1) Engage the media to promote TriMet's benefit to the region through positive employee and agency stories.
- 2) Educate media partners about new agency initiatives.
- 3) Further develop and promote all existing communications channels to TriMet's workforce.
- 4) Gather feedback while developing and promoting new ways to engage employees.
- 5) Increase visibility of safety-related outreach and events.
- 6) Promote agency initiatives, safety campaigns and educate the public on Hop Fastpass® fare program.
- 7) Increase Employer pass program participation.
- 8) Maintain favorability ratings through brand management and develop timely and accurate agency information for the public.
- 9) Handle customer survey feedback and respond to customer needs.
- 10) Grow Riders Club and Rider Panel to help engage customers around TriMet initiatives.
- 11) Increase active use and usability of trip tools and rider services.
- 12) Listen to the customer and develop ways to improve the overall customer experience.

Communications & Marketing Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,859,900	1,935,750	1,991,774	2,020,822	2,303,811
Fringe	870,261	744,897	787,521	725,782	905,665
Capitalized Labor-Fringe	-8,586	-4,140		-222	-311,044
Total	\$2,721,575	\$2,676,507	\$2,779,295	\$2,746,382	\$2,898,432

Communications & Marketing Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Managing Director, Comms, Mrkting & Custmr Exp	1.00	153,950	20	116,134	174,200
Manager, Creative Services	1.00	104,435	15	76,699	115,049
Manager, Employee Communications	1.00	94,157	15	76,699	115,049
Manager, Marketing & Outreach Services	1.00	96,000	15	76,699	115,049
Manager, Marketing & Rider Communications	1.00	92,853	15	76,699	115,049
Manager, Media Relations & Communications	1.00	103,854	16	83,452	125,178
Associate, Transportation Options and Marketing	1.00	47,445	8	41,528	62,292
Coordinator, Outreach Programs and Events	8.00	496,894	11	54,258	81,388
Coordinator, Outreach Services	1.00	74,385	11	54,258	81,388
Coordinator, Senior, Employee Communications	1.00	74,037	12	59,230	88,844
Coordinator, Transportation Options	1.00	73,380	11	54,258	81,388
Coordinator, Video Production	1.00	44,970	8	41,528	62,292
Coordinator, Web & Social Media	2.00	129,729	11	54,258	81,388
Designer, Graphics	1.00	64,210	10	49,677	74,515
Designer, Web/Developer	2.00	129,686	11	54,258	81,388
Graphics Designer	2.00	121,826	10	49,677	74,515
Production Coordinator, Media Planner/Buyer	1.00	64,000	10	49,677	74,515
Public Information Officer	2.00	165,328	13	64,604	96,906
Representative, Transportation Options	2.00	124,376	10	49,677	74,515
Specialist, Transportation Options	1.00	48,298	9	45,433	68,149
Total	32.00	2,303,813			

Communications & Marketing Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Production	135,101	285,058	252,714	147,706	138,700
Professional & Technical-Gen & Adm	43,811	153,903	58,580	175,422	129,000
Temporary Help-Gen & Adm	16,760	16,937			
Software Hosting/Subscription Services	43,175	44,769	22,220	42,800	
Other Services- Gen & Adm	46,367	28,387	35,350	28,493	35,600
Graphics Material	8,982	10,046	8,080	4,911	8,200
Computer Equip under \$5,000		7,559		3,985	
Promotions	157,978	408,700	472,915	304,883	349,000
Publications	997	334	505	1,751	1,000
Outreach/Promotions	197,158	267,928	85,618	190,341	86,200
Van Pool	18,011	14,265	48,480	14,813	48,800
Sales Programs	30,809	33,377	18,180	27,604	18,300
Telephone	12,123	11,362	8,080	8,512	
NU-Dues & Subscriptions	1,880	2,403	1,010	1,824	
Chamber Dues & Fees	8,650	5,909	5,757	6,956	5,800
NU-Local Travel & Meetings	1,218	6,096	786	1,253	
NU-Education & Training - Gen & Adm	17,121	10,555	14,140	9,512	
NU-Out-Of-Town Travel	17,811	32,329	19,946	24,784	
Media Fees	336,092	714,602	806,030	642,272	424,770
Employee Communications	17,106	29,779	4,545	17,295	4,000
Special Event Expenses	1,500				
Total	\$1,112,650	\$2,084,298	\$1,862,936	\$1,655,117	\$1,249,370

Customer Information Services Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,294,005	2,778,182	3,343,793	3,126,612	3,199,105	3,199,105	3,208,807
Materials & Services	744,859	631,069	803,515	732,292	604,600	604,600	604,600
Total	\$3,038,864	\$3,409,251	\$4,147,308	\$3,858,904	\$3,803,705	\$3,803,705	\$3,813,407

Responsibility:

The Customer Information Services Department supports the agency's business plan creating the best possible experience for our riders. The department builds and supports strategic rider-focused initiatives to enhance the customer experience, guide the agency's customer service performance and build community support in alignment with TriMet's brand position and shared values.

Goals & Objectives:

Promote, support and provide amenities, tools and service to our riders and prospective riders to enhance the rider experience.

Customer Information

- 1) Proactively deliver timely, accurate service information to riders via static and dynamic content channels, including quarterly service changes.
- 2) Respond to rider requests for information, amenities and signage.
- 3) Distribute schedules and service information internally and externally to regional partners and ticket outlets.

Customer Service/Rider Support

- 1) Provide excellent customer service and assist riders via phone, email, social media and in-person.
- 2) Support and promote service outreach and information.
- 3) Support Field Operations with on-street staffing, and manage TriMet's Ride Guide & Ask Me volunteer programs.
- 4) Provide customer service training to TriMet.
- 5) Provide accurate and detailed analysis of TriMet rider preferences to support customer friendly initiatives.

Business Plan:

- Goal #1 Increase Ridership
- Goal #2 Improve the Customer Experience
- Goal #3 Grow TriMet's brand
 - Tell our story, engage the community

Performance Measures:

- 1) Provide accessible information regarding service improvements and fare programs.
- 2) Provide timely and relevant service-focused rider information, and complete quarterly service change information across all channels accurately and on-time.
- 3) Meet response targets for the Service Improvement Process (SIP), Trip Planning and Hop account support.
- 4) Respond to rider surveys and feedback by recommending and/or implementing changes to improve the rider experience.

Customer Information Services Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,564,204	1,917,679	2,253,506	2,147,051	2,183,558
Fringe	757,504	864,206	1,090,287	981,117	1,025,249
Capitalized Labor-Fringe	-27,703	-3,703		-1,556	
Total	\$2,294,005	\$2,778,182	\$3,343,793	\$3,126,612	\$3,208,807

Customer Information Services Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Customer Information	1.00	80,226	13	64,604	96,906
Manager, Customer Service	1.00	80,000	13	64,604	96,906
Manager, Senior, Customer Information	1.00	86,952	16	83,452	125,178
Analyst, Business Customer Experience	1.00	57,733	11	54,258	81,388
Assistant, On-Street Customer Service Program	1.00	45,157	7	37,924	56,886
Coordinator, On-Street Customer Service	1.00	62,096	10	49,677	74,515
Coordinator, Service Information	2.00	98,592	9	45,433	68,149
Representative, Field Outreach & Comm. Rels.	5.25	284,932	0715	26,624	33,280
Supervisor, Customer Service Center	2.00	162,127	0710	60,258	80,350
Customer Experience Agent	11.00	522,705	0714	38,355	50,752
Customer Service Representative	5.00	345,696	0731	51,563	68,744
Specialist, Information Development	4.00	312,936	0732	58,427	77,896
Total	35.25	2,139,152			

Customer Information Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Production	974			7,278	
Professional & Technical-Gen & Adm	38,541	1,796	7,212	1,909	7,200
Student Pass/BETC Program	34,298	2,703	39,531	13,158	
Consumer Research & Eval	160,680	110,804	101,820	111,658	
Other Services- Gen & Adm	5,145	287	3,657	2,346	2,500
Uniforms - Veh Ops	1,516	1,351	2,450	613	
Uniforms- Rev Veh Op					2,500
Graphics Material		466		133	
Schedule & service information	177,338	190,445	186,588	139,614	188,000
Office Supplies	1,460	2,559		5,010	
Equip/Furn < \$5,000-Gen & Adm	2,083				
Other Materials- Gen & Adm	3,011	2,793	3,536	3,590	2,500
Unreconciled Mastercard Expense		76			
Postage - Gen & Admin		54			
Promotions				529	
Schedule Books & Map	7,995	9,071	10,711	11,615	10,800
Outreach/Promotions	-800	5,000			
On Street Customer Service	26,194	24,661	23,386	15,290	23,500
Customer Info Material	7,436	30,809	11,172	23,117	11,300
Sales Programs		193			
Customer information & signage	214,487	177,703	213,056	256,325	214,500
Call Center Operations	4,362	15,646	96,123	78,370	85,000
Customer Information Materials			55,000		55,000
Telephone	54,145	53,371	43,057	56,585	
NU-Dues & Subscriptions	315			95	
NU-Local Travel & Meetings	210				
NU-Education & Training - Gen & Adm	4,897	1,281	4,633	3,346	
Customer Service Training	572		1,583	1,711	1,800
Total	\$744,859	\$631,069	\$803,515	\$732,292	\$604,600

FINANCE & ADMINISTRATIVE SERVICES DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,037,987	10,545,049	12,230,906	11,522,687	16,470,142	16,470,142	16,573,041
Materials & Services	5,609,666	8,579,333	8,588,230	8,232,425	9,101,918	9,101,918	9,101,918
Total	\$15,647,653	\$19,124,382	\$20,819,136	\$19,755,112	\$25,572,060	\$25,572,060	\$25,674,959

Finance & Administrative Services Division

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Finance & Administrative Services Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	338,913	360,708	565,405	399,303	630,720	630,720	649,619
Materials & Services	98,502	148,685	269,258	175,766	483,633	483,633	483,633
Total	\$437,415	\$509,393	\$834,663	\$575,069	\$1,114,353	\$1,114,353	\$1,133,252

Responsibility:

The Finance & Administration Department is responsible for managing agency financial activities, assuring effective financial controls, planning for future financial requirements and handling the receptionist area.

Goals & Objectives:

- 1) Complete complex strategic financial planning, forecasting and analysis.
- 2) Manage annual budget process and monitoring.
- 3) Prepare capital planning and project financing.
- 4) Prepare accounting reports for agency assets and activities.
- 5) Process payroll and pension disbursements.
- 6) Perform cash management and manage investments.
- 7) Perform debt management and ensure compliance.
- 8) Manage agency contracts and procurement process, stores and warranty program.
- 9) Perform grants administration and reporting.
- 10) Manage the agency's Workers' Compensation program.
- 11) Manage Public Liability claims and agency risk management.
- 12) Manage deferred compensation (457) plan and defined contribution (401a) plan management and oversight.
- 13) Manage fare system and revenue collection controls and oversight.
- 14) Manage the administrative function of the receptionist area.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic Financial Plan guidelines

Goal #2 Manage Assets to Ensure Safety and Optimize Value, Performance, & Resiliency

Objective #37 Meet or exceed state of good repair targets for all identified asset classes

Goal #3 Financial Capacity to Advance Regional Expectations for Service Growth and Quality as Represented in the Regional Transportation Plan

Objective #38 Manage financial capacity to deliver regional expectations for service growth

Performance Measures:

- 1) Accurate and timely communication of financial issues with General Manager and Board.
- 2) Publication of accurate and timely agency financial reports with no material audit findings.
- 3) Enforcement of appropriate financial controls to assure safety of District assets, including enforcement of cash and fare revenue policies.
- 4) Publication of annual District budget consistent with state law, and assurance of ongoing compliance.
- 5) Implementation of debt and lease programs to meet agency capital needs.
- 6) Enforcement of procurement and contracting process consistent with Board policy and FTA requirements.
- 7) Establishment of appropriate risk management programs, including commercial and self-insurance.
- 8) Accurate reporting of District defined benefit pension plan assets and liabilities and oversight of plans.
- 9) Management of agency's deferred compensation plan and defined contribution plan to ensure compliance with fiduciary duties.

Finance & Administrative Services Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	262,202	277,372	474,540	304,535	540,665
Fringe	76,711	83,336	90,865	94,768	108,954
Total	\$338,913	\$360,708	\$565,405	\$399,303	\$649,619

Finance & Administrative Services Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Exec Director, Finance & Administrative Services	1.00	232,671	26	186,192	279,288
Executive Administrative Assistant	1.00	74,651	11	54,258	81,388
Receptionist	1.00	39,957	4	28,753	43,129
Total	3.00	347,279			

Finance & Administrative Services Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal			25,000	9,661	25,000
Professional & Technical-Gen & Adm	46,282		147,290	37,481	244,000
Recruitment Expense			300	75	1,000
Temporary Help-Gen & Adm		43,834		53,625	
Equipment Repair & Mtc - Gen & Adm			265	66	
Other Services- Gen & Adm	8,457	8,137	15,150	10,851	15,300
Office Supplies	671	667	465	375	17,000
Equip/Furn < \$5,000-Gen & Adm		716		1,336	
Other Materials- Gen & Adm	90		1,000	251	2,500
Unreconciled Mastercard Expense				-44	
Telephone	575	590	710	287	7,100
NU-Dues & Subscriptions	2,404	1,900	3,000	1,192	18,100
NU-Local Travel & Meetings				31	2,100
NU-Education & Training - Gen & Adm		874	2,500	5,100	48,133
NU-Out-Of-Town Travel	39,600	90,510	72,578	53,588	100,400
Employee Recognition	423	1,457	1,000	1,891	3,000
Total	\$98,502	\$148,685	\$269,258	\$175,766	\$483,633

Financial Services Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,986,015	2,210,725	2,512,746	2,361,979	2,451,668	2,451,668	2,526,711
Materials & Services	113,623	475,449	571,030	454,188	500,000	500,000	500,000
Total	\$2,099,638	\$2,686,174	\$3,083,776	\$2,816,167	\$2,951,668	\$2,951,668	\$3,026,711

Responsibility:

The Financial Services Department is responsible for the day-to-day financial activities of TriMet. The department combines the major functions of financial accounting and payroll.

Goals & Objectives:

- 1) Maintain annual and monthly financial reporting.
- 2) Prepare accounting reports for all grants.
- 3) Manage debt management and accounting.
- 4) Develop and evaluate self-insurance reserves.
- 5) Prepare accounting reports for all capital assets.
- 6) Develop cash management, investing and cash flow analysis.
- 7) Manage accounts receivable and revenue accounting as well as accounts payable and disbursements.
- 8) Prepare employee benefits, pension and Other Post-Employment Benefit obligation accounting.
- 9) Prepare payroll tax, self-employment tax revenues, employer payroll tax & employee payroll tax (House Bill 2017) accounting and reporting.
- 10) Comply with federal and state tax reporting.
- 11) Wage assignments and attachments.
- 12) Process bi-weekly payroll.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic Financial Plan guidelines

Internal Business Practices

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #27 Innovatively increase financial resources

Performance Measures:

- 1) There should be no material audit findings generated by TriMet's annual external audit.
- 2) Monthly financial reports prepared in a timely manner.
- 3) Principal and interest on long-term debt paid timely.
- 4) Cash and asset management controls in place and operating effectively.
- 5) Lease compliance procedures performed in a timely manner, including periodic terminations according to schedule.
- 6) Timely processing of transactions related to accounts payable (vendor payments) and accounts receivable (customer receipts).
- 7) Accurate and timely accounting for payroll tax revenues and related tax revenues.
- 8) Accurate and timely accounting and reporting over federal, state and local grant awards.
- 9) Payroll is processed accurately and timely.

Financial Services Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,289,554	1,583,681	1,806,873	1,744,050	1,828,064
Fringe	731,907	628,336	705,873	618,479	698,647
Capitalized Labor-Fringe	-35,446	-1,292		-550	
Total	\$1,986,015	\$2,210,725	\$2,512,746	\$2,361,979	\$2,526,711

Financial Services Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Financial Services	1.00	154,625	21	125,902	188,854
Manager, Accounting	1.00	113,083	16	83,452	125,178
Manager, Payroll	1.00	97,019	15	76,699	115,049
Accountant, Financial	1.00	56,219	11	54,258	81,388
Accountant, Senior (Long-Term Liabilities)	1.00	80,638	13	64,604	96,906
Accountant, Senior (Treasury & Cash Management)	1.00	82,199	13	64,604	96,906
Assistant, Finance	1.00	48,090	7	37,924	56,886
Business Analyst, Senior (Financial Systems)	1.00	124,148	16	83,452	125,178
Financial Analyst III, Senior (Grants)	1.00	84,373	13	64,604	96,906
Revenue Accountant, Senior	1.00	76,000	12	59,230	88,844
Revenue Accountant	1.00	59,405	10	49,677	74,515
Specialist, Accounts Receivable	1.00	56,791	9	45,433	68,149
Finance Clerk	6.00	394,930	0323	51,272	68,349
Senior Accounts Payable Clerk	1.00	77,875	0322	57,387	76,523
Senior Payroll Clerk	2.00	153,046	0340	57,387	76,523
Timekeeper	1.50	116,594	0336	63,253	84,344
Total	22.50	1,775,035			

Financial Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal			16,000	4,001	8,000
Audits			315,000	255,404	315,000
Professional & Technical-Gen & Adm	8,622	11,390	30,030	13,282	30,000
Banking Charges	36,363	43,079	76,000	60,286	85,000
Temporary Help-Gen & Adm	18,604	40,346	45,000	63,941	11,000
Software Hosting/Subscription Services		957			14,000
Other Services- Gen & Adm	17,833	35,708	26,000	16,492	26,000
Office Supplies	14,654	13,603	10,000	7,828	
Equip/Furn < \$5,000-Gen & Adm	1,946	27,332	6,000	7,615	6,000
Other Materials- Gen & Adm	5,745	7,830	9,000	7,673	4,000
Telephone	1,192	1,153	300	902	
NU-Dues & Subscriptions	3,157	4,690	1,000	5,107	
NU-Local Travel & Meetings		1,250		95	
NU-Education & Training - Gen & Adm	4,030	4,896	8,000	6,117	
NU-Out-Of-Town Travel	794		26,000	6,499	
Fines and Penalties - Payroll	507	283,215	1,200	-1,500	1,000
Employee Recognition	176		1,500	446	
Total	\$113,623	\$475,449	\$571,030	\$454,188	\$500,000

Budget & Grants Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	758,201	781,427	916,648	915,819	1,050,529	1,050,529	1,065,437
Materials & Services	44,367	50,840	257,508	269,928	159,400	159,400	159,400
Total	\$802,568	\$832,267	\$1,174,156	\$1,185,747	\$1,209,929	\$1,209,929	\$1,224,837

Responsibility:

The Budget & Grants Administration Department is responsible for major functions: Agency financial planning, forecasting and budgeting, performance reporting and analysis, fare revenue analysis and grants administration.

Goals & Objectives:

- 1) Perform complex financial planning, forecasting and analysis.
- 2) Manage annual budget process and maintain documentation.
- 3) Develop Transit Asset Management (TAM) analysis.
- 4) Develop federal, state, local grant and financial reporting.
- 5) Manage grant applications/compliance, prepare and submit applications.
- 6) Conduct passenger revenue analysis and forecasting.
- 7) Prepare Capital Improvement Program.
- 8) Develop Monthly Performance Report and Dashboard.
- 9) Prepare and submit Monthly and Annual National Transit Database (NTD) reports.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #1 Manage financial performance within Strategic Financial Plan guidelines

Goal #2 Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Objective #2 Meet or exceed state of good repair targets for all identified asset classes

Goal #3 Financial Capacity to Advance Regional Expectations for Service Growth and Quality as Represented in the Regional Transportation Plan,

Objective #3 Manage financial capacity to deliver regional expectations for service growth

Performance Measures:

- 1) Financial forecast document and budget manual prepared by mid-February each year to begin the budget process. Includes revenue and ridership forecasts based on best available information.
- 2) Budget document completed annually on schedule to meet Oregon budget law requirements.
- 3) Accurate analysis of TAM plan items upon request.
- 4) Initiate grant development process timely for formula grants.
- 5) Seek grant opportunities weekly and forward notices of funding opportunities to appropriate staff. Follow-up and assist staff with grant production if needed.
- 6) Respond to such information/analysis requests from colleagues within 24 hours with an estimate of when the analysis can be completed.
- 7) Prepare Capital Improvement Program by early-March each year to begin the budget process.
- 8) Accurate and topical analysis of monthly performance statistics delivered monthly to the Board.
- 9) Monthly and Annual NTD reports should be prepared and submitted on schedule to meet FTA requirements.

Budget & Grants Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	550,201	569,040	683,854	698,877	777,363
Fringe	208,305	214,764	232,794	216,942	288,074
Capitalized Labor-Fringe	-305	-2,377			
Total	\$758,201	\$781,427	\$916,648	\$915,819	\$1,065,437

Budget & Grants Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Budget & Grants	1.00	171,367	21	125,902	188,854
Manager, Financial Analysis and Forecasting	1.00	103,098	16	83,452	125,178
Administrator, Grants	1.00	88,152	13	64,604	96,906
Analyst, Financial	1.00	64,344	11	54,258	81,388
Analyst, Grants Compliance	1.00	67,823	11	54,258	81,388
Fin Analyst III, Senior (Budget & Forecasting)	2.00	186,211	14	70,415	105,623
Financial Analyst IV, Senior (IT Specialist)	1.00	96,369	14	70,415	105,623
Total	8.00	777,364			

Budget & Grants Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	15,499	8,830	163,000	201,804	85,600
Economic Forecasts	19,442	31,320	32,000	35,283	32,600
Ridership Counts/Surveys	194		25,000	6,251	25,000
Other Services- Gen & Adm	760	3,301	15,000	13,696	15,000
Office Supplies	88	2,460	1,348	1,491	
Other Materials- Gen & Adm			6,300	3,461	1,200
Telephone	376	347	1,060	501	
NU-Dues & Subscriptions	2,434	1,404	3,000	1,710	
NU-Local Travel & Meetings		16		13	
NU-Education & Training - Gen & Adm	5,574	3,162	10,800	5,718	
Total	\$44,367	\$50,840	\$257,508	\$269,928	\$159,400

Risk Management Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	504,410	585,535	676,883	674,028	704,281	704,281	718,271
Materials & Services	3,067,326	3,007,566	3,219,174	3,071,923	3,263,800	3,263,800	3,263,800
Total	\$3,571,736	\$3,593,101	\$3,896,057	\$3,745,951	\$3,968,081	\$3,968,081	\$3,982,071

Responsibility:

The Risk Management Department is responsible for managing the following:

Goals & Objectives:

- 1) Manage our agency's self-insured workers compensation and liability programs.
 - Investigate, determine liability, obtain settlement or pursue subrogation (recovery) for all of the agency's claims.
- 2) Light Duty Program
 - Coordinate the agency's light duty program for injured workers.
 - Pursue reimbursement through the states EAIP and PWP programs, which incentivize the use of workers in a modified duty capacity.
- 3) Risk Management
 - Insurance broker relationship.
 - Agency property and liability policies.
 - Evaluation of risk.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic Financial Plan guidelines

Goal #2 Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Objective #37 Meet or exceed state of good repair targets for all identified asset classes

Internal Business Practices

Goal #1 Deliver Safe, Eff. and Equitable Serv.: Increase Personal Safety

Performance Measures:

- 1) Workers' Compensation Program
 - Immediately address all situations of safety concern.
 - Ensure the prudent allocation of agency resources in a manner that optimally addresses risks and exposures.
- 2) Light Duty Program
 - Provide work for as many employees as possible.
 - Meet all reporting requirements to qualify for reimbursement from the State of Oregon for wage and job site modifications.
- 3) Liability Claims
 - The number of new liability claims, each month on average, should be equal to or less than the number of liability claims closed each month.
 - Ensure the prudent allocation of agency resources in a manner that optimally addresses risk and exposure.
- 4) Risk Management
 - Manage agency's insurance broker relationship.
 - Assist with marketing and timely renewal of agency property and liability policies
 - Support staff and agency project managers with evaluation and management of contractual risk.
 - Assist in the evaluation of agency risk through risk analysis and regular risk assessments.

Risk Management Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	404,045	442,033	483,167	506,886	521,991
Fringe	100,365	143,502	193,716	167,142	196,280
Total	\$504,410	\$585,535	\$676,883	\$674,028	\$718,271

Risk Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Risk Management	1.00	130,104	19	107,054	160,582
Assistant, Administrative	1.00	50,669	7	37,924	56,886
Assistant, Claims	1.00	43,243	8	41,528	62,292
Claims Adjuster	2.00	153,676	11	54,258	81,388
Coordinator, Claims	1.00	85,623	12	59,230	88,844
Technician, Claims	1.00	58,677	9	45,433	68,149
Total	7.00	521,992			

Risk Management Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Claims Services	3,835	2,895	2,550	2,057	2,600
Temporary Help-Gen & Adm	19,623	5,420			
Other Services- Gen & Adm	17,904	26,575	8,535	-1,753	8,000
Office Supplies	8,043	10,181	5,050	8,305	
Other Materials- Gen & Adm		7,316	429	135	1,000
Telephone	314	517	1,015	530	
Phys Damage Ins - B,G &Eq	779,111	418,979	779,076	893,268	950,000
Railroad Protective Ins	132,370	555,067	197,000	166,852	200,000
Cyber Security Insurance		54,045	27,438	110,485	27,700
PMLR Insurance Costs	1,836,063	1,650,191	324,500	274,584	324,500
WES Insurance Costs			1,450,500	1,243,931	1,450,000
Public Entity Liability Insurance	268,047	275,394	420,000	368,582	300,000
NU-Dues & Subscriptions	525	260	303	286	
NU-Local Travel & Meetings		106			
NU-Education & Training - Gen & Adm	1,491	620	2,778	4,661	
Total	\$3,067,326	\$3,007,566	\$3,219,174	\$3,071,923	\$3,263,800

Procurement & Supply Chain Management Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,422,925	1,437,978	1,582,840	1,484,474	5,224,594	5,224,594	5,208,430
Materials & Services	180,887	283,632	240,060	178,390	229,385	229,385	229,385
Total	\$1,603,812	\$1,721,610	\$1,822,900	\$1,662,864	\$5,453,979	\$5,453,979	\$5,437,815

Responsibility:

The Procurement, Contracts & Supply Chain Management Department is responsible for three major sections: Contracts, Purchasing, and Stores and Warranty Programs.

Goals & Objectives:

- 1) Manage the competitive process for all goods and services by various sourcing methods, including Request for Proposals, Qualification-Based Selection, Invitations to Bid, Request for Quotations, and Co-op Purchasing Agreements.
- 2) Negotiate and draft contracts resulting from various sourcing methods.
- 3) Provide support to project managers during the contract administration process.
- 4) Purchase of operational inventory (bus/rail parts), operating supplies (e.g., fuel products, office supplies, and copiers and related supplies).
- 5) Manage the purchasing card program and dispose of surplus property.
- 6) Manage inventory levels to ensure parts availability to meet internal customer demands, and minimize inventory write-downs for obsolescence and loss.
- 7) Work collaboratively with Maintenance to ensure effective utilization of the inventory assets. Pursue warranty recollection for vehicle, infrastructure, facility and parts to ensure responsible parties are held accountable.

Business Plan:

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #1 Ensure cost-effective service

Objective #17 Ensure cost-effective service

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #24 Test electric buses in service for performance and cost-effectiveness

Objective #25 Develop and pursue strategic partnerships to optimize and innovate practices and processes

Objective #26 Grow business inclusion and diversity efforts

People & Innovation Category

Goal #2 TriMet is Where Diverse & Talented People Want to Come, Stay, & Thrive

Objective #30 Ensure open and honest communication between management and front-line employees

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective 36: Manage financial performance within Strategic Financial Plan guidelines

Goal 2: Manage Assets to Ensure Safety and Optimize Value, Performance and Resiliency

Objective 37: Meet or exceed state of good repair targets for all identified asset classes

Performance Measures:

- 1) Effectively support the agency in the acquisition of all non-inventory goods and services to ensure high quality and best value for TriMet.
- 2) Ensure contracts comply with all federal, state and local rules and regulations, manage risk and negotiate terms and conditions.
- 3) Ensure all solicitations are open, fair and competitive.
- 4) Effectively source goods and materials to ensure lowest total cost of ownership.
- 5) Implement Material Req. Planning (MRP) process for rail reliability program to improve parts forecasting. Participate in Stores Continuous Imprv. process with a goal of just-in-time arrival of parts/components.
- 6) Timely disposal of District's surplus property while obtaining max value.
- 7) Reduce number of vehicles / LRVs held from service awaiting parts.
- 8) Reduction in cycle count adjustments from year-to-year.
- 9) Reduce inventory levels (value) from year-to-year.
- 10) Reduce value of obsolescence.

Procurement & Supply Chain Management Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	979,987	1,007,330	1,147,765	1,107,035	3,616,333
Fringe	444,830	430,648	435,075	377,439	1,664,878
Capitalized Labor-Fringe	-1,892				-72,781
Total	\$1,422,925	\$1,437,978	\$1,582,840	\$1,484,474	\$5,208,430

Procurement & Supply Chain Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Procurement and Supply Chain Management	1.00	124,000	19	107,054	160,582
Manager, Contracts	1.00	86,000	16	83,452	125,178
Manager, Purchasing	1.00	95,332	16	83,452	125,178
Manager, Stores & Warranty Programs	1.00	104,852	16	83,452	125,178
Manager, Warranty Programs	1.00	75,523	15	76,699	115,049
Supervisor, Stores	2.00	165,263	12	59,230	88,844
Administrator II, Contracts	2.00	125,914	11	54,258	81,388
Administrator III, Contracts	4.00	329,000	13	64,604	96,906
Administrator, Small Business Contracts	1.00	88,019	14	70,415	105,623
Analyst, Inventory Control	1.00	62,096	10	49,677	74,515
Coordinator I, Operations	1.00	47,798	9	45,433	68,149
Coordinator, Warranty Programs	1.00	62,000	11	54,258	81,388
Specialist, Project Control	1.00	70,320	12	59,230	88,844
Assistant Storekeeper	4.00	307,105	0371	72,946	72,946
Assistant Storekeeper Inventory Control	1.00	76,378	0371	72,946	72,946
Buyer	3.00	233,459	0432	57,450	76,606
Partsman	13.00	862,876	0376	64,834	69,472
Senior Buyer	2.00	170,314	0373	80,246	80,246
Senior Partsman	6.00	447,408	0372	69,472	69,472
Total	47.00	3,533,657			

Procurement & Supply Chain Management Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Photocopier Maintenance	28,925	28,569	20,620	9,880	15,000
Laundry					4,030
Other Services- Gen & Adm	23,448	19,517	40,000	14,012	20,000
Procurement Advertising	5,690	153,995	50,000	44,499	75,000
Office Supplies	104,693	61,495	90,000	84,802	69,000
Freight					35,000
Equip/Furn < \$5,000-Rev Eq Maint					1,000
Other Materials- Gen & Adm	2,607	3,313	11,700	9,018	3,500
Other Materials- Rev Eq Maint					5,000
Safety Supplies- Gen & Adm					1,400
Telephone	2,374	533	740	1,493	
NU-Dues & Subscriptions	4,480	11,829	10,000	8,680	
NU-Local Travel & Meetings	100	501	2,000	564	
NU-Education & Training - Gen & Adm	6,291	3,880	15,000	5,442	
NU-Out-Of-Town Travel	2,279				
CDL Renewals					455
Total	\$180,887	\$283,632	\$240,060	\$178,390	\$229,385

Fare Revenue & Administrative Services Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,027,523	5,168,676	5,976,384	5,687,084	6,408,350	6,408,350	6,404,573
Materials & Services	2,104,961	4,613,161	4,031,200	4,082,230	4,465,700	4,465,700	4,465,700
Total	\$7,132,484	\$9,781,837	\$10,007,584	\$9,769,314	\$10,874,050	\$10,874,050	\$10,870,273

Responsibility:

The Fare Revenue Department consists of fare revenue collection, processing, cash controls, sales and distribution of TriMet fares. Fare Revenue manages the operations and maintenance of Hop Fastpass, Ticket Vending Machines (TVM), and platform communications. It is also responsible for the day-to-day management and delivery of the following major functions:

Goals & Objectives:

- 1) Collect and restock cash and coins from TVMs.
- 2) Sort, count and package currency and coin for TVM and farebox revenues.
- 3) Create and maintain revenue processing controls such as reconciliations and audits.
- 4) Operate TriMet's Ticket Office (TTO), selling fares and merchandise.
- 5) Operate the Document Services Center, processing large print/binding jobs as well as mail services for the entire Agency.
- 6) Administer the Honored Citizen, Low Income Fare and General Education Development (GED) programs.
- 7) Manage network of retail stores.
- 8) Operate the following consumer fare sales programs: Hop Fastpass, TriMet
- 9) Tickets App, Pass By Mail, Legacy, Field Trips, Online Sales, and Bike Locker rentals.
- 10) Manage the ordering of all fare revenue ticket/pass stock.
- 11) Oversee TriMet's payment card processing.
- 12) Maintain TriMet's TVMs, including ticket stock replacement, preventative maintenance, warranty and critical component inventories.

Business Plan:

Internal Business Practices

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #23: Maximize benefits and potential of Hop Fastpass? Additional projects scheduled relating to Hop Fastpass that will further improve the product offerings, making it more efficient, user-friendly and cutting edge.

Customer

Goal #1 Satisfied Riders

Objective #3: Improve overall customer experience
Improve ridership satisfaction through continuous improvement to Hop Fastpass, ensuring an effective, easy-to-use program that
Objective #6: Achieve market acceptance of Hop Fastpass? as a fare instrument.
Increase Hop adoption through outreach events, product improvements, and removal of less effective fare media meets the needs of the general public

Performance Measures:

- 1) Cash control variances less than 1-3% of expected revenue, dependent on source of revenue (Hop, TVM, Farebox, Money Room and TTO).
- 2) Sales Program processing costs less than 7.5% of revenue.
- 3) Maintain maximum 5-minute in-line wait time at the TriMet Ticket Office during peak times.
- 4) Respond to 99% of sales orders within one (1) business day.
- 5) Maintain 95% Ticket Vending Machine system reliability.
- 6) Respond to 99% of Mobile Ticketing helpdesk inquiries within two (2) business days.
- 7) Respond to 99% communication outages within one (1) business day.

Fare Revenue & Administrative Services Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	3,562,718	3,622,463	4,207,102	4,107,408	4,620,581
Fringe	1,575,801	1,567,470	1,769,282	1,613,820	1,941,116
Capitalized Labor-Fringe	-110,996	-21,257		-34,144	-157,124
Total	\$5,027,523	\$5,168,676	\$5,976,384	\$5,687,084	\$6,404,573

Fare Revenue & Administrative Services Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Fare Revenue & Administrative Services	1.00	120,000	19	107,054	160,582
Manager, Fare Revenue	1.00	89,000	15	76,699	115,049
Manager, Fare Revenue Systems	1.00	103,657	15	76,699	115,049
Manager, Fare & Communication Equipment	1.00	93,140	16	83,452	125,178
Supervisor, Electronic Maintenance & Repair	1.00	89,538	13	64,604	96,906
Supervisor, Engineering Training	1.00	88,676	13	64,604	96,906
Supervisor, FEM Communications	1.00	85,285	13	64,604	96,906
Supervisor TTO	1.00	80,350	0716	60,258	80,350
Assistant Supervisor TTO	1.00	75,795	0736	55,827	74,443
Assistant Supervisor Field Technician	2.00	183,830	0590	87,547	87,547
Field Technician	18.00	1,428,544	0591	76,128	76,128
Field Technician Apprentice	5.00	314,467	0592	46,259	64,834
Accountant, Cash Control	1.00	64,338	10	49,677	74,515
Senior Analyst, Business Process	1.00	104,315	16	83,452	125,178
Supervisor, Document Services	1.00	54,454	9	45,433	68,149
Analyst, Fare Systems	1.00	94,338	14	70,415	105,623
Business Analyst, Fare Revenue	1.00	81,889	12	59,230	88,844
Document Svcs Operator/Mail Svcs Clerk	1.00	35,090	4	28,753	43,129
Mail Services Clerk	1.00	58,656	0356	42,973	57,304
Fare Revenue Specialist	11.00	724,144	0733	51,022	68,037
Moneyroom Supervisor	1.20	99,699	0330	63,253	84,344
Moneyroom Clerk	4.80	359,195	0331	61,360	81,806
Total	58.00	4,428,400			

Fare Revenue & Administrative Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Audits	45,000	50,000	70,000	58,101	50,000
Banking Charges	924,867	1,026,631	1,100,000	1,206,444	1,394,350
Money Transport	24,273	29,234	24,000	20,639	27,500
Ticket Vend & Servicing	129,003	133,497	140,000	126,352	135,000
Equipment Repair & Mtc - Gen & Adm	880	23,907	6,000	7,149	9,000
Photo Copier Maint-Doc Svcs					28,000
Cont ROW Mtc Comm	19,209	21,039	24,000	6,000	18,000
Contracted Mtc-Fare Eq	400	53,511		132,329	
Office Maint Custodial	1,941	70,812	63,000	56,611	285,000
Laundry	1,205	1,212	1,000	1,165	1,400
Other Services- Gen & Adm	47,645	47,629	10,000	3,742	58,000
Other Services-Transp Adm	801	150	6,750	1,791	3,000
Retail Network Commissions		1,697,299	800,000	1,150,726	447,100
Uniforms - Veh Ops	1,982	3,836	2,500	2,304	2,900
Tickets, Passes & Fare Media Cards	364,241	907,144	1,240,000	800,086	1,319,700
Office Supplies	33,949	28,529	13,000	15,983	14,000
Freight	239	489		1,570	2,000
Equip/Furn < \$5,000-Gen & Adm	1,649	4,013	2,000	499	4,000
Mobile Ticketing Equipment < \$5000	492	5,164	1,000	2,239	
Small Hand Tools-Fac/Eq Maint	4,242	7,967	2,000	5,647	8,000
Other Materials- Gen & Adm	43,525	58,240	40,000	40,387	49,100
Other Materials- Fac/Eq Maint	3,871	-341	9,000	12,656	9,000
Unreconciled Mastercard Expense	1,879	3,417		44	3,000
Postage - Gen & Admin	7,925	22,221	9,000	25,959	149,150
Doc Svcs Supplies					15,000
Safety Supplies - Fac/Eq Maint	5,122	9,716	5,200	9,803	7,000
Obsolete Inventory	72,496			13,015	
Maint Matl Fare Equip	226,842	243,366	255,000	252,662	325,500
Maint - eFare Equipment			50,000	12,499	
Maint Materials Comm/Video	63,303	115,637	55,000	51,034	62,000

Fare Revenue & Administrative Services Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Call Center Operations			70,000	17,501	
Telephone	28,438	36,405	8,900	32,252	15,000
NU-Dues & Subscriptions	3,460	3,925	2,000	2,524	2,000
NU-Local Travel & Meetings	1,304	41			
NU-Education & Training - Gen & Adm	24,678	8,471	14,500	9,571	14,000
NU-Out-Of-Town Travel	139				
CDL Renewals	266		250	86	1,000
Employee Recognition	305			77	
Rental	19,390		7,100	2,783	7,000
Total	\$2,104,961	\$4,613,161	\$4,031,200	\$4,082,230	\$4,465,700

LABOR RELATIONS & HUMAN RESOURCES DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,916,868	2,955,485	3,457,254	3,546,143	3,885,653	3,885,653	3,919,296
Materials & Services	1,089,406	1,326,674	1,834,520	1,387,976	1,755,440	1,755,440	1,755,440
Total	\$4,006,274	\$4,282,159	\$5,291,774	\$4,934,119	\$5,641,093	\$5,641,093	\$5,674,736

Labor Relations & Human Resources Division

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Human Resources Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,560,171	544,173	583,024	651,259	463,939	463,939	476,697
Materials & Services	593,771	159,030	253,179	216,889	589,300	589,300	589,300
Total	\$2,153,942	\$703,203	\$836,203	\$868,148	\$1,053,239	\$1,053,239	\$1,065,997

Responsibilities:

The Administration Department of the Labor Relations & Human Resources Division is responsible for aligning the division on strategy, objectives and project ownership to establish TriMet as a place where diverse and talented people want to come, stay, and thrive. The department also is responsible for developing the division staff's professional competencies, ensuring alignment with TriMet's values, ensuring division employees work safely and providing administrative support to the division as a whole.

Goals and Objectives:

- 1) Develop and oversee the division strategic planning efforts and monitoring implementation progress.
- 2) Represent the division perspective on TriMet's executive team. Coordinate budget preparation and monitoring budget performance for the division.
- 3) Provide administrative support and records management for the division.
- 4) Provide support for manager and employee self-service use of the Human Resources Information System (HRIS).
- 5) Respond to reference check and employee information requests, such as unemployment compensation and Bureau of Labor and Industries (BOLI) inquiries.

Business Plan:

Internal Business Practices

Goal #1 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #1 Develop and pursue strategic partnerships to optimize and innovate practices and processes.

People & Innovation

Goal #1 Grow opportunities and use of internal learning for staff

Objective #1 Invest wisely in people

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay, and Thrive

Objective #1 Plan for succession for key positions

Goal #2: Foster Service Excellence and Innovation

Objective #2 Foster employee innovation

Fiscally Sound and Compliant

Goal #1 Manage financial performance within strategic financial plan guidelines

Objective #1 Annual alignment with financial guidelines

Performance Measures:

- 1) Engagement Survey.
- 2) The division has capable talent.
- 3) Jobs included in succession plans having candidates identified as "ready now" or "ready soon."
- 4) Recognition process.
- 5) Budget targets are met for the division.

Human Resources Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,066,659	424,273	456,582	371,911	381,835
Fringe	493,944	119,900	126,442	279,348	94,862
Capitalized Labor-Fringe	-432				
Total	\$1,560,171	\$544,173	\$583,024	\$651,259	\$476,697

Human Resources Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	200,000	25	172,399	258,599
Administrator, HR Services	1.00	74,439	11	54,258	81,388
Total	2.00	274,439			

Human Resources Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal	295,580	175,069	121,018	139,060	146,500
Professional & Technical-Gen & Adm	132,617	3,490	40,000	18,377	
Recruitment Expense	21,391	147		138	
Other Services- Gen & Adm	64,523	4,600	2,020	6,126	2,000
Office Supplies	5,302	3,218	4,013	4,443	5,700
Other Materials- Gen & Adm	945	271	2,091	4,961	2,100
Unreconciled Mastercard Expense				-63	
Postage - Gen & Admin	125		225	56	1,000
Telephone	3,821	3,794	1,728	2,969	6,700
NU-Dues & Subscriptions	1,541	936	931	1,069	3,500
NU-Local Travel & Meetings	581	246	510	1,631	1,300
NU-Education & Training - Gen & Adm	7,498	1,619	3,232	1,333	35,500
NU-Out-Of-Town Travel	4,745	2,411	4,293	1,073	13,000
Union Contractual Services	55,000	-37,071	73,000	35,384	345,000
Employee Recognition	102	300	118	332	
Employee Awards					12,000
Awards & Banquets					15,000
Total	\$593,771	\$159,030	\$253,179	\$216,889	\$589,300

Benefits & HRIS Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	809,817	837,198	1,068,864	1,087,502	841,467	841,467	841,248
Materials & Services	476,345	555,720	723,873	609,723	607,640	607,640	607,640
Total	\$1,286,162	\$1,392,918	\$1,792,737	\$1,697,225	\$1,449,107	\$1,449,107	\$1,448,888

Responsibilities:

The Benefits & HRIS Department of the Labor Relations & Human Resources Division is responsible for ensuring a competitive benefits package, enhancing HR technology solutions, and designing flexibility in the HR policies and procedures.

Goals and Objectives:

- 1) Enhance the HR technology platform to increase manager and employee productivity and access to information. Streamline, refine and enhance reporting capabilities.
- 2) Negotiate favorable benefits contracts with carriers and vendors.
- 3) Administer the health & welfare programs according to contracts.
- 4) Provide health, welfare, and retirement programs education & resources to employees and retirees.
- 5) Manage annual benefits open enrollment process.
- 6) Conduct benefits eligibility audits.
- 7) Administer defined benefit plans and oversee defined contribution plans.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective 36 Manage financial performance within Strategic Financial Plan guidelines

People & Innovation Category

Goal #2 People & Innovation

Objective 29 Invest Wisely in people

Objective 33 Recruit a talented workforce

Goal #3 Foster Service Excellence and Innovation

Objective 35 Foster employee innovation

Performance Measures:

- 1) TriMet's benefits costs meet budget.
- 2) TriMet's net medical benefits cost per covered employee increases at a rate no greater than the Federal Employment Cost Index.
- 3) The HRIS system is deployed effectively, including manager and employee self-service.
- 4) HR transactions are handled efficiently, accurately and timely.
- 5) Healthcare & Retirement vendors meet their commitments to TriMet and its employees.
- 6) Controls over pension payments implemented and operating effectively, accurately and timely.
- 7) Accurate reporting of District defined benefit pension plan assets, liabilities, and oversight of plans.
- 8) Employees and retirees have access to tools, information and resources to make educated health, welfare, and retirement decisions.

Benefits & HRIS Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	571,266	600,027	783,564	804,525	604,381
Fringe	238,551	237,171	285,300	282,977	236,867
Total	\$809,817	\$837,198	\$1,068,864	\$1,087,502	\$841,248

Benefits & HRIS Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Benefits & HRIS	1.00	116,328	17	90,748	136,122
Administrator, Benefits	2.00	139,037	12	59,230	88,844
Administrator, Pension and Retirement	1.00	72,279	12	59,230	88,844
Analyst Senior HRIS	1.00	107,546	16	83,452	125,178
Specialist, Benefits	2.80	169,191	9	45,433	68,149
Total	7.80	604,381			

Benefits & HRIS Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm	2,670	23,921	11,931	7,230	11,900
Union Long Term Disab. Program	1,043	-16	10,000	2,501	6,000
Health Benefit Consultant	108,490	134,340	203,615	128,316	282,240
BenefitHelp Solutions FSA 3rd Party Administrator	39,584	36,205	37,132	43,191	30,000
FMLA/OFLA 3rd Party Administrator	140,127	148,130	158,570	150,862	180,000
Temporary Help-Gen & Adm	1,506		1,000	6,839	
Compensation Survey Services	16,906	46,837	25,556	28,928	
Other Services- Gen & Adm	22,333	28,606	10,303	31,863	10,400
Office Supplies	518	136	816	1,568	
Other Materials- Gen & Adm	49,180	37,002	50,655	42,096	34,000
Postage - Gen & Admin	14,826	9,136	36,326	24,399	36,600
Computer Equip under \$5,000		340			
Telephone	439	405	1,057	542	
NU-Dues & Subscriptions	570	415	1,004	1,479	
NU-Local Travel & Meetings	27	74	500	445	
NU-Education & Training - Gen & Adm	11,180	4,145	14,300	23,022	
NU-Out-Of-Town Travel	997	651	3,000	2,381	
Employee Relations	51,240	73,040	146,208	99,943	16,500
Employee Awards	14,709	12,353	11,900	14,118	
Total	\$476,345	\$555,720	\$723,873	\$609,723	\$607,640

Talent Management Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services		761,437	911,837	931,953	1,157,790	1,157,790	1,157,580
Materials & Services		573,731	765,193	517,738	514,400	514,400	514,400
Total		\$1,335,168	\$1,677,030	\$1,449,691	\$1,672,190	\$1,672,190	\$1,671,980

Responsibilities:

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

Goals and Objectives:

- 1) Investing wisely in people action efforts.
- 2) Recruit a diverse and talented workforce.
- 3) Plan for succession for key positions.
- 4) Develop and oversee training and development program/activities, including more structure to its management certification program.

Business Plan:

People & Innovation Category

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay and Thrive

Objective #29 Invest wisely in people Retain and/or improve engagement of employees, including growing opportunities and using internal learning and development programs

Objective #32 Achieve agency Affirmative Action goals. Increase utilization rate for females in non-union positions. Increase utilization rate for race in non-union and other identified job classifications. Increase utilization rate for veterans and individuals with disabilities

Objective #33 Recruit a talented workforce

Performance Measures:

- 1) Offer/interview, acceptance/offer and time-to-fill targets are met.
- 2) Manage turnover to acceptable levels.
- 3) Affirmative action goals and sufficient diversity in the applicant pool and application process is achieved.
- 4) Employees are trained and developed for succession opportunities
- 5) Enhance and implement succession readiness plan.
- 6) Employee engagement trends are favorable.

Talent Management Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor		520,766	663,407	700,740	828,187
Fringe		240,671	248,430	231,213	329,393
Total		\$761,437	\$911,837	\$931,953	\$1,157,580

Talent Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Talent Management	1.00	138,208	19	107,054	160,582
Program Manager, Training & Development	1.00	94,589	14	70,415	105,623
Supervisor, Recruiting	1.00	78,533	13	64,604	96,906
Assistant, Administrative	1.00	37,918	7	37,924	56,886
Coordinator, Training and Development	1.00	65,000	11	54,258	81,388
HR Business Partner	1.00	95,395	17	90,748	136,122
HR Generalist	1.00	75,539	12	59,230	88,844
Management Recruiter	1.00	69,000	12	59,230	88,844
Recruiter, Operations-Maintenance	1.00	66,957	11	54,258	81,388
Recruiter, Operations-Transportation	1.00	60,768	11	54,258	81,388
Specialist, Human Resources	1.00	46,280	8	41,528	62,292
Total	11.00	828,187			

Talent Management Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm		117,689	86,811	60,316	49,500
Recruitment Expense		152,323	279,776	151,433	109,300
Pre-Employment Screening Services			204	51	
Other Services- Gen & Adm		65,589	25,732	80,920	26,000
Office Supplies		80			
Other Materials- Gen & Adm			5,000	4,855	
Unreconciled Mastercard Expense		5,035			
Telephone		253	921	465	
NU-Dues & Subscriptions		483	515	548	
NU-Education & Training - Gen & Adm		2,609	7,727	3,368	
Education Reimbursement		70,363	109,441	83,095	81,800
Agency Training		156,602	245,970	129,743	247,800
NU-Out-Of-Town Travel		2,705	3,096	2,913	
Employee Recognition				31	
Total		\$573,731	\$765,193	\$517,738	\$514,400

Labor Relations Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	546,880	812,677	893,529	875,429	1,036,612	1,036,612	1,052,817
Materials & Services	19,290	38,193	92,275	43,626	9,500	9,500	9,500
Total	\$566,170	\$850,870	\$985,804	\$919,055	\$1,046,112	\$1,046,112	\$1,062,317

Responsibilities:

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

Goals and Objectives:

- 1) Coach managers in handling labor matters with the represented workforce.
- 2) Facilitate labor management meetings between labor and operating managers.
- 3) Manage the collective bargaining process, including successor contract and mid-term bargaining.
- 4) Process, hear, and arbitrate grievances.
- 5) Process and represent the District in advancing or defending unfair labor practice charges.
- 6) Train managers on changes in the law and the labor contract that affect management of the workforce.

Business Plan:

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective #1 Ensure market competitive labor costs

Goal #2 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #2 Implement internal practices in each division that support partnership and innovation

Performance Measures:

- 1) Labor contract provisions in support of TriMet's strategic financial plan are bargained.
- 2) Effective and respectful labor and employee relations with the ATU leadership are pursued.
- 3) Discipline imposed upon represented employees meets just cause.
- 4) ATU is timely notified employment relations matters and changes to TriMet's HR policies.
- 5) Managers with represented employees are trained to consistently apply the labor agreement and District policy and to comply with applicable labor and employment laws.
- 6) TriMet achieves regulatory and statutory compliance on labor and employment matters.

Labor Relations Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	386,625	537,992	666,191	664,374	776,787
Fringe	160,255	274,685	227,338	211,055	276,030
Total	\$546,880	\$812,677	\$893,529	\$875,429	\$1,052,817

Labor Relations Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Labor & Employee Relations	1.00	145,000	20	116,134	174,200
Manager, Labor Relations	1.00	78,037	16	83,452	125,178
Analyst, Labor	1.00	80,586	12	59,230	88,844
Coordinator, ADA	1.00	78,713	12	59,230	88,844
HR Business Partner	1.00	119,945	17	90,748	136,122
Human Resources Generalist	1.00	72,285	12	59,230	88,844
Representative, Senior, Labor Relations	2.00	202,221	15	76,699	115,049
Total	8.00	776,787			

Labor Relations Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Other Services- Gen & Adm	6,037	26,873	74,000	31,054	9,500
Office Supplies	702	342	1,000	406	
Other Materials- Gen & Adm	2,193	304	500	1,499	
Unreconciled Mastercard Expense	3,439	3,709			
Computer Equip under \$5,000		170			
Telephone	438	1,425	3,000	2,836	
NU-Dues & Subscriptions	88	752	1,000	1,075	
NU-Local Travel & Meetings	620	412	275	149	
NU-Education & Training - Gen & Adm	5,400	1,742	10,000	5,279	
NU-Out-Of-Town Travel	373	2,464	2,500	1,328	
Total	\$19,290	\$38,193	\$92,275	\$43,626	\$9,500

Compensation Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					385,845	385,845	390,954
Materials & Services					34,600	34,600	34,600
Total					\$420,445	\$420,445	\$425,554

Responsibilities:

The Compensation Department of the Labor Relations & Human Resources Division is responsible for managing the agency's pay program by offering competitive and compliant programs. These goals support TriMet's business plan goal to recruit, retain and engage a talented workforce.

Goals and Objectives:

- 1) Classify jobs competitively and in compliance with federal and state regulations.
- 2) Develop and administer the Predicted Compensation Model (PCM), which serves as the primary tool to comply with the Pay Equity Law.
- 3) Administer the annual salary program (Merit/PCM) and year round salary actions.
- 4) Establish TriMet's grade structure and job family matrix.
- 5) Maintain current Job Descriptions and Position Descriptions, which serve as a Market Pricing, Career Development & Performance Management Tool.

Business Plan:

People & Innovation

Goal #2 TriMet is Where Diverse and Talented People Want to Come, Stay and Thrive.

Objective #29 Invest Wisely in People: Zero percent of employees below their predicted compensation by FY2020

Performance Measures:

- 1) Pay Administration is compliant with external federal and state regulations and internal policies, guidelines and budget.
- 2) Business Plan metrics (SPF) are reported and sustained by a systematic process.
- 3) Job Descriptions accurately reflect the job's knowledge, skill, effort, responsibility and working conditions.
- 4) Grade Structures reflect the market value for assigned grades.

Compensation Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					284,750
Fringe					106,204
Total					\$390,954

Compensation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Compensation	1.00	126,124	17	90,748	136,122
Analyst, Compensation	1.00	88,500	13	64,604	96,906
Specialist, Administrative Compensation	1.00	61,984	9	45,433	68,149
Total	3.00	276,608			

Compensation Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					6,000
Temporary Help-Gen & Adm					1,000
Compensation Survey Services					25,700
Other Materials- Gen & Adm					1,900
Total					\$34,600



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LEGAL SERVICES DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,757,946	2,001,974	2,094,304	1,964,992	2,427,163	2,427,163	2,440,454
Materials & Services	211,514	227,383	276,784	248,366	2,542,370	2,542,370	2,577,970
Total	\$1,969,460	\$2,229,357	\$2,371,088	\$2,213,358	\$4,969,533	\$4,969,533	\$5,018,424

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Legal Services Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,757,946	2,001,974	2,094,304	1,964,992	1,188,678	1,188,678	1,208,409
Materials & Services	211,514	227,383	276,784	248,366	262,800	262,800	262,800
Total	\$1,969,460	\$2,229,357	\$2,371,088	\$2,213,358	\$1,451,478	\$1,451,478	\$1,471,209

Responsibility:

The Administration Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team, and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial, and business parameters. The Legal Services Division has three departments: Administration, Governance, Litigation, and Real Estate and Transit Oriented Development.

Goals & Objectives:

- 1) Agency Operations and Objectives.
- 2) Municipal/Public Law.
- 3) Employment/Labor Law.
- 4) Contracts, including Intergovernmental Agreements.
- 5) Board Governance and Public Meetings.
- 6) Records Governance, including Enterprise Content Management and Public Records Laws.

Business Plan:

Financial

Goal #2: Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Internal Business Practices

Goal #3: Business Practices that Create Value and Spur Innovation and Continuous Improvement

People and Innovation

Goal #1: Ensure a Culture of Safety

Goal #2: TriMet is Where Diverse and Talented People Want to Come, Stay and Thrive

Goal #3: Foster Service Excellence and Innovation

Customers

Goal #2: Satisfied Community Stakeholders and Employers

Performance Measures:

- 1) Demonstrate a comprehensive understanding of Agency initiatives, policies, and TriMet code.
- 2) Provide accurate and effective analysis of federal, state and local laws.
- 3) Successfully defend litigation.
- 4) Provide practical, useful advice on a wide range of Agency issues.
- 5) Help minimize potential project development and implementation problems.
- 6) Advance the Agency's Records Governance Initiatives, including Enterprise Content Management.

Legal Services Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	1,390,157	1,571,643	1,694,479	1,622,243	936,649
Fringe	450,934	507,545	527,464	502,576	271,760
Capitalized Labor-Fringe	-83,145	-77,214	-127,639	-159,827	
Total	\$1,757,946	\$2,001,974	\$2,094,304	\$1,964,992	\$1,208,409

Legal Services Administration-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Exec Dir, Legal Services (General Counsel)	1.00	225,374	26	186,192	279,288
Manager, Records Governance	1.00	90,000	14	70,415	105,623
Analyst, Records	1.00	71,500	11	54,258	81,388
Analyst, Records Governance Liaison	1.00	71,500	11	54,258	81,388
Assistant, Legal	1.00	66,997	9	45,433	68,149
Deputy General Counsel, Senior (Governance)	1.00	160,001	20	116,134	174,200
Deputy General Counsel (Worker's Compensation)	1.00	101,354	18	98,599	147,899
Paralegal I	1.00	66,997	9	45,433	68,149
Total	8.00	853,723			

Legal Services Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal	108,754	101,323	54,877	100,761	74,800
Professional & Technical-Gen & Adm	1,750	13,769	39,607	12,651	3,000
Temporary Help-Gen & Adm			500	256	
Other Services- Gen & Adm	14,084	4,021	20,000	16,215	20,000
Office Supplies	2,215	1,134	2,000	1,878	3,000
Other Materials- Gen & Adm	-338	4,360	20,000	9,182	15,000
Unreconciled Mastercard Expense				7,405	
Telephone	875	792	1,500	1,110	
NU-Dues & Subscriptions	66,752	73,953	82,000	68,177	85,000
NU-Local Travel & Meetings	207	1,978	1,000	869	2,000
NU-Education & Training - Gen & Adm	6,350	13,618	30,000	11,582	30,000
NU-Out-Of-Town Travel	10,771	12,269	25,000	18,147	30,000
Employee Recognition	94	166	300	133	
Total	\$211,514	\$227,383	\$276,784	\$248,366	\$262,800

Litigation Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					937,028	937,028	922,851
Materials & Services					20,000	20,000	20,000
Total					\$957,028	\$957,028	\$942,851

Responsibility:

The Litigation Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team, and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial, and business parameters.

Goals & Objectives:

- 1) Agency Operations and Objectives.
- 2) Municipal/Public Law.
- 3) Employment/Labor Law.
- 4) Complex Business Litigation and Tort Defense.
- 5) Risk Assessment.

Business Plan:

Financial

Goal #2: Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Internal Business Practices

Goal #3: Business Practices that Create Value and Spur Innovation and Continuous Improvement

People and Innovation

Goal #1: Ensure a Culture of Safety

Goal #2: TriMet is Where Diverse and Talented

People Want to Come, Stay and Thrive

Goal #3: Foster Service Excellence and Innovation

Customers

Goal #2: Satisfied Community Stakeholders and Employers

Performance Measures:

- 1) Demonstrate a comprehensive understanding of Agency initiatives, policies, and TriMet code.
- 2) Provide accurate and effective analysis of federal, state and local laws.
- 3) Provide practical, useful advice on a wide range of Agency issues.
- 4) Successfully defend litigation.

Litigation Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					680,655
Fringe					242,196
Total					\$922,851

Litigation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Legal Services	1.00	156,452	22	136,366	204,550
Deputy General Counsel	1.00	100,718	18	98,599	147,899
Deputy General Counsel, Senior	2.00	258,478	20	116,134	174,200
Paralegal Investigator	1.00	79,997	13	64,604	96,906
Specialist, Litigation	1.00	85,010	13	64,604	96,906
Total	6.00	680,655			

Litigation Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal					20,000
Total					\$20,000

Real Estate & Transit Oriented Development Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					301,457	301,457	309,194
Materials & Services					2,259,570	2,259,570	2,295,170
Total					\$2,561,027	\$2,561,027	\$2,604,364

Responsibility:

The Real Estate and Transit Oriented Development Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team, and staff. It works with all TriMet divisions to accomplish TriMet's mission and goals within legal, ethical, financial, and business parameters

Goals & Objectives:

- 1) Agency Operations and Objectives.
- 2) Municipal/Public Law.
- 3) Contracts, including Intergovernmental Agreements.
- 4) Real Estate/Land Use/Construction/Transit Oriented Development
- 5) Complex Transactions.
- 6) Risk Assessment.

Business Plan:

Financial

Goal #2: Manage Assets to Ensure Safety and Optimize Value, Performance, and Resiliency

Internal Business Practices

Goal #2: Design and Deliver Successful Projects
 Goal #3: Business Practices that Create Value and Spur Innovation and Continuous Improvement

People and Innovation

Goal #1: Ensure a Culture of Safety
 Goal #2: TriMet is Where Diverse and Talented People Want to Come, Stay and Thrive
 Goal #3: Foster Service Excellence and Innovation

Customers

Goal #2: Satisfied Community Stakeholders and Employers

Performance Measures:

- 1) Demonstrate a comprehensive understanding of Agency initiatives, policies, and TriMet code.
- 2) Provide accurate and effective analysis of federal, state and local laws.
- 3) Provide practical, useful advice on a wide range of Agency issues.
- 4) Advance the Agency's capital and transit-oriented projects, and help minimize potential project development and implementation problems.

Real Estate & Transit Oriented Development Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					676,990
Fringe					226,366
Capitalized Labor-Fringe					-594,162
Total					\$309,194

Real Estate & Transit Oriented Development Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Transit Oriented Development	1.00	154,380	20	116,134	174,200
Manager, Real Estate	1.00	107,623	16	83,452	125,178
Project Manager, Real Estate Commercialization	1.00	118,738	16	83,452	125,178
Specialist, Property Acquisition & Relocation	2.00	173,000	13	64,604	96,906
TOD Commercial Developer	1.00	123,249	18	98,599	147,899
Total	6.00	676,990			

Real Estate & Transit Oriented Development Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal					100,000
Property Taxes					54,400
Office Leases					2,140,770
Total					\$2,295,170



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ENGINEERING & CONSTRUCTION DIVISION

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,469,022	2,427,266	3,203,301	2,564,771	3,215,939	3,215,939	3,372,395
Materials & Services	1,864,320	2,187,846	2,345,077	2,146,066	662,000	662,000	662,000
Total	\$4,333,342	\$4,615,112	\$5,548,378	\$4,710,837	\$3,877,939	\$3,877,939	\$4,034,395

Engineering & Construction Division

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Project Development & Permitting	EC-14

Engineering & Construction Administration Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	342,290	329,766	726,562	330,102	945,566	945,566	1,016,430
Materials & Services	239,263	253,394	206,600	182,391	447,000	447,000	447,000
Total	\$581,553	\$583,160	\$933,162	\$512,493	\$1,392,566	\$1,392,566	\$1,463,430

Responsibility:

The Engineering & Construction Administration Department is responsible for managing project cost and budgets, ensuring compliance with federal requirements and establishing sound business practices for the Engineering & Construction Division.

Goals & Objectives:

- 1) Develop and manage division and project budgets; prepare cost estimates for all phases of projects.
- 2) Maintain project cost databases; review and approve invoices for payment; develop cash flow and other tools to monitor and manage project revenue and expenditures.
- 3) Prepare monthly reports for all projects; prepare division quarterly reports.
- 4) Coordinate project insurance programs.
- 5) Manage certified payroll compliance for projects.
- 6) Create and manage division project schedules.
- 7) Provide guidelines for 'best practices' included in the Business Procedures Manual.

Business Plan:

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective#1 Increase resiliency

Goal #2 Design and Deliver Successful Projects

Objective #2 Improve existing MAX infrastructure for reliability and capacity

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #3 Innovatively increase financial resources

Performance Measures:

- 1) Implement, track, and complete state of good repair, leverage, and major projects on time and within budget.
- 2) Prepare monthly and quarterly reports.
- 3) Comply with federal grant requirements for federally funded major projects.
- 4) Track Federal Transit Administration (FTA) project development activities for the Southwest Corridor Project.
- 5) Complete FTA project development for the Division Transit Project and enter into a Small Starts Grant Agreement.
- 6) Pursue additional funding sources for projects.
- 7) Support development of capital budget for design and construction projects.

Engineering & Construction Administration Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	243,595	240,318	647,411	257,428	1,609,084
Fringe	99,331	89,448	79,151	72,674	505,643
Capitalized Labor-Fringe	-636				-1,098,297
Total	\$342,290	\$329,766	\$726,562	\$330,102	\$1,016,430

Engineering & Construction Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Engineering & Construction	1.00	187,299	24	159,630	239,446
Director, Program Management	1.00	135,000	20	116,134	174,200
Manager, Cost Estimating	1.00	113,435	17	90,748	136,122
Manager, Quality Assurance	1.00	114,325	17	90,748	136,122
Program Manager, FTA & Eng & Const Programs	1.00	105,529	15	76,699	115,049
Supervisor, Cost	1.00	83,000	13	64,604	96,906
Administrator, Public Arts	1.00	91,994	14	70,415	105,623
Coordinator, Quality Assurance	1.00	96,994	15	76,699	115,049
Cost Estimator	1.00	63,005	12	59,230	88,844
Cost Estimator II	1.00	84,000	13	64,604	96,906
Executive Administrative Assistant	1.00	71,469	11	54,258	81,388
Program Scheduler, Senior	1.00	118,195	17	90,748	136,122
Specialist, Administrative	1.00	55,680	9	45,433	68,149
Total	13.00	1,319,925			

Engineering & Construction Administration Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Rail Volution Conference	15,000	15,000	15,000	19,795	
Professional & Technical-Gen & Adm					70,000
Contracted Conservation - ROW Art					100,000
Printing/Bindery Services	4,329	12,110		8,089	16,000
Other Services- Gen & Adm	4,088	773		1,524	10,000
Office Supplies	42,732	30,980	31,500	26,626	32,000
Other Materials- Gen & Adm	3,669	7,925		53	
Unreconciled Mastercard Expense	200	10		1,496	
Telephone	16,805	1,572		343	28,200
NU-Dues & Subscriptions	28,969	43,054	32,000	37,744	32,300
NU-Local Travel & Meetings	1,571	4,628		1,148	29,700
NU-Education & Training - Gen & Adm	41,612	45,147	48,000	32,624	48,300
NU-Out-Of-Town Travel	78,855	91,857	78,000	52,035	78,000
Employee Recognition	1,433	338	2,100	914	2,500
Total	\$239,263	\$253,394	\$206,600	\$182,391	\$447,000

Design & Construction Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,126,732	2,097,500	2,476,739	2,234,669	1,538,699	1,538,699	1,537,923
Materials & Services	1,625,057	1,934,452	2,138,477	1,963,675	32,500	32,500	32,500
Total	\$3,751,789	\$4,031,952	\$4,615,216	\$4,198,344	\$1,571,199	\$1,571,199	\$1,570,423

Responsibility:

The Design & Construction Department provides responsive, cost-effective and comprehensive planning, design, construction and management of projects to maintain district facilities in a state of good repair and implement system enhancements to increase reliability and capacity. It provides technical support to Rail Maintenance of Way, Rail Equipment Maintenance, Commuter Rail, Facilities Maintenance and Safety and Security Departments.

Goals & Objectives:

- 1) Manage planning, design, construction and turnover of new transit facilities and improvements.
- 2) Manage renovation of existing transit facilities, plan, prioritize, design, permit, construct and turn over improvements.
- 3) Assist TriMet's Transportation and Maintenance divisions with service improvements.
- 4) Provide engineering, scheduling and general technical support for Capital Improvement Program (CIP) projects.
- 5) Advance remaining elements of the Portland-Milwaukie Light Rail Project.
- 6) Continue with procurement of Type VI light rail vehicles.

Business Plan:

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective#1 Increase resiliency

Goal #2 Design and Deliver Successful Projects

Objective #2 Improve existing MAX infrastructure for reliability and capacity

Goal #3 Business Practices that Create Value and Spur Innovation and Continuous Improvement

Objective #3 Innovatively increase financial resources

Performance Measures:

- 1) Deliver assigned capital program projects per agency budget, schedule, minority business and safety objectives.
- 2) Assist other divisions by providing requested engineering, project management and technical support.
- 3) Maximize capital program utilization (CIP).

Design & Construction Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor	6,279,038	7,526,758	8,612,094	8,435,423	4,428,764
Fringe	2,591,391	2,887,139	3,038,558	2,803,480	1,692,929
Capitalized Labor-Fringe	-6,743,697	-8,316,397	-9,173,913	-9,004,234	-4,583,770
Total	\$2,126,732	\$2,097,500	\$2,476,739	\$2,234,669	\$1,537,923

Design & Construction Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Managing Director, Design & Construction	1.00	180,989	21	125,902	188,854
Director, Building Projects	1.00	134,641	19	107,054	160,582
Director, Civil Construction	1.00	150,925	19	107,054	160,582
Director, Station Projects	1.00	124,143	19	107,054	160,582
Manager, CADD	1.00	88,025	14	70,415	105,623
Manager, Eng & Const Vehicle Engineering	1.00	128,421	19	107,054	160,582
Manager, Eng & Const Vehicles	1.00	93,287	17	90,748	136,122
Manager, Engineering and Construction	1.00	104,263	17	90,748	136,122
Manager, Guideway	1.00	107,250	17	90,748	136,122
Manager, Stations	1.00	113,435	17	90,748	136,122
Project Manager, Eng & Const Vehicles	1.00	93,312	17	90,748	136,122
Assistant, Administrative	1.00	46,987	7	37,924	56,886
Building/Arch Project Delivery Lead	1.00	88,612	15	76,699	115,049
Engineer Structural - Agency	1.00	124,588	18	98,599	147,899
Manager, Eng & Const Rail Systems	1.00	131,055	19	107,054	160,582
Project Coordinator, Eng & Const	1.00	61,817	11	54,258	81,388
Project Manager, Assistant, Eng & Const	7.00	574,378	14	70,415	105,623
Project Manager, Assistant, Eng & Const Systems	1.00	85,340	14	70,415	105,623
Project Manager, Assistant, Eng & Const Vehicles	4.00	338,301	14	70,415	105,623
Project Manager, Eng & Const	9.00	805,547	15	76,699	115,049
Project Manager, Eng & Const Systems	3.00	311,139	16	83,452	125,178
Project Manager, Senior, Eng & Const	1.00	108,892	17	90,748	136,122
Project Manager, Senior, Eng & Const Vehicles	1.00	104,875	17	90,748	136,122
Project Mgr, Assistant, Eng & Const Rail Signals	1.00	85,420	14	70,415	105,623
Specialist, Administrative	3.00	171,642	9	45,433	68,149
Technician, CAD	1.00	71,480	11	54,258	81,388
Total	47.00	4,428,764			

Design & Construction Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Legal	59				
Professional & Technical-Gen & Adm	121,612	160,015	213,402	101,906	30,000
Willamette Shore Line		30,000	45,000	43,296	
Contracted Conservation - ROW Art	30,349	92,513	112,500	60,708	
Shelter Services	106,929	90,110	185,000	161,095	
Printing/Bindery Services	2,018	1,200	16,000	7,446	
Other Services- Gen & Adm	9,264	10,632	12,000	11,695	
Office Supplies	6,056	22,220		18,659	
Equip/Furn < \$5,000-Gen & Adm	2,732	6,973			
Shelter Materials	14,898	58,231	95,000	104,870	
Trash Containers	2,543				
Bus Stop Poles/Signage	230		10,000	7,827	
Other Materials- Gen & Adm	1,308	16,529	2,500	3,870	
Unreconciled Mastercard Expense	1,044			668	
Default Expense				243	
Computer Equip under \$5,000		340		1,898	
Telephone	9,852	34,237	32,000	33,012	
Property Taxes	7,098	43,942	54,000	51,007	
NU-Dues & Subscriptions	3,700	220		210	
NU-Local Travel & Meetings	28,190	35,786	32,400	33,515	
NU-Education & Training - Gen & Adm	1,622	80		9	
Fines & Penalties		4,897			
Bid Advertising	2,529	1,697	2,500	1,307	2,500
Special Event Expenses	2,102	15,174	35,000	19,020	
Lease Agreements	32,400	32,400		8,100	
Office Leases	1,238,522	1,277,256	1,291,175	1,293,314	
Total	\$1,625,057	\$1,934,452	\$2,138,477	\$1,963,675	\$32,500

Major Projects Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					505,952	505,952	595,654
Materials & Services					67,500	67,500	67,500
Total					\$573,452	\$573,452	\$663,154

Responsibility:

The Major Projects Department plans, designs, remodels and constructs high value transit projects. Work includes federally funded in-street (bus) facilities, operations and administrative facilities, bus garages, light rail operations bases and extensions to light rail and rapid bus systems.

Goals & Objectives:

- 1) Perform scoping, direct preliminary and final design of capital projects performed by staff and consultants, manage construction and safety certifications.
- 2) Continue/Complete final design activities for the Division Transit Project. Achieve project readiness for federal funding eligibility.
- 3) Continue outreach for Southwest Corridor Project, refine options for inclusion in the Final Environmental Impact Statement (FEIS). Manage the consultant design team. Complete and submit required elements to the Federal Transit Administration (FTA) to enter the Project Engineering phase.

Business Plan:

Internal Business Practices Category

Goal #1 Deliver Safe, Efficient, and Equitable Service

Objective#1 Provide reliable performance

Objective #2 Improve Service Delivery

Goal #2 Design and Deliver Successful Projects

Objective #3 Develop higher capacity bus services

Objective #4 Meet milestones for successful development of Southwest Corridor Project

Performance Measures:

- 1) Continue to advance bus rapid transit (BRT) along Division Street and capitalize on new signal technology and increased capacity to improve overall reliability along corridor.
- 2) Reduce overloaded weekday peak trips on bus by advancing the Division Transit Project (DTP).
- 3) Advance DTP milestones to deliver Project by Fall 2022 in support of agency goals for high capacity bus service.
- 4) Complete 90% final design by end of FY2019. Submit Small Starts Grant Agreement (SSGA) application for federal funding in Spring 2019.
- 5) Complete the FEIS for Southwest Corridor Project in early 2020.
- 6) Receive permission to enter into the Project Engineering phase in August 2020.

Major Projects Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					1,961,313
Fringe					720,444
Capitalized Labor-Fringe					-2,086,103
Total					\$595,654

Major Projects Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Southwest Corridor	1.00	162,809	21	125,902	188,854
Manager, Design-Southwest Corridor	1.00	117,000	19	107,054	160,582
Manager, Division Transit Project	1.00	103,929	17	90,748	136,122
Manager, Programs - Southwest Corridor	1.00	115,000	19	107,054	160,582
Program Manager, Scheduler	1.00	94,000	15	76,699	115,049
Assistant, Administrative	1.00	45,490	7	37,924	56,886
Project Manager, Assistant, Eng & Const	3.00	197,539	14	70,415	105,623
Project Manager, Assistant, Civil Engineer	1.00	74,037	12	59,230	88,844
Project Manager, Assistant, Permits	1.00	74,037	12	59,230	88,844
Project Manager, Eng & Const	6.00	545,284	15	76,699	115,049
Project Manager, Senior, Design	1.00	56,285	17	90,748	136,122
Project Manager, Senior, Eng & Const	3.00	319,112	17	90,748	136,122
Specialist, Administrative	1.00	56,791	9	45,433	68,149
Total	22.00	1,961,313			

Major Projects Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Professional & Technical-Gen & Adm					10,000
Other Materials- Gen & Adm					22,500
Special Event Expenses					35,000
Total					\$67,500

Project Development & Permitting Department

Summary	FY2017	FY2018	FY2019		FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services					225,722	225,722	222,388
Materials & Services					115,000	115,000	115,000
Total					\$340,722	\$340,722	\$337,388

Responsibility:

The Project Development & Permitting Department provides responsive project planning and development of project's scope, cost estimate, schedule and development of risk necessary for the consideration by decision makers. Projects include both internal projects that address maintenance and operations and external projects that include Small and New Starts projects that affect new bus and light rail lines. The department is also the interface with outside parties that could affect TriMet property, operations or facilities.

The department is responsible for securing federal, state and local approvals and permits. The department is responsible for developing strategies and forwarding Small and New Starts projects.

Goals & Objectives:

- 1) Conduct project development activities to ensure that quality information is available for executive management to make critical decisions related to moving projects forward.
- 2) Provide quality service to project implementation staff in the development of full project descriptions.
- 3) Move Small and New Starts projects forward through the Federal Transit Administration (FTA) process while ensuring local approvals.
- 4) Support TriMet projects through advising and securing land use approvals and permits.
- 5) Provide coordination through all divisions related to third party projects that affect our facilities.

Business Plan:

Internal Business Practices Category

Goal #1 Objective #7

Help shape the future of cities and our region in line with Metro 2040 growth concept

Goal #2 Objective #20

Develop partnerships to support faster and more reliable bus service

Goal #3 Objective #21

Meet Milestones for successful development of SW Corridor

Performance Measures:

- 1) Complete project development activities on all projects submitted through the project development process in manner that is consistent with the Capital Project Committee timeline.
- 2) Move Small and New Starts Projects forward in the FTA Project Development process. This includes securing the Red Line Project into Project Development and New Starts Rating materials, preparing the Southwest Corridor Project for entry into Engineering, and secure a Small Starts Grant for the Division Transit Project.
- 3) Secure local land use approvals and permits in a timely manner through coordination with local jurisdictions.
Implement three Enhanced Transit projects and identify other potential projects for inclusion into the 2020 regional funding measure.

Project Development & Permitting Department-Personnel Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Labor					720,894
Fringe					247,620
Capitalized Labor-Fringe					-746,126
Total					\$222,388

Project Development & Permitting Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Project Development & Permitting	1.00	158,186	21	125,902	188,854
Manager, Capital Planning	1.00	104,315	16	83,452	125,178
Coordinator, Environmental Permits	1.00	88,362	14	70,415	105,623
Designer, Senior, Transit Corridor	1.00	96,055	14	70,415	105,623
Planner III	1.00	82,420	13	64,604	96,906
Project Manager, Assistant, Eng & Const	1.00	97,869	14	70,415	105,623
Project Manager, Eng & Const	1.00	93,687	15	76,699	115,049
Total	7.00	720,895			

Project Development & Permitting Department-Materials & Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
Rail Volution Conference					15,000
Professional & Technical-Gen & Adm					70,000
Willamette Shore Line					30,000
Total					\$115,000



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CIP Resources

	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	3,760,131	2,840,261	18,199,352	5,629,505	20,454,584	20,454,584	26,573,543
Federal Transit Administration Grants, Programmed	267,160	8,743,341	37,540,492	20,430,072	17,692,885	17,692,885	21,829,785
Revenue Bond Proceeds	33,862,097	47,657,538	159,579,870	127,534,191	208,834,710	208,834,710	220,818,550
Operating Resources Dedicated for Capital*	56,931,998	69,924,062	50,473,566	34,373,573	24,761,240	24,761,240	31,221,056
Total CIP Resources	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934

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

CIP Requirements

Operating	FY2017	FY2018	FY2019	FY2019	FY2020		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division							1,139,749
Transportation Division	3,090,821	3,879,949	7,266,672	2,919,319	3,953,413	3,953,413	4,093,227
Safety & Security Division	3,577,321	13,583,028	9,036,264	5,971,524	8,306,798	8,306,798	9,839,601
Maintenance Division	43,506,513	58,618,398	96,402,457	87,930,223	141,697,169	141,697,169	143,296,964
Information Technology Division	5,180,925	8,770,527	8,924,649	6,152,981	1,851,468	1,851,468	2,687,776
Public Affairs Division	3,380,133	1,934,320	114,160	608,174	5,511,148	5,511,148	5,583,669
Finance & Administrative Services Division	7,957,415	2,492,734	11,922,464	1,553,483	9,040,116	9,040,116	11,414,650
Labor Relations & Human Resources Divison		47,500					
Legal Services Division	102,458	233,205	1,630,862	449,020	1,270,112	1,270,112	1,898,267
Engineering & Construction Division	28,025,800	39,605,541	130,495,752	82,382,617	100,113,195	100,113,195	120,489,031
Total CIP Requirements	\$94,821,386	\$129,165,202	\$265,793,280	\$187,967,341	\$271,743,419	\$271,743,419	\$300,442,934

Project	External Contribution	External Carrover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2020	Comments
Chief Operating Officer Division							
PRJ_1139 Operator Training Equipment PRJ_1500 Enterprise Asset Management System				639,749	500,000	639,749 500,000	FY2020 Bonds
Total Chief Operating Officer Division				\$639,749	\$500,000	\$1,139,749	
Transportation Division							
PRJ_4049 ATP Fleet Expansion / Replacement PRJ_4095 LIFT Shop Equipment Replacement PRJ_4689 LIFT Automated Customer Information	2,530,900		4,500 140,084	139,814	1,277,929	3,808,829 4,500 279,898	ODOT/STF Match/Bond Proceeds
Total Transportation Division	\$2,530,900		\$144,584	\$139,814	\$1,277,929	\$4,093,227	
Safety & Security Division							
PRJ_1130 Vehicle Borne CCTV Systems PRJ_1136 E-Citation PRJ_1151 Security Funds for Transit Enhancement PRJ_2504 Transit Police Facility Relocation PRJ_2507 Bus Operator Protective Barriers PRJ_5606 Rail Pedestrian Safety Enhancements PRJ_7563 Positive Train Control	200,700			419,074 95,015		419,074 95,015 200,700 7,128,562 527,165 1,256,710 212,375	STIF Funds FY2020 Bonds
Total Safety & Security Division	\$200,700		\$1,739,736	\$770,603	\$7,128,562	\$9,839,601	

Project	External Contribution	External Carrover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2020	Comments
Maintenance Division							
PRJ_3687 LRV Fleet Replacement/Expansion					18,706,273	18,706,273	2018 Bonds
PRJ_4001 Non-Revenue Vehicle Replacement				655,000		655,000	
PRJ_4006 Bus Shop Equipment - Center			329,029		500,000	829,029	FY2020 Bonds
PRJ_4058 Diesel Bus Purchases & Rebuilds	9,253,089				32,129,505	41,382,594	Fed Sec 5339(a)/2017 Bonds/STBG
PRJ_4076 Powell Maintenance Facility					40,811,769	40,811,769	2018 Bonds
PRJ_4547 Hoist Equipment Rebuild/Refurbish					500,000	500,000	FY2020 Bonds
PRJ_4655 Other Building Systems & Equipment				222,383		222,383	
PRJ_4662 Elevator End of Life Replacement/Refurbishment			5,233,212			5,233,212	
PRJ_4676 Cleveland Crew Room Renovation					4,538,123	4,538,123	2017 Bonds/FY2020 Bonds
PRJ_4694 RJ Exterior Lighting Improvement				166,222		166,222	
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]					1,300,914	1,300,914	FY2020 Bonds
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement					500,274	500,274	FY2020 Bonds
PRJ_4805 Facilities System Masterplan				112,121		112,121	
PRJ_5508 Bus Stop Development	1,700,000		184,334			1,884,334	STIF Funds
PRJ_5614 End-Of-Route Permanent Operator Restrooms				19,378		19,378	
PRJ_5615 Electric Vehicle (Charging) Infrastructure	5,700,112					5,700,112	STIF Funds
PRJ_5626 Electric Bus Purchases & Rebuilds	2,112,165	1,265,733			2,600,465	5,978,363	Fed Grant/2018 Bonds/STIF Funds
PRJ_6402 Signal System Relay to PLC			156,600			156,600	
PRJ_6403 Track Rehab Program			2,596,771			2,596,771	
PRJ_6404 Arc Flash Implementation Program			100,000			100,000	
PRJ_6405 185th/Willow Creek P&R Repair				22,665		22,665	
PRJ_6406 Platform Water Svc Restoration - Parkrose & 102nd				17,371		17,371	
PRJ_7503 Light Rail Shop Equipment Repl.					2,902,457	2,902,457	FY2020 Bonds
PRJ_7535 Light Rail Electrification & Signaling Systems			1,205,000	160,242		1,365,242	
PRJ_7559 Light Rail Track and Structures			1,082,000	493,075		1,575,075	
PRJ_7561 MOW Equipment Replacement				20,000		20,000	
PRJ_7587 Rail MOW Equipment Acquisition				328,760		328,760	
PRJ_7588 Ruby Junction Truck Shop Expansion				10,218		10,218	
PRJ_7592 Ruby Junction Expansion					5,661,704	5,661,704	FY2020 Bonds
Total Maintenance Division	\$18,765,366	\$1,265,733	\$10,886,946	\$2,227,435	\$110,151,484	\$143,296,964	

Project	External Contribution	External Carrover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2020	Comments
Information Technology Division							
PRJ_1022 Lift Data Com Upgrade 3G to 4G			343,968			343,968	
PRJ_1054 Bus Dispatch Replacement				259,611		259,611	
PRJ_1070 Servers Replacement			157,500			157,500	
PRJ_1152 Radio & Microwave Communication Systems			700,000	59,778		759,778	
PRJ_1153 ROOT				69,842		69,842	
PRJ_1171 Network ReDesign			350,000	200,000		550,000	
PRJ_1174 NextGen Transit Signal Priority	300,000	247,077				547,077	STIF Funds
Total Information Technology Division	\$300,000	\$247,077	\$1,551,468	\$589,231		\$2,687,776	
Public Affairs Division							
PRJ_2048 Garage, Layover, and TC Expansion	2,618,700					2,618,700	STIF Funds
PRJ_5621 Barbur-99W Corridor Safety & Access to Transit			39,505			39,505	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			80,000			80,000	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	1,663,960		124,923			1,788,883	Federal STBG/Local
PRJ_6021 Transit Tracker Project	984,060			72,521		1,056,581	STIF Funds
Total Public Affairs Division	\$5,266,720		\$244,428	\$72,521		\$5,583,669	
Finance & Administrative Services Division							
PRJ_1160 Asset Management				185,000		185,000	
PRJ_1176 Hop Fastpass 2.0			189,500			189,500	
PRJ_4688 Storeroom Master Plan, Renovation and Equipment			25,000			25,000	
PRJ_7544 eFare					9,478,658	9,478,658	2017 Bond Proceeds/FY2020 Bonds
PRJ_1104 Inventory Management				175,522		175,522	
PRJ_4705 TriMet Ticket Office Upgrades			1,360,970			1,360,970	
Total Finance & Administrative Services Division			\$1,575,470	\$360,522	\$9,478,658	\$11,414,650	
Legal Services Division							
PRJ_1147 Information Governance Initiative			1,270,112	628,155		1,898,267	
Total Legal Services Division			\$1,270,112	\$628,155		\$1,898,267	

Project	External Contribution	External Carrover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2020	Comments
Engineering & Construction Division							
PRJ_EC03 Central City Capacity	80,000					80,000	Local (Metro)
PRJ_1146 Division Transit Project	1,831,316				25,334,042	27,165,358	Local/Bond
PRJ_3651 Portland-Milwaukie Light Rail Project	10,472,741	2,683,366				13,156,107	Federal Section 5309 New Starts
PRJ_3673 162nd Ave Pedestrian Access Improvements	309,409					309,409	Federal 5307 FTA Funds
PRJ_4075 Blue Line Station Rehab			268,367			268,367	
PRJ_4638 MAX Red Line Extension to Fairplex					13,932,022	13,932,022	FY2020 Bonds
PRJ_4639 Steel Bridge Transit Improvements			6,638,413			6,638,413	
PRJ_5025 Rail Reliability			1,420,750			1,420,750	
PRJ_5624 Southwest Corridor					16,950,796	16,950,796	GARVEE Bonds
PRJ_7215 Enhanced Transit Concepts - Other Projects	4,450,000					4,450,000	STIF Funds/FY2020 Bonds
PRJ_7218 Enhanced Transit Concepts					2,780,000	2,780,000	STIF Funds/FY2020 Bonds
PRJ_7591 Columbia Bus Base					33,285,057	33,285,057	2018 Bonds
PRJ_7594 Rail Reliability Vehicle Engineering				52,752		52,752	
Total Engineering & Construction Division	\$17,143,466	\$2,683,366	\$8,327,530	\$52,752	\$92,281,917	\$120,489,031	
Total Capital Improvement Program (CIP) Requirements	\$44,207,152	\$4,196,176	\$25,740,274	\$5,480,782	\$220,818,550	\$300,442,934	

CIP - Chief Operating Officer

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1139 Operator Training Equipment					639,749
PRJ_1500 Enterprise Asset Management System					500,000
Total Chief Operating Officer					\$1,139,749

CIP - Transportation

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_4707 WES Facility Stormwater Quality Compliance		1,438			
PRJ_4049 ATP Fleet Expansion / Replacement	2,598,680	1,000,355	6,494,875	2,364,300	3,808,829
PRJ_4095 LIFT Shop Equipment Replacement	15,930		48,345	29,675	4,500
PRJ_4671 WES ROW Maintenance Project (Track)	313,599	2,358,292			
PRJ_4689 LIFT Automated Customer Information		207,533	229,814		279,898
PRJ_6206 Back-up OCC			273,638	275,835	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	162,612	312,332	220,000	249,508	
Total Transportation	\$3,090,821	\$3,879,949	\$7,266,672	\$2,919,319	\$4,093,227

CIP - Safety & Security

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1139 Operator Training Equipment		114,424	682,495	16,599	
PRJ_1129 Network CCTV Systems	352,307	693,544	1,089,842	1,690,075	
PRJ_1130 Vehicle Borne CCTV Systems	610,678	1,478,493	3,216,357	1,844,819	419,074
PRJ_1136 E-Citation	-18,914	79,722	231,324	182,024	95,015
PRJ_1149 MAX Intrusion Detection System	119,915	21,990	85,527	1,475	
PRJ_1150 Mobile Command Center-Elmonica				100,851	
PRJ_1151 Security Funds for Transit Enhancement					200,700
PRJ_2502 Rail Yard Fence Line & Intrusion Detection	137,863				
PRJ_2503 Willow Creek Security Improvements	267,231				
PRJ_2504 Transit Police Facility Relocation	414,973	9,145,363	775,697	639,726	7,128,562
PRJ_2505 Roadway Workers Protection Plan - Technology	24,742	7,594	500,000	486,800	
PRJ_2506 Transit Police South Precinct Expansion	18,162	95,985		8,977	
PRJ_2507 Bus Operator Protective Barriers			398,452	398,452	527,165
PRJ_4557 Environmental Capital Maintenance	276,148	6,898			
PRJ_5606 Rail Pedestrian Safety Enhancements	1,287,172	1,886,190	1,950,000	509,795	1,256,710
PRJ_7563 Positive Train Control					212,375
PRJ_7568 Stormwater UIC Permit	62,260				
PRJ_7578 TRACS - Door & Gate Readers	24,784				
PRJ_7589 Vehicle Intrusions		52,825	106,570	91,931	
Total Safety & Security	\$3,577,321	\$13,583,028	\$9,036,264	\$5,971,524	\$9,839,601

CIP - Maintenance

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_5507 MOW Central Shop - Trolley Barn		16,792			
PRJ_7590 Track Geometry & Testing		151,295			
PRJ_4581 Operator Layover Facilities				110,653	
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	101,334	108,090	96,000	74,538	
PRJ_4705 TriMet Ticket Office Upgrades		6,339			
PRJ_3687 LRV Fleet Replacement/Expansion			1,906,706	298,954	18,706,273
PRJ_4001 Non-Revenue Vehicle Replacement	1,370,443	1,363,479	2,217,498	1,533,407	655,000
PRJ_4006 Bus Shop Equipment - Center	125,001	672,531	553,229	468,977	829,029
PRJ_4058 Diesel Bus Purchases & Rebuilds	25,712,992	28,261,343	35,223,780	35,222,295	41,382,594
PRJ_4071 Hybrid Fixed Route Bus	28	134,700			
PRJ_4076 Powell Maintenance Facility	933,773	5,383,037	30,438,186	33,318,189	40,811,769
PRJ_4506 Mall Shelter Capital Maintenance	551				
PRJ_4547 Hoist Equipment Rebuild/Refurbish	954,477	1,362,379	430,498	68,119	500,000
PRJ_4604 HVAC Systems	191,910	-22,864	162,051		
PRJ_4605 Merlo Maint - Operations Projects	75,700	407,965			
PRJ_4622 Light Rail Stations P&R TC (Transit Centers)	240				
PRJ_4651 Washington park - Station Finishes & Landscaping	1,090,381	1,129,023		7,306	
PRJ_4652 Building Area/Components Replacement	1,072,291	72,936	448,659	386,968	
PRJ_4653 Electrical Equipment & Systems Replacement	76,737	87,036	240,292	302,361	
PRJ_4654 Lifting Equipment & Systems Replacement	69,550	59,788	170,629	140,338	
PRJ_4655 Other Building Systems & Equipment	72,508	97,899	553,523	520,517	222,383
PRJ_4657 Bldg. Area & Components - Layover			142,985	40,553	
PRJ_4658 Safety-Hazmat Systems	22,533		81,025	35,551	
PRJ_4659 Site-Property Systems	488,541	375,561	200,836	321,496	
PRJ_4662 Elevator End of Life Replacement/Refurbishment	523,102	1,718,942	3,502,668	3,716,593	5,233,212
PRJ_4663 Facility System Remodel	114,871	25,116	112,901	2,543	
PRJ_4664 Jackson Terminus Landscape Rehab	257	5,054			
PRJ_4667 Mt Scott Antenna Backup Power Supply & Building Rehab	297,566	-1,989			
PRJ_4668 Nela Tenant Improvements	26,334	475			
PRJ_4669 MAX System Improvement Project	32,091	10,615			
PRJ_4670 Steel Bridge Electrical Rehabilitation (UPRR Project)	1,204,961	51,081			
PRJ_4672 Hollywood Transit Center Paving & Stormwater	15,473	9,018			
PRJ_4673 Ruby North Mezzanine Gates (New)	113,572				
PRJ_4674 Center St Bike Shelter Replacement	5,771	562			
PRJ_4676 Cleveland Crew Room Renovation	69,917	1,025,046	5,362,010	2,969,305	4,538,123

CIP - Maintenance

	FY2017	FY2018	FY2019	FY2019	FY2020
	Actual	Actual	Budget	Estimate	Budget
PRJ_4677 Center Admin Cooling Tower/Reserve Replacement	59,785	320,769	15,000	7,585	
PRJ_4678 Center Admin Money Room & Spotter Shack	82,625	34,847			
PRJ_4679 Center HVAC Make-Up Air Unit 3 Replacement	875				
PRJ_4680 Gateway ATC Vehicle Access Gate Replacement	44,862	2,853			
PRJ_4681 Green Line Platforms Trash Receptacle Additions	86,428				
PRJ_4682 Powell LIFT Relocation	993,500	7,424,144	1,820,546	1,058,280	
PRJ_4683 Asphalt Pavement Maintenance Program	148,079				
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA)	153,839	262,209	1,423,913	1,168,069	
PRJ_4685 Bus Maintenance Window System Replacements	52,739	1,240,728			
PRJ_4686 MAX Platform RP Valve Retrofits	4,727	1,606	199,220	17,073	
PRJ_4687 Platform Non-Skid Vault Lids Replacement	9,727	38,060		2,537	
PRJ_4691 Bus Maintenance Bath/Lunch Rooms Refurbishments		28,820	372,639	143,941	
PRJ_4694 RJ Exterior Lighting Improvement		11,799	329,537	80,428	166,222
PRJ_4695 Powell TEI Trailer Replacement		54,956			
PRJ_4696 Elmonica Maint. - Restroom		21,784	220,283	18,668	
PRJ_4697 HVAC Elmonica East Shop Air		149,723			
PRJ_4698 HVAC Elmonica Shop Welding Area		112,759		691	
PRJ_4699 Building Exterior Painting		584,751	190,647	20,752	
PRJ_4700 Building Interior Painting		27,894	510,515	11,960	
PRJ_4701 Elmonica Shop Railing Repainting		26,292			
PRJ_4702 Gateway Garage Stairwell Enclosure		46,145		1,348	
PRJ_4703 Heavy Concrete Maintenance Program		30,989	372,836	244,551	
PRJ_4706 Water Intrusion Analysis		15,572	254,506	250,850	
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]			321,097	167,122	1,300,914
PRJ_4709 Center Vacuum Replacement			209,712	9,619	
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement					500,274
PRJ_4801 Merlo Yard Lighting Replacement			142,985	24,417	
PRJ_4802 Nela LIFT Parking Lot Lighting			208,430	128,963	
PRJ_4803 West Portal Lighting			96,667	52,879	
PRJ_4804 Vintage Trolley Barn Lot Security & Lighting			188,401	27,965	
PRJ_4805 Facilities System Masterplan			238,894	18,468	112,121
PRJ_5508 Bus Stop Development					1,884,334
PRJ_5614 End-Of-Route Permanent Operator Restrooms	207,663	115,394	244,557	130,009	19,378
PRJ_5615 Electric Vehicle (Charging) Infrastructure					5,700,112
PRJ_5626 Electric Bus Purchases & Rebuilds					5,978,363

CIP - Maintenance

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_6402 Signal System Relay to PLC				214,438	156,600
PRJ_6403 Track Rehab Program				2,838,174	2,596,771
PRJ_6404 Arc Flash Implementation Program			357,463	78,640	100,000
PRJ_6405 185th/Willow Creek P&R Repair			47,003	7,108	22,665
PRJ_6406 Platform Water Svc Restoration - Parkrose & 102nd			118,795	83,861	17,371
PRJ_7503 Light Rail Shop Equipment Repl.	575,781	2,078,759	294,700	98,668	2,902,457
PRJ_7504 Rail Maintenance Equipment	125,852	212,708	435,722	556,631	
PRJ_7535 Light Rail Electrification & Signaling Systems	286,036	327,003	900,807	199,877	1,365,242
PRJ_7559 Light Rail Track and Structures	5,399,027	2,663,770	3,443,174	72,382	1,575,075
PRJ_7561 MOW Equipment Replacement	13,338	13,427	108,658		20,000
PRJ_7587 Rail MOW Equipment Acquisition			328,760		328,760
PRJ_7588 Ruby Junction Truck Shop Expansion	480,044	186,787	157,835	149,148	10,218
PRJ_7592 Ruby Junction Expansion		12,914	917,433	426,754	5,661,704
PRJ_7593 WES Maintenance Pit Fall Protection			88,246	79,704	
PRJ_4690 Nela HVAC Control Replacement	18,681	59,688			
Total Maintenance	\$43,506,513	\$58,618,398	\$96,402,457	\$87,930,223	\$143,296,964

CIP - Information Technology

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1104 Inventory Management	74,673	142,789	536,807	21,927	
PRJ_1014 Data communication - Cable Plant	21,602	273,782	61,960	61,960	
PRJ_1017 Voice Systems Replacement	40,590	60,297	38,129	50,619	
PRJ_1022 Lift Data Com Upgrade 3G to 4G				186,000	343,968
PRJ_1054 Bus Dispatch Replacement	1,912,997	2,517,358	259,611		259,611
PRJ_1070 Servers Replacement	486,324	1,177,015	806,914	806,507	157,500
PRJ_1081 ATP Information System (BDS)	117,546				
PRJ_1091 Desktop Computing Replacement	540,297	617,068	639,864	639,864	
PRJ_1094 IT Security Systems Replacement		70,000	66,726	66,726	
PRJ_1095 Data Communications System Replacement	704,588	215,466	108,002	107,003	
PRJ_1107 Open Source Multi-Modal Trip Planner	157,402	523,931	653,912	397,941	
PRJ_1108 FMIS / MMIS System	34,627	65,332	77,157	71,566	
PRJ_1131 Communication Environment Replacement - capital	154,377	15,351	59,577	59,577	
PRJ_1152 Radio & Microwave Communication Systems	111,190	11,169	97,507	26,560	759,778
PRJ_1153 ROOT	102,322	245,782	250,000	180,158	69,842
PRJ_1163 Office 2016 Upgrade	496,035	5,370			
PRJ_1164 Exchange 2010 Upgrade	226,355				
PRJ_1165 Field Operations Coordinators Event Planning					
PRJ_1167 Alerts		82,454			
PRJ_1168 Control Technology Toolset		23,357	10,537	25,089	
PRJ_1169 Radio Tower Batter Back-up Replacement		63,184	30,000		
PRJ_1170 Turn by Turn Navigation			508,546	355,627	
PRJ_1171 Network ReDesign		2,660,822	4,100,246	2,954,730	550,000
PRJ_1173 Fare Enforcement Administration Process-Technology Upgrades			125,000	141,127	
PRJ_1174 NextGen Transit Signal Priority			494,154		547,077
Total Information Technology	\$5,180,925	\$8,770,527	\$8,924,649	\$6,152,981	\$2,687,776

CIP - Public Affairs

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1146 Division Transit Project	2,718,871				
PRJ_2009 Customer Support Facilities & Equipment	18,987	25,363			
PRJ_2044 Bike & Ride eFare Integration	2,170	46,085		67,265	
PRJ_2045 MAX Station Optimization				75,637	
PRJ_2046 Bus On-Street Layover Investments		59,256		6,964	
PRJ_2047 Downtown Layover Facility	64,330	14,225			
PRJ_2048 Garage, Layover, and TC Expansion					2,618,700
PRJ_2902 Bike to Transit Facilities	25,750	20,856	26,040	26,040	
PRJ_5012 Bike Stations	80,491	336,202		52,275	
PRJ_5023 Westside Bike & Rides : Access to Jobs	336,078	1,426,253		364,394	
PRJ_5024 Orenco Bike & Ride	50,976	1,215			
PRJ_5621 Barbur-99W Corridor Safety & Access to Transit					39,505
PRJ_5622 HWY 8 Corridor Safety & Access to Transit					80,000
PRJ_5623 Powell-Division Corridor Safety & Access to Transit					1,788,883
PRJ_6021 Transit Tracker Project	82,480	4,865	88,120	15,599	1,056,581
Total Public Affairs	\$3,380,133	\$1,934,320	\$114,160	\$608,174	\$5,583,669

CIP - Finance & Administrative Services

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1011 Finance Software Purchases		11,314			
PRJ_1012 Office Equipment	19,353				
PRJ_1090 TVM System Maintenance	-126,555				
PRJ_1104 Inventory Management					175,522
PRJ_1127 TTO Expansion	7,100				
PRJ_1155 Budget Module	420,655				
PRJ_1156 Fare Revenue Equipment Replacement			188,407	200,000	
PRJ_1160 Asset Management	733,339	274,464	310,990	138,200	185,000
PRJ_1172 Low Income Fare Program Startup		61,569		6,282	
PRJ_1175 Fixed Route Bus Farebox Replacement			630,884		
PRJ_1176 Hop Fastpass 2.0					189,500
PRJ_2028 Copier Equipment	16,252	56,358			
PRJ_4688 Storeroom Master Plan, Renovation and Equipment					25,000
PRJ_7544 eFare	6,887,271	2,089,029	10,792,183	1,209,001	9,478,658
PRJ_4705 TriMet Ticket Office Upgrades					1,360,970
Total Finance & Administrative Services	\$7,957,415	\$2,492,734	\$11,922,464	\$1,553,483	\$11,414,650

CIP - Labor Relations & Human Resources

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1006 HR/Payroll Software		47,500			
Total Labor Relations & Human Resources		\$47,500			

CIP - Legal Services

	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_1147 Information Governance Initiative	102,458	233,205	1,630,862	449,020	1,898,267
Total Legal Services	\$102,458	\$233,205	\$1,630,862	\$449,020	\$1,898,267

CIP - Engineering & Construction

Expense Category	FY2017 Actual	FY2018 Actual	FY2019 Budget	FY2019 Estimate	FY2020 Budget
PRJ_EC03 Central City Capacity				65,000	80,000
PRJ_1146 Division Transit Project		5,481,995	19,384,997	7,451,807	27,165,358
PRJ_3651 Portland-Milwaukie Light Rail Project	17,634,683	9,371,661	24,174,000	13,895,590	13,156,107
PRJ_3673 162nd Ave Pedestrian Access Improvements				85,294	309,409
PRJ_4073 Eastside MAX Projects		-2,046,706			
PRJ_4075 Blue Line Station Rehab	2,401,963	5,565,664	2,733,409	1,832,306	268,367
PRJ_4634 Gresham Cental Landscape/Hardscape Remodel	69				
PRJ_4638 MAX Red Line Extension to Fairplex	213,191	950,850	2,573,736	2,532,188	13,932,022
PRJ_4639 Steel Bridge Transit Improvements	642,269	1,275,485	1,051,955	1,036,955	6,638,413
PRJ_5025 Rail Reliability	412,171	1,650,165	1,161,106	1,317,472	1,420,750
PRJ_5026 Center Street Campus Master Plan	87,933	27,956			
PRJ_5507 MOW Central Shop - Trolley Barn	5,024				
PRJ_5563 Bus Stop Street Maint	9,151	132,219			
PRJ_5581 Willamette Shore Trolley	198,513	566,012		42,327	
PRJ_5588 Park & Ride Signage & Shared Use Support	14,304	2,126			
PRJ_5593 Neighborhood Shelter Refurb	107,173	3,800			
PRJ_5599 Lloyd District Transit Hub	6,088	6,226		5,660	
PRJ_5619 ADA Requirements/Enhancements	175,464	78,669	235,028	253,996	
PRJ_5624 Southwest Corridor	2,640,610	10,661,298	29,459,972	16,867,689	16,950,796
PRJ_5625 Hogan Operations Facility	1,655,304	77,783	60,215	31,872	
PRJ_5627 Hollywood Transit Center Memorial	10,109	207,986		13,523	
PRJ_7215 Enhanced Transit Concepts - Other Projects					4,450,000
PRJ_7218 Enhanced Transit Concepts				1,220,000	2,780,000
PRJ_7570 On-Board Energy Storage Units	16,000				
PRJ_7581 WES DMU Fleet	260	1,142,257	528,897	314,288	
PRJ_7583 Ruby Junction Hughes Building Reuse	571,076				
PRJ_7590 Track Geometry & Testing			205,649	111,978	
PRJ_7591 Columbia Bus Base		157,906	37,631,313	28,978,563	33,285,057
PRJ_5508 Bus Stop Development	575,423	513,037	465,649	425,214	
PRJ_5626 Electric Bus Purchases & Rebuilds	14,669	417,319	6,685,945	3,985,945	
PRJ_5621 Barbur-99W Corridor Safety & Access to Transit	4,300	25,268	313,376	237,918	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	-23,207	14,307	10,000	15,319	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	42,514	22,188	2,094,503	306,416	
PRJ_7563 Positive Train Control	610,746	3,300,070	1,726,002	1,355,297	
PRJ_7594 Rail Reliability Vehicle Vehicle Engineering					52,752
Total Engineering & Construction	\$28,025,800	\$39,605,541	\$130,495,752	\$82,382,617	\$120,489,031

Exhibit 1. Ridership and Service (Fixed Route)¹

Fiscal Year	Boarding Rides (Bus, Rail, WES)	Percent Change	Boarding Rides/Capita	Percent Change	Originating Rides (Bus, Rail, WES)	Percent Change	Fixed Route Vehicle Hrs	Percent Change	Fixed Route Veh Hrs (In Bus Equivalents)	Percent Change	Fixed Route Veh Hrs In Bus Equiv/Capita	Percent Change
75	28,360,000	11.3%	30.12	10.1%	22,690,000	10.4%	1,122,000	26.5%	1,122,000	26.5%	1.19	25.1%
76	35,210,000	24.2%	36.88	22.5%	28,170,000	24.2%	1,287,000	14.7%	1,287,000	14.7%	1.35	13.1%
77	38,080,000	8.2%	39.33	6.7%	30,460,000	8.1%	1,360,000	5.7%	1,360,000	5.7%	1.40	4.2%
78	41,570,000	9.2%	41.03	4.3%	32,630,000	7.1%	1,432,000	5.3%	1,432,000	5.3%	1.41	0.6%
79	42,250,000	1.6%	40.88	-0.4%	33,160,000	1.6%	1,443,000	0.8%	1,443,000	0.8%	1.40	-1.2%
80	50,670,000	19.9%	48.12	17.7%	39,760,000	19.9%	1,544,000	7.0%	1,544,000	7.0%	1.47	5.0%
81	48,090,000	-5.1%	45.28	-5.9%	37,740,000	-5.1%	1,560,000	1.0%	1,560,000	1.0%	1.47	0.2%
82	46,930,000	-2.4%	43.89	-3.1%	36,960,000	-2.1%	1,615,000	3.5%	1,615,000	3.5%	1.51	2.8%
83	49,360,000	5.2%	46.66	6.3%	36,520,000	-1.2%	1,747,000	8.2%	1,747,000	8.2%	1.65	9.3%
84	49,680,000	0.6%	46.48	-0.4%	36,720,000	0.5%	1,723,000	-1.4%	1,723,000	-1.4%	1.61	-2.4%
85	47,400,000	-4.6%	43.97	-5.4%	35,640,000	-2.9%	1,522,632	-11.6%	1,522,632	-11.6%	1.41	-12.4%
86	45,120,000	-4.8%	41.49	-5.6%	33,720,000	-5.4%	1,515,504	-0.5%	1,515,504	-0.5%	1.39	-1.3%
87	47,880,000	6.1%	43.64	5.2%	35,400,000	5.0%	1,529,136	0.9%	1,529,136	0.9%	1.39	0.0%
88	46,560,000	-2.8%	41.58	-4.7%	35,520,000	0.3%	1,545,456	1.1%	1,545,456	1.1%	1.38	-1.0%
89	48,600,000	4.4%	42.58	2.4%	37,440,000	5.4%	1,544,772	0.0%	1,709,741	10.6%	1.50	8.5%
90	51,541,000	6.1%	43.57	2.3%	39,661,200	5.9%	1,570,078	1.6%	1,730,507	1.2%	1.46	-2.3%
91	55,031,000	6.8%	45.20	3.7%	42,311,100	6.7%	1,602,204	2.0%	1,776,251	2.6%	1.46	-0.3%
92	57,172,000	3.9%	45.83	1.4%	43,996,200	4.0%	1,643,218	2.6%	1,823,345	2.7%	1.46	0.2%
93	57,198,000	0.0%	44.76	-2.3%	44,021,600	0.1%	1,700,126	3.5%	1,889,049	3.6%	1.48	1.2%
94	59,148,000	3.4%	45.41	1.5%	45,612,000	3.6%	1,793,292	5.5%	1,985,216	5.1%	1.52	3.1%
95	61,188,000	3.4%	46.04	1.4%	47,184,000	3.4%	1,837,836	2.5%	2,025,927	2.1%	1.52	0.0%
96	63,912,000	4.5%	46.98	2.0%	49,248,000	4.4%	1,880,664	2.3%	2,076,897	2.5%	1.53	0.1%
97	66,780,000	4.5%	48.13	2.4%	51,432,000	4.4%	1,879,068	-0.1%	2,074,515	-0.1%	1.50	-2.1%
98	68,952,000	3.3%	48.90	1.6%	53,100,000	3.2%	1,936,044	3.0%	2,170,528	4.6%	1.54	3.0%
99	76,309,200	10.7%	53.34	9.1%	59,647,200	12.3%	2,068,284	6.8%	2,573,776	18.6%	1.80	16.9%
00	81,237,600	6.5%	55.96	4.9%	63,608,400	6.6%	2,152,248	4.1%	2,707,670	5.2%	1.87	3.7%
01	84,946,800	4.6%	57.89	3.5%	66,484,800	4.5%	2,177,616	1.2%	2,739,140	1.2%	1.87	0.1%
02	88,633,200	4.3%	59.72	3.2%	69,367,200	4.3%	2,232,132	2.5%	2,850,808	4.1%	1.92	2.9%
03	88,863,600	0.3%	59.09	-1.1%	69,591,600	0.3%	2,241,672	0.4%	2,880,825	1.1%	1.92	-0.3%
04	91,071,600	2.5%	59.82	1.2%	71,284,800	2.4%	2,249,172	0.3%	2,877,996	-0.1%	1.89	-1.3%
05	95,826,000	5.2%	62.07	3.8%	75,014,400	5.2%	2,278,800	1.3%	3,033,191	5.4%	1.96	3.9%
06	95,736,000	-0.1%	61.01	-1.7%	74,947,200	-0.1%	2,192,124	-3.8%	2,938,013	-3.1%	1.87	-4.7%
07	96,918,000	1.2%	60.83	-0.3%	75,870,000	1.2%	2,206,416	0.7%	2,966,166	1.0%	1.86	-0.6%
08	99,098,400	2.2%	61.38	0.9%	77,582,400	2.3%	2,231,064	1.1%	3,019,375	1.8%	1.87	0.5%
09	101,466,746	2.4%	62.19	1.3%	79,437,580	2.4%	2,268,049	1.7%	3,110,749	3.0%	1.91	1.9%
10	99,337,044	-2.1%	60.40	-2.9%	77,769,119	-2.1%	2,195,934	-3.2%	3,213,873	3.3%	1.95	2.5%
11	100,002,660	0.7%	60.36	-0.1%	78,286,380	0.7%	2,038,392	-7.2%	3,064,379	-4.7%	1.85	-5.4%
12	102,238,070	2.2%	61.11	1.2%	80,042,810	2.2%	2,032,908	-0.3%	3,080,025	0.5%	1.84	-0.5%
13	99,246,930	-2.9%	58.60	-4.1%	78,205,110	-2.3%	2,026,056	-0.3%	3,066,028	-0.5%	1.81	-1.7%
14	98,775,270	-0.5%	57.50	-1.9%	75,779,560	-3.1%	2,083,680	2.8%	3,141,247	2.5%	1.83	1.0%
15	100,711,776	2.0%	57.70	0.3%	77,260,430	2.0%	2,175,552	4.4%	3,234,376	3.0%	1.85	1.3%
16	100,478,770	-0.2%	56.47	-2.1%	77,179,120	-0.1%	2,304,516	5.9%	3,515,164	8.7%	1.98	6.6%
17	97,968,810	-2.5%	54.07	-4.3%	76,493,520	-0.9%	2,351,724	2.0%	3,565,883	1.4%	1.97	-0.4%
18	96,058,592	-1.9%	52.23	-3.4%	75,002,032	-1.9%	2,424,432	3.1%	3,672,919	3.0%	2.00	1.5%
19*	96,446,269	0.4%	51.67	-1.1%	75,304,728	0.4%	2,561,104	5.6%	3,794,160	3.3%	2.03	1.8%

1) Excludes Streetcar

* Data based on Adopted Budget.

Exhibit 2. Fares and Passenger Revenue (Fixed Route)

Fiscal Year	US City Avg CPI-W	Percent Change	Passenger Rev ¹ (Unadj. CPI)	Percent Change	Pass Rev/Veh Hr (Unadj. CPI)	Percent Change	Average Fare (Unadj. CPI)	Percent Change	Base Fare All Zone	All-Zone Monthly Pass	Pass Rev/Sys Cst (Unadj. CPI)	Percent Change
75	52.09	11.1%	\$7,291,000	6.1%	\$6.50	-16.1%	\$0.32	-3.9%			39.02%	-24.5%
76	55.79	7.1%	\$8,191,000	12.3%	\$6.36	-2.1%	\$0.29	-9.5%			31.92%	-18.2%
77	59.01	5.8%	\$9,545,000	16.5%	\$7.02	10.3%	\$0.31	7.8%			30.81%	-3.5%
78	62.98	6.7%	\$10,315,000	8.1%	\$7.20	2.6%	\$0.32	0.9%			28.29%	-8.2%
79	68.89	9.4%	\$12,457,000	20.8%	\$8.63	19.8%	\$0.38	18.8%			29.44%	4.1%
80	78.13	13.4%	\$15,538,000	24.7%	\$10.06	16.6%	\$0.39	4.0%			29.96%	1.8%
81	87.17	11.6%	\$19,029,000	22.5%	\$12.20	21.2%	\$0.50	29.0%			32.56%	8.7%
82	94.53	8.4%	\$18,671,000	-1.9%	\$11.56	-5.2%	\$0.51	0.2%			28.76%	-11.7%
83	98.53	4.2%	\$18,659,000	-0.1%	\$10.68	-7.6%	\$0.51	1.1%			26.69%	-7.2%
84	101.48	3.0%	\$18,011,913	-3.5%	\$10.45	-2.1%	\$0.49	-4.0%			24.62%	-7.8%
85	105.23	3.7%	\$18,088,617	0.4%	\$11.88	13.6%	\$0.51	3.5%			25.70%	4.4%
86	108.00	2.6%	\$18,380,676	1.6%	\$12.13	2.1%	\$0.55	7.4%			27.07%	5.3%
87	110.09	1.9%	\$19,532,670	6.3%	\$12.77	5.3%	\$0.55	1.2%	\$1.10	\$40	28.42%	5.0%
88	114.61	4.1%	\$21,224,604	8.7%	\$13.73	7.5%	\$0.60	8.3%	\$1.15	\$44	28.65%	0.8%
89	119.86	4.6%	\$21,420,339	0.9%	\$13.87	1.0%	\$0.57	-4.3%	\$1.15	\$37	27.00%	-5.7%
90	125.48	4.7%	\$22,272,167	4.0%	\$14.19	2.3%	\$0.56	-1.7%	\$1.20	\$37	26.16%	-3.1%
91	132.15	5.3%	\$25,591,723	14.9%	\$15.97	12.6%	\$0.61	7.7%	\$1.20	\$39	28.62%	9.4%
92	136.13	3.0%	\$26,281,298	2.7%	\$15.99	0.1%	\$0.60	-1.3%	\$1.20	\$39	27.12%	-5.2%
93	140.26	3.0%	\$27,387,384	4.2%	\$16.11	0.7%	\$0.62	4.2%	\$1.25	\$41	25.45%	-6.2%
94	143.68	2.4%	\$27,905,335	1.9%	\$15.56	-3.4%	\$0.61	-1.8%	\$1.25	\$41	24.34%	-4.4%
95	147.86	2.9%	\$30,228,148	8.3%	\$16.45	5.7%	\$0.64	4.8%	\$1.30	\$43	23.90%	-1.8%
96	151.83	2.7%	\$31,843,133	5.3%	\$16.93	2.9%	\$0.65	0.8%	\$1.30	\$43	24.63%	3.1%
97	156.09	2.8%	\$34,627,104	8.7%	\$18.43	8.8%	\$0.67	3.7%	\$1.35	\$46	24.10%	-2.2%
98	158.56	1.6%	\$35,518,635	2.6%	\$18.35	-0.4%	\$0.67	-0.2%	\$1.35	\$46	23.33%	-3.2%
99	161.15	1.6%	\$40,611,332	14.3%	\$19.64	7.0%	\$0.68	1.8%	\$1.40	\$49	24.31%	4.2%
00	166.03	3.0%	\$45,907,371	13.0%	\$21.33	8.6%	\$0.72	6.0%	\$1.45	\$52	24.49%	0.7%
01	171.71	3.4%	\$51,164,532	11.5%	\$23.50	10.2%	\$0.77	6.6%	\$1.50	\$54	25.96%	6.0%
02	174.34	1.5%	\$52,628,203	2.9%	\$23.58	0.3%	\$0.76	-1.4%	\$1.55	\$56	25.08%	-3.4%
03	178.12	2.2%	\$52,093,296	-1.0%	\$23.24	-1.4%	\$0.75	-1.3%	\$1.55	\$56	23.79%	-5.2%
04	181.74	2.0%	\$54,978,689	5.5%	\$24.44	5.2%	\$0.77	3.0%	\$1.60	\$58	24.12%	1.4%
05	187.26	3.0%	\$58,740,216	6.8%	\$25.78	5.5%	\$0.78	1.5%	\$1.70	\$61	23.15%	-4.0%
06	194.73	4.0%	\$67,542,814	15.0%	\$30.81	19.5%	\$0.90	15.1%	\$1.95	\$69	25.63%	10.7%
07	199.551	2.5%	\$74,765,119	10.7%	\$33.89	10.0%	\$0.99	9.3%	\$2.00	\$74	27.67%	8.0%
08	207.387	3.9%	\$79,638,881	6.5%	\$35.70	5.3%	\$1.03	4.2%	\$2.05	\$76	27.63%	-0.1%
09	209.840	1.2%	\$88,726,972	11.4%	\$39.12	9.6%	\$1.12	8.8%	\$2.30	\$86	28.50%	3.1%
10	212.401	1.2%	\$92,414,344	4.2%	\$42.08	7.6%	\$1.19	6.4%	\$2.30	\$86	28.61%	0.4%
11	217.352	2.3%	\$95,529,230	3.4%	\$46.86	11.4%	\$1.22	2.7%	\$2.35	\$88	30.28%	5.8%
12	224.267	3.2%	\$100,587,848	5.3%	\$49.48	5.6%	\$1.26	3.0%	\$2.40	\$92	30.23%	-0.2%
13	227.845	1.6%	\$110,793,086	10.1%	\$54.68	10.5%	\$1.42	12.7%	\$2.50	\$100	31.81%	5.2%
14	231.238	1.5%	\$113,229,366	2.2%	\$54.34	-0.6%	\$1.49	5.5%	\$2.50	\$100	31.79%	-0.1%
15	232.035	0.3%	\$115,466,638	2.0%	\$53.07	-2.3%	\$1.49	0.0%	\$2.50	\$100	32.40%	1.9%
16	232.677	0.3%	\$116,941,160	1.3%	\$50.74	-4.4%	\$1.52	1.4%	\$2.50	\$100	30.01%	-7.4%
17	236.612	1.7%	\$115,781,791	-1.0%	\$49.23	-3.0%	\$1.51	-0.1%	\$2.50	\$100	27.99%	-6.7%
18	242.143	2.3%	\$112,743,033	-2.6%	\$46.50	-5.5%	\$1.50	-0.7%	\$2.50	\$100	24.99%	-10.7%
19*	246.744	1.9%	\$112,036,945	-0.6%	\$43.75	-5.9%	\$1.49	-1.0%	\$2.50	\$100	22.81%	-8.7%

1) Does not include ATP passenger revenue.

* Data based on projection and Adopted Budget

Exhibit 3. Employer Taxes (Unadjusted CPI-W)

Fiscal Year	Employer Tax Rate ¹	Percent Point Diff.	Employer Tax / 0.10% ²	Percent Change	Employer Tax (Municipal & Private)	Percent Change	Employer Tax Per Capita	Percent Change	Self-Employment Tax	Percent Change	State-In-Lieu Tax	Percent Change
75	0.3500%	0.050%	\$2,573,909	5.3%	\$9,008,681	22.8%	\$9.57	21.5%				
76	0.4500%	0.100%	\$2,759,626	7.2%	\$12,418,315	37.8%	\$13.01	36.0%				
77	0.5000%	0.050%	\$3,409,760	23.6%	\$17,048,800	37.3%	\$17.61	35.4%				
78	0.5000%	0.000%	\$3,996,941	17.2%	\$19,984,707	17.2%	\$19.73	12.0%				
79	0.6000%	0.100%	\$4,546,086	13.7%	\$27,276,514	36.5%	\$26.39	33.8%				
80	0.6000%	0.000%	\$5,479,011	20.5%	\$32,874,065	20.5%	\$31.22	18.3%				
81	0.6000%	0.000%	\$5,827,542	6.4%	\$34,965,250	6.4%	\$32.92	5.5%				
82	0.6000%	0.000%	\$6,262,419	7.5%	\$37,574,511	7.5%	\$35.14	6.7%			\$906,000	
83	0.6000%	0.000%	\$6,297,167	0.6%	\$36,123,000	-3.9%	\$34.15	-2.8%	\$1,660,000		\$1,000,000	10.4%
84	0.6000%	0.000%	\$6,687,850	6.2%	\$38,052,838	5.3%	\$35.60	4.3%	\$2,074,264	25.0%	\$1,478,000	47.8%
85	0.6000%	0.000%	\$7,364,778	10.1%	\$41,654,862	9.5%	\$38.64	8.5%	\$2,533,807	22.2%	\$1,403,573	-5.0%
86	0.6000%	0.000%	\$7,789,362	5.8%	\$44,022,185	5.7%	\$40.48	4.8%	\$2,713,989	7.1%	\$1,169,561	-16.7%
87	0.6000%	0.000%	\$8,179,553	5.0%	\$46,176,152	4.9%	\$42.09	4.0%	\$2,901,166	6.9%	\$1,479,073	26.5%
88	0.6000%	0.000%	\$8,811,772	7.7%	\$49,542,391	7.3%	\$44.25	5.1%	\$3,328,239	14.7%	\$1,481,419	0.2%
89	0.6125%	0.013%	\$9,606,641	9.0%	\$54,818,707	10.7%	\$48.02	8.5%	\$4,021,969	20.8%	\$1,556,562	5.1%
90	0.6176%	0.005%	\$10,538,980	9.7%	\$60,452,960	10.3%	\$51.10	6.4%	\$4,635,782	15.3%	\$1,698,887	9.1%
91	0.6176%	0.000%	\$11,504,067	9.2%	\$66,181,424	9.5%	\$54.36	6.4%	\$4,867,695	5.0%	\$1,923,287	13.2%
92	0.6176%	0.000%	\$12,108,364	5.3%	\$69,780,185	5.4%	\$55.93	2.9%	\$5,001,074	2.7%	\$2,068,403	7.5%
93	0.6176%	0.000%	\$13,232,123	9.3%	\$76,438,757	9.5%	\$59.82	7.0%	\$5,282,833	5.6%	\$2,226,765	7.7%
94	0.6176%	0.000%	\$14,135,693	6.8%	\$81,948,251	7.2%	\$62.92	5.2%	\$5,353,787	1.3%	\$2,233,274	0.3%
95	0.6176%	0.000%	\$15,487,585	9.6%	\$90,006,140	9.8%	\$67.72	7.6%	\$5,645,185	5.4%	\$2,342,733	4.9%
96	0.6176%	0.000%	\$17,209,840	11.1%	\$100,477,571	11.6%	\$73.85	9.1%	\$5,810,399	2.9%	\$1,968,097	-16.0%
97	0.6176%	0.000%	\$19,444,683	13.0%	\$113,734,961	13.2%	\$81.97	11.0%	\$6,355,404	9.4%	\$1,390,597	-29.3%
98	0.6176%	0.000%	\$20,979,186	7.9%	\$122,866,495	8.0%	\$87.14	6.3%	\$6,700,960	5.4%	\$1,407,539	1.2%
99	0.6176%	0.000%	\$22,141,171	5.5%	\$130,309,622	6.1%	\$91.08	4.5%	\$6,434,248	-4.0%	\$1,470,637	4.5%
00	0.6176%	0.000%	\$23,315,527	5.3%	\$137,859,468	5.8%	\$94.97	4.3%	\$6,137,228	-4.6%	\$1,513,914	2.9%
01	0.6195%	0.002%	\$25,546,971	9.6%	\$151,015,559	9.5%	\$102.92	8.4%	\$7,247,929	18.1%	\$1,548,939	2.3%
02	0.6218%	0.002%	\$24,753,592	-3.1%	\$146,531,906	-3.0%	\$98.73	-4.1%	\$7,385,930	1.9%	\$1,924,266	24.2%
03	0.6218%	0.000%	\$24,562,627	-0.8%	\$145,478,005	-0.7%	\$96.73	-2.0%	\$7,252,407	-1.8%	\$1,869,316	-2.9%
04	0.6218%	0.000%	\$24,713,167	0.6%	\$146,124,768	0.4%	\$95.98	-0.8%	\$7,541,705	4.0%	\$1,855,350	-0.7%
05	0.6243%	0.002%	\$26,254,190	6.2%	\$155,987,324	6.7%	\$101.03	5.3%	\$7,917,586	5.0%	\$1,970,868	6.2%
06	0.6343%	0.010%	\$28,893,633	10.1%	\$173,786,460	11.4%	\$110.75	9.6%	\$9,485,857	19.8%	\$1,990,090	1.0%
07	0.6443%	0.010%	\$30,892,774	6.9%	\$187,531,204	7.9%	\$117.69	6.3%	\$11,510,937	21.3%	\$2,259,404	13.5%
08	0.6543%	0.010%	\$32,286,213	4.5%	\$200,048,477	6.7%	\$123.91	5.3%	\$11,200,216	-2.7%	\$2,254,669	-0.2%
09	0.6643%	0.010%	\$31,690,073	-1.8%	\$200,176,901	0.1%	\$122.68	-1.0%	\$10,340,256	-7.7%	\$2,482,251	10.1%
10	0.6743%	0.010%	\$30,479,770	-3.8%	\$195,006,681	-2.6%	\$118.57	-3.4%	\$10,518,411	1.7%	\$2,676,196	7.8%
11	0.6843%	0.010%	\$31,905,358	4.7%	\$207,882,398	6.6%	\$125.47	5.8%	\$10,445,965	-0.7%	\$2,659,117	-0.6%
12	0.6943%	0.010%	\$34,300,301	7.5%	\$226,832,349	9.1%	\$135.59	8.1%	\$11,314,638	8.3%	\$2,871,517	8.0%
13	0.7048%	0.010%	\$35,526,091	3.6%	\$237,979,473	4.9%	\$140.52	3.6%	\$12,400,424	9.6%	\$2,706,462	-5.7%
14	0.7162%	0.011%	\$37,400,804	5.3%	\$254,805,010	7.1%	\$148.34	5.6%	\$13,063,291	5.3%	\$2,694,896	-0.4%
15	0.7237%	0.007%	\$39,637,167	6.0%	\$273,078,978	7.2%	\$156.46	5.5%	\$13,779,166	5.5%	\$3,202,371	18.8%
16	0.7262%	0.002%	\$43,009,967	8.5%	\$297,006,493	8.8%	\$166.93	6.7%	\$15,336,186	11.3%	\$1,974,632	-38.3%
17	0.7362%	0.010%	\$45,389,749	5.5%	\$317,874,612	7.0%	\$175.44	5.1%	\$16,284,718	6.2%	\$1,971,323	-0.2%
18	0.7462%	0.010%	\$47,839,709	5.4%	\$340,352,472	7.1%	\$185.07	5.5%	\$16,627,433	2.1%	\$2,063,286	4.7%
19*	0.7562%	0.010%	\$50,512,679	5.6%	\$364,240,548	7.0%	\$195.14	5.4%	\$17,736,327	6.7%	\$2,149,879	4.2%

1) Based on Fiscal Year (July-June)

2) Includes Employer and Self-Employment Tax, effective FY00 based on cash receipts.

* Data based on Adopted Budget.

Exhibit 4. Expenses (Fixed Route)

Fiscal Year	Operations Costs ¹ (Adj. CPI 19)	Percent Change	Ops Costs/Veh Hr (Unadj. CPI)	Percent Change	Bus Ops Costs/Veh Hr (Unadj. CPI)	Percent Change	Rail Ops Costs/Veh Hr (Unadj. CPI)	Percent Change	WES Ops Costs/Veh Hr (Unadj. CPI)	Percent Change
75	\$67,407,044	25.6%	\$12.68	10.3%						
76	\$95,782,824	42.1%	\$16.83	32.7%						
77	\$109,835,722	14.7%	\$19.31	14.8%						
78	\$121,553,034	10.7%	\$21.67	12.2%						
79	\$127,580,306	5.0%	\$24.68	13.9%						
80	\$135,254,326	6.0%	\$27.74	12.4%						
81	\$142,454,121	5.3%	\$32.26	16.3%						
82	\$142,735,560	0.2%	\$33.86	5.0%						
83	\$144,289,856	1.1%	\$32.98	-2.6%						
84	\$148,013,226	2.6%	\$35.33	7.1%						
85	\$140,113,963	-5.3%	\$39.24	11.1%						
86	\$133,238,918	-4.9%	\$38.48	-1.9%						
87	\$130,943,645	-1.7%	\$38.21	-0.7%	\$36.41		\$100.69			
88	\$134,582,809	2.8%	\$40.45	5.9%	\$38.30	5.2%	\$98.17	-2.5%		
89	\$136,554,867	1.5%	\$42.94	6.2%	\$40.59	6.0%	\$105.53	7.5%		
90	\$136,739,207	0.1%	\$44.29	3.1%	\$41.40	2.0%	\$120.72	14.4%		
91	\$137,136,179	0.3%	\$45.84	3.5%	\$42.61	2.9%	\$133.39	10.5%		
92	\$142,418,075	3.9%	\$47.82	4.3%	\$44.27	3.9%	\$143.79	7.8%		
93	\$150,363,079	5.6%	\$50.27	5.1%	\$46.45	4.9%	\$156.58	8.9%		
94	\$155,986,573	3.7%	\$50.65	0.7%	\$46.66	0.5%	\$167.78	7.2%		
95	\$165,840,978	6.3%	\$54.07	6.8%	\$50.13	7.4%	\$172.55	2.8%		
96	\$167,093,054	0.8%	\$54.67	1.1%	\$50.13	0.0%	\$193.43	12.1%		
97	\$172,702,839	3.4%	\$58.14	6.3%	\$53.44	6.6%	\$201.38	4.1%		
98	\$177,576,003	2.8%	\$58.94	1.4%	\$53.09	-0.6%	\$222.89	10.7%		
99	\$216,701,650	22.0%	\$68.43	16.1%	\$55.76	5.0%	\$256.91	15.3%		
00	\$236,309,996	9.0%	\$73.88	8.0%	\$60.80	9.0%	\$257.60	0.3%		
01	\$239,896,999	1.5%	\$76.66	3.8%	\$62.83	3.3%	\$271.04	5.2%		
02	\$245,501,430	2.3%	\$77.71	1.4%	\$63.63	1.3%	\$234.75	-13.4%		
03	\$253,368,977	3.2%	\$81.59	5.0%	\$67.42	5.9%	\$232.47	-1.0%		
04	\$257,927,131	1.8%	\$84.47	3.5%	\$70.07	3.9%	\$230.93	-0.7%		
05	\$281,425,949	9.1%	\$93.73	11.0%	\$77.66	10.8%	\$226.96	-1.7%		
06	\$279,970,595	-0.5%	\$100.79	7.5%	\$84.47	8.8%	\$234.35	3.3%		
07	\$279,969,932	0.0%	\$102.62	1.8%	\$86.35	2.2%	\$236.33	0.8%		
08	\$286,697,722	2.4%	\$108.01	5.2%	\$90.25	4.5%	\$250.97	6.2%		
09	\$286,522,830	-0.1%	\$107.44	-0.5%	\$88.20	-2.3%	\$248.15	-1.1%		
10	\$289,903,540	1.2%	\$113.64	5.8%	\$92.20	4.5%	\$245.91	-0.9%	\$1,091.45	
11	\$271,627,798	-6.3%	\$117.38	3.3%	\$94.41	2.4%	\$251.36	2.2%	\$1,068.95	-2.1%
12	\$276,398,946	1.8%	\$123.58	5.3%	\$98.27	4.1%	\$269.25	7.1%	\$1,113.20	4.1%
13	\$284,297,746	2.9%	\$129.57	4.9%	\$104.35	6.2%	\$273.23	1.5%	\$1,220.24	9.6%
14	\$275,233,503	-3.2%	\$123.79	-4.5%	\$97.10	-7.0%	\$280.80	2.8%	\$1,149.65	-5.8%
15	\$281,205,463	2.2%	\$121.55	-1.8%	\$93.27	-3.9%	\$297.83	6.1%	\$1,179.17	2.6%
16	\$303,004,080	7.8%	\$123.99	2.0%	\$92.79	-0.5%	\$303.19	1.8%	\$1,253.91	6.3%
17	\$322,797,331	6.5%	\$131.62	6.2%	\$97.47	5.0%	\$332.39	9.6%	\$1,391.89	11.0%
18	\$344,561,271	6.7%	\$139.47	6.0%	\$102.79	5.5%	\$358.42	7.8%	\$1,377.01	-1.1%
19*	\$375,854,149	9.1%	\$146.75	5.2%	\$105.68	2.8%	\$415.59	16.0%	\$1,413.62	2.7%

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

* Data based on Adopted Budget.

Exhibit 5. Fixed Route Financial Indicators

Fiscal Year	Operation Costs ¹ /Boarding Ride	Percent Change	Operation Costs/Boarding Ride (Adj. CPI 19)	Percent Change	System Costs ² /Boarding ride	Percent Change	System Costs/Boarding Ride (Adj. CPI 19)
75	\$0.50	25.4%	\$2.38	12.9%	\$0.66	26.2%	\$3.12
76	\$0.62	22.6%	\$2.72	14.5%	\$0.73	10.6%	\$3.22
77	\$0.69	12.1%	\$2.88	6.0%	\$0.81	11.6%	\$3.40
78	\$0.75	8.2%	\$2.92	1.4%	\$0.88	7.8%	\$3.44
79	\$0.84	13.0%	\$3.02	3.3%	\$1.00	14.2%	\$3.59
80	\$0.85	0.3%	\$2.67	-11.6%	\$1.02	2.2%	\$3.23
81	\$1.05	23.8%	\$2.96	11.0%	\$1.22	18.8%	\$3.44
82	\$1.17	11.3%	\$3.04	2.7%	\$1.38	13.8%	\$3.61
83	\$1.17	0.2%	\$2.92	-3.9%	\$1.42	2.4%	\$3.55
84	\$1.23	5.0%	\$2.98	1.9%	\$1.47	4.0%	\$3.58
85	\$1.26	2.9%	\$2.96	-0.8%	\$1.48	0.8%	\$3.48
86	\$1.29	2.5%	\$2.95	-0.1%	\$1.50	1.3%	\$3.44
87	\$1.22	-5.6%	\$2.73	-7.4%	\$1.44	-4.6%	\$3.22
88	\$1.34	10.0%	\$2.89	5.7%	\$1.59	10.9%	\$3.43
89	\$1.36	1.7%	\$2.81	-2.8%	\$1.63	2.6%	\$3.36
90	\$1.35	-1.2%	\$2.65	-5.6%	\$1.65	1.2%	\$3.25
91	\$1.33	-1.1%	\$2.49	-6.1%	\$1.62	-1.6%	\$3.03
92	\$1.37	3.0%	\$2.49	0.0%	\$1.69	4.3%	\$3.07
93	\$1.49	8.7%	\$2.63	5.5%	\$1.88	11.0%	\$3.31
94	\$1.54	2.8%	\$2.64	0.3%	\$1.94	3.0%	\$3.33
95	\$1.62	5.8%	\$2.71	2.8%	\$2.07	6.6%	\$3.45
96	\$1.61	-0.9%	\$2.61	-3.5%	\$2.02	-2.1%	\$3.29
97	\$1.64	1.7%	\$2.59	-1.1%	\$2.15	6.4%	\$3.40
98	\$1.65	1.2%	\$2.58	-0.4%	\$2.21	2.6%	\$3.44
99	\$1.85	12.1%	\$2.84	10.3%	\$2.19	-0.9%	\$3.35
00	\$1.96	5.5%	\$2.91	2.4%	\$2.31	5.4%	\$3.43
01	\$1.97	0.4%	\$2.82	-2.9%	\$2.32	0.5%	\$3.33
02	\$1.96	-0.4%	\$2.77	-1.9%	\$2.37	2.0%	\$3.35
03	\$2.06	5.2%	\$2.85	2.9%	\$2.46	4.1%	\$3.41
04	\$2.09	1.3%	\$2.83	-0.7%	\$2.50	1.6%	\$3.40
05	\$2.23	6.8%	\$2.94	3.7%	\$2.65	5.8%	\$3.49
06	\$2.31	3.5%	\$2.92	-0.4%	\$2.75	3.9%	\$3.49
07	\$2.34	1.2%	\$2.89	-1.2%	\$2.79	1.3%	\$3.45
08	\$2.43	4.1%	\$2.89	0.1%	\$2.91	4.3%	\$3.46
09	\$2.40	-1.2%	\$2.82	-2.4%	\$3.07	5.5%	\$3.61
10	\$2.51	4.6%	\$2.92	3.3%	\$3.25	6.0%	\$3.78
11	\$2.39	-4.8%	\$2.72	-6.9%	\$3.15	-3.0%	\$3.58
12	\$2.46	2.7%	\$2.70	-0.5%	\$3.25	3.2%	\$3.58
13	\$2.65	7.6%	\$2.86	6.0%	\$3.51	7.8%	\$3.80
14	\$2.61	-1.3%	\$2.79	-2.7%	\$3.61	2.8%	\$3.85
15	\$2.63	0.6%	\$2.79	0.2%	\$3.54	-1.9%	\$3.76
16	\$2.84	8.3%	\$3.02	8.0%	\$3.88	9.6%	\$4.11
17	\$3.16	11.1%	\$3.29	9.3%	\$4.22	8.9%	\$4.40
18	\$3.52	11.4%	\$3.59	8.9%	\$4.70	11.2%	\$4.79
19*	\$3.90	10.7%	\$3.90	8.6%	\$5.09	8.4%	\$5.09

1) Does not includes G&A, ATP, DMAP, Streetcar, Intergovernmental Transfers costs and Medical Plans-Retired/Disabled

2) Does not includes ATP, DMAP, Streetcar, and Intergovernmental Transfers costs.

* Data based on Adopted Budget.

Exhibit 6. LIFT Revenue, Ridership, and Service*

Fiscal Year	LIFT and Cab Vehicle Hours	Percent Change	LIFT and Cab Ridership	Percent Change	LIFT and Cab Operating Costs	Percent Change	LIFT and Cab Operating Costs per Ride	Percent Change	LIFT and Cab Revenue	Percent Change
85										
86										
87										
88										
89										
90										
91										
92	150,474		400,963		\$5,639,847		\$14.07		\$78,415	
93	180,569	20.00%	415,814	3.70%	\$6,391,020	13.32%	\$15.37	9.27%	\$81,751	4.25%
94	210,003	16.30%	462,053	11.12%	\$7,322,590	14.58%	\$15.85	3.11%	\$83,526	2.17%
95	236,986	12.85%	501,894	8.62%	\$8,486,412	15.89%	\$16.91	6.69%	\$125,322	50.04%
96	274,201	15.70%	553,874	10.36%	\$8,778,547	3.44%	\$15.85	-6.27%	\$141,085	12.58%
97	308,798	12.62%	613,755	10.81%	\$9,655,316	9.99%	\$15.73	-0.74%	\$215,607	52.82%
98	335,754	8.73%	649,996	5.90%	\$11,050,808	14.45%	\$17.00	8.07%	\$272,025	26.17%
99	366,902	9.28%	680,374	4.67%	\$11,913,345	7.81%	\$17.51	2.99%	\$380,257	39.79%
00	397,216	8.26%	735,792	8.15%	\$15,573,346	30.72%	\$21.17	20.88%	\$447,156	17.59%
01	422,812	6.44%	781,956	6.27%	\$14,979,168	-3.82%	\$19.16	-9.49%	\$541,761	21.16%
02	456,389	7.94%	845,496	8.13%	\$16,481,644	10.03%	\$19.49	1.76%	\$564,327	4.17%
03	485,659	6.41%	918,948	8.69%	\$17,797,497	7.98%	\$19.37	-0.65%	\$653,846	15.86%
04	513,625	5.76%	958,248	4.28%	\$21,395,262	20.22%	\$22.33	15.28%	\$686,825	5.04%
05	554,507	7.96%	1,026,156	7.09%	\$24,050,336	12.41%	\$23.44	4.97%	\$747,073	8.77%
06	578,184	4.27%	1,050,144	2.34%	\$26,236,840	9.09%	\$24.98	6.60%	\$971,326	30.02%
07	601,674	4.06%	1,084,056	3.23%	\$28,257,625	7.70%	\$26.07	4.33%	\$1,090,835	12.30%
08	623,150	3.57%	1,122,036	3.50%	\$30,890,457	9.32%	\$27.53	5.62%	\$1,171,184	7.37%
09	619,204	-0.63%	1,088,446	-2.99%	\$31,020,152	0.42%	\$28.50	3.52%	\$1,289,801	10.13%
10	593,030	-4.23%	1,072,704	-1.45%	\$30,700,651	-1.03%	\$28.62	0.42%	\$1,314,673	1.93%
11	582,804	-1.72%	1,063,942	-0.82%	\$30,887,658	0.61%	\$29.03	1.44%	\$1,360,396	3.48%
12	577,709	-0.87%	1,062,874	-0.10%	\$31,744,160	2.77%	\$29.87	2.88%	\$1,652,790	21.49%
13	567,202	-1.82%	1,037,700	-2.37%	\$32,094,099	1.10%	\$30.93	3.56%	\$1,707,337	3.30%
14	572,866	1.00%	1,036,824	-0.08%	\$33,173,764	3.36%	\$32.00	3.45%	\$1,365,613	-20.02%
15	580,777	1.38%	1,042,272	0.53%	\$33,861,160	2.07%	\$32.49	1.54%	\$1,220,757	-10.61%
16	612,565	5.47%	1,064,568	2.14%	\$35,271,600	4.17%	\$33.13	1.98%	\$1,127,992	-7.60%
17	605,422	-1.17%	1,017,647	-4.41%	\$36,561,928	3.66%	\$35.93	8.44%	\$1,112,992	-1.33%
18	593,280	-2.01%	1,009,080	-0.84%	\$37,919,472	3.71%	\$37.58	4.59%	\$1,093,141	-1.78%
19**	599,213	1.00%	1,029,262	2.00%	\$39,517,136	4.21%	\$38.39	2.17%	\$1,249,335	14.29%

* Service provided prior to 1992 are not included.

** Data based on Adopted Budget.

Exhibit 7. Local Economic Trends

Fiscal Year	Tri-County Population	Percent Change	Tri-County Employment ¹	Percent Change	Tri-County Avg Pay (Earn/Employee)	Wage Inflation	Tri-County Property Value Real Market Value (RMV)	Percent Change	Private Tri-County Payroll ¹	Percent Change
75	941,700	1.1%	328,245	-1.5%	\$10,256	7.1%	\$10,205,290,497	11.0%	\$3,366,613,990	5.5%
76	954,800	1.4%	341,909	4.2%	\$11,111	8.3%	\$11,419,557,678	11.9%	\$3,798,781,214	12.8%
77	968,200	1.4%	362,973	6.2%	\$11,859	6.7%	\$12,612,056,645	10.4%	\$4,304,633,028	13.3%
78	1,013,050	4.6%	398,591	9.8%	\$12,791	7.9%	\$14,027,212,577	11.2%	\$5,098,305,257	18.4%
79	1,033,550	2.0%	422,956	6.1%	\$13,959	9.1%	\$15,897,003,000	13.3%	\$5,904,152,731	15.8%
80	1,053,100	1.9%	425,451	0.6%	\$15,302	9.6%	\$18,620,927,000	17.1%	\$6,510,203,094	10.3%
81	1,062,000	0.8%	415,451	-2.4%	\$16,488	7.8%	\$23,637,223,000	26.9%	\$6,850,078,234	5.2%
82	1,069,300	0.7%	392,771	-5.5%	\$17,413	5.6%	\$26,136,442,000	10.6%	\$6,839,449,188	-0.2%
83	1,057,900	-1.1%	390,499	-0.6%	\$18,001	3.4%	\$28,624,740,000	9.5%	\$7,029,388,727	2.8%
84	1,068,800	1.0%	411,798	5.5%	\$18,687	3.8%	\$30,559,105,000	6.8%	\$7,695,130,126	9.5%
85	1,078,000	0.9%	422,852	2.7%	\$19,193	2.7%	\$32,953,204,000	7.8%	\$8,115,896,617	5.5%
86	1,087,500	0.9%	434,908	2.9%	\$19,876	3.6%	\$34,835,587,000	5.7%	\$8,644,381,696	6.5%
87	1,097,100	0.9%	450,699	3.6%	\$20,541	3.3%	\$36,354,973,000	4.4%	\$9,258,031,450	7.1%
88	1,119,700	2.1%	479,317	6.3%	\$21,469	4.5%	\$36,811,010,000	1.3%	\$10,290,273,686	11.1%
89	1,141,500	1.9%	506,533	5.7%	\$22,301	3.9%	\$37,535,437,000	2.0%	\$11,296,147,453	9.8%
90	1,183,000	3.6%	524,279	3.5%	\$23,642	6.0%	\$38,864,890,000	3.5%	\$12,394,797,852	9.7%
91	1,217,560	2.9%	523,498	-0.1%	\$24,815	5.0%	\$42,338,116,000	8.9%	\$12,990,643,800	4.8%
92	1,247,610	2.5%	528,286	0.9%	\$26,310	6.0%	\$50,366,176,000	19.0%	\$13,899,105,282	7.0%
93	1,277,820	2.4%	547,625	3.7%	\$26,968	2.5%	\$54,907,907,000	9.0%	\$14,768,176,686	6.3%
94	1,302,460	1.9%	574,868	5.0%	\$27,809	3.1%	\$59,984,969,000	9.2%	\$15,986,609,610	8.3%
95	1,329,090	2.0%	605,542	5.3%	\$29,200	5.0%	\$67,435,101,000	12.4%	\$17,681,895,017	10.6%
96	1,360,530	2.4%	625,313	3.3%	\$30,965	6.0%	\$76,091,671,000	12.8%	\$19,362,980,399	9.5%
97	1,387,590	2.0%	658,099	5.2%	\$32,752	5.8%	\$86,216,900,000	13.3%	\$21,553,852,346	11.3%
98	1,409,930	1.6%	668,091	1.5%	\$34,140	4.2%	\$96,630,942,000	12.1%	\$22,808,631,870	5.8%
99	1,430,650	1.5%	675,109	1.1%	\$35,939	5.3%	\$106,703,310,000	10.4%	\$24,262,566,598	6.4%
00	1,451,650	1.5%	691,551	2.4%	\$39,169	9.0%	\$115,941,283,000	8.7%	\$27,087,525,558	11.6%
01	1,467,300	1.1%	685,125	-0.9%	\$39,217	0.1%	\$124,350,639,000	7.3%	\$26,868,806,752	-0.8%
02	1,484,150	1.1%	675,208	-1.4%	\$38,856	-0.9%	\$134,835,692,000	8.4%	\$26,236,081,103	-2.4%
03	1,503,900	1.3%	662,175	-1.9%	\$39,216	0.9%	\$140,814,040,000	4.4%	\$25,967,644,770	-1.0%
04	1,522,400	1.2%	657,585	-0.7%	\$40,887	4.3%	\$151,236,678,000	7.4%	\$26,886,371,724	3.5%
05	1,543,910	1.4%	678,527	3.2%	\$42,023	2.8%	\$160,154,351,000	5.9%	\$28,514,060,498	6.1%
06	1,569,170	1.6%	704,116	3.8%	\$43,762	4.1%	\$171,753,908,000	7.2%	\$30,813,829,928	8.1%
07	1,593,370	1.5%	722,409	2.6%	\$45,092	3.0%	\$199,710,358,000	16.3%	\$32,574,995,021	5.7%
08	1,614,465	1.3%	729,416	1.0%	\$46,938	4.1%	\$228,449,246,000	14.4%	\$34,237,622,643	5.1%
09	1,631,665	1.1%	696,879	-4.5%	\$46,961	0.0%	\$229,798,303,000	0.6%	\$32,725,984,271	-4.4%
10	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%
11	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%
12	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%
13	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%
14	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%
15	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%
16	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%
17	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%
18	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%
19*	1,866,590	1.5%	850,425	3.0%	\$62,717	1.9%	\$356,399,564,400	10.0%	\$53,336,441,705	5.0%

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

* Data based on projection.

Exhibit 8. Debt and Capital Investment

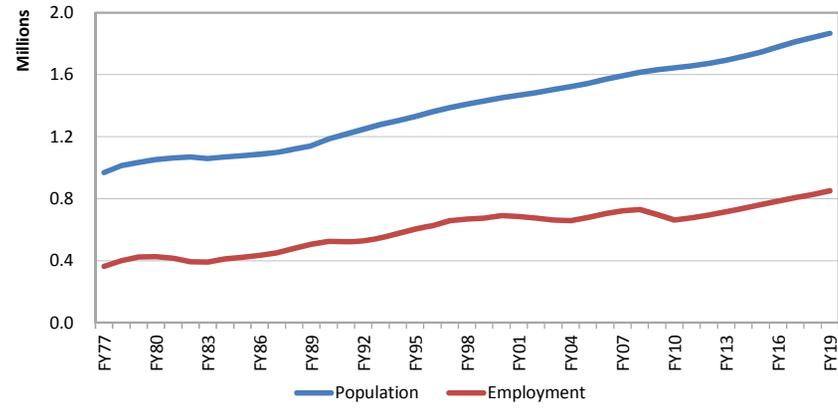
Fiscal Year	Debt Service (Senior Lien)/Capita	Percent Change	Debt Service (Senior Lien)	Percent Change	Capital and Operating Projects ¹	Percent Change
75						
76						
77						
78						
79						
80						
81						
82						
83	\$3.23		\$3,416,000			
84	\$3.49	8.0%	\$3,728,000	9.1%		
85	\$3.58	2.6%	\$3,859,000	3.5%		
86	\$2.03	-43.3%	\$2,206,000	-42.8%		
87	\$2.53	24.7%	\$2,775,000	25.8%		
88	\$2.25	-11.0%	\$2,522,000	-9.1%		
89	\$2.20	-2.1%	\$2,517,000	-0.2%		
90	\$2.09	-5.2%	\$2,473,000	-1.7%		
91	\$2.14	2.5%	\$2,610,000	5.5%	\$18,801,939	
92	\$2.07	-3.3%	\$2,586,000	-0.9%	\$18,390,434	-2.2%
93	\$1.90	-8.5%	\$2,424,000	-6.3%	\$23,499,396	27.8%
94	\$2.40	26.6%	\$3,127,000	29.0%	\$27,258,006	16.0%
95	\$2.32	-3.4%	\$3,084,000	-1.4%	\$44,485,453	63.2%
96	\$3.33	43.6%	\$4,534,000	47.0%	\$34,362,130	-22.8%
97	\$3.77	13.2%	\$5,235,000	15.5%	\$16,660,115	-51.5%
98	\$3.65	-3.2%	\$5,150,000	-1.6%	\$45,786,810	174.8%
99	\$5.91	61.7%	\$8,450,000	64.1%	\$53,210,726	16.2%
00	\$4.72	-20.1%	\$6,850,000	-18.9%	\$21,380,647	-59.8%
01	\$6.42	36.0%	\$9,417,000	37.5%	\$37,185,338	73.9%
02	\$7.06	10.0%	\$10,479,000	11.3%	\$20,221,624	-45.6%
03	\$6.22	-11.9%	\$9,357,000	-10.7%	\$33,139,524	63.9%
04	\$6.82	9.7%	\$10,389,000	11.0%	\$14,912,151	-55.0%
05	\$9.86	44.5%	\$15,228,859	46.6%	\$6,305,572	-57.7%
06	\$8.45	-14.4%	\$13,254,132	-13.0%	\$25,516,713	304.7%
07	\$8.47	0.2%	\$13,489,360	1.8%	\$9,917,641	-61.1%
08	\$8.01	-5.3%	\$12,938,500	-4.1%	\$14,294,793	44.1%
09	\$8.00	-0.1%	\$13,060,226	0.9%	\$35,353,851	147.3%
10	\$9.10	13.7%	\$14,969,558	14.6%	\$37,178,882	5.2%
11	\$10.21	12.2%	\$16,917,055	13.0%	\$37,179,659	0.0%
12	\$9.57	-6.3%	\$16,004,207	-5.4%	\$30,950,289	-16.8%
13	\$21.12	120.8%	\$35,768,181	123.5%	\$58,702,367	89.7%
14	\$20.99	-0.6%	\$36,063,555	0.8%	\$64,571,529	10.0%
15	\$12.83	-38.9%	\$22,390,805	-37.9%	\$73,100,563	13.2%
16	\$12.98	1.2%	\$23,093,366	3.1%	\$100,152,053	37.0%
17	\$13.74	5.8%	\$24,886,307	7.8%	\$77,186,702	-22.9%
18	\$13.75	0.1%	\$25,293,681	1.6%	\$103,702,929	34.4%
19*	\$14.11	2.6%	\$26,342,094	4.1%	\$82,039,410	-20.9%

1) Excludes Rail, and Construction Projects.

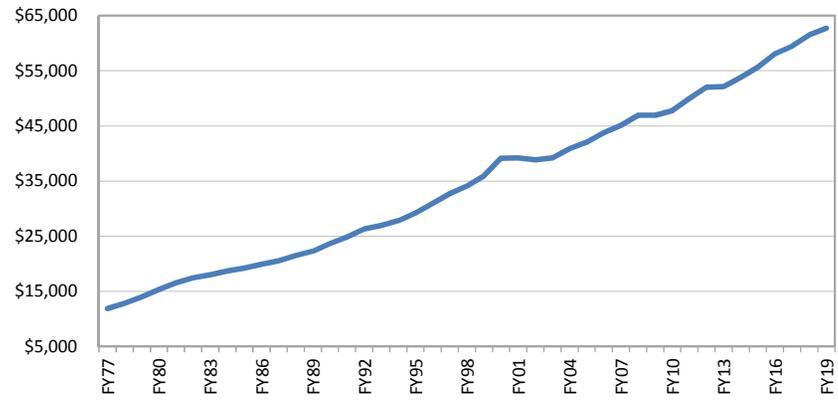
* Data based on Adopted Budget.

Local Economic Trends

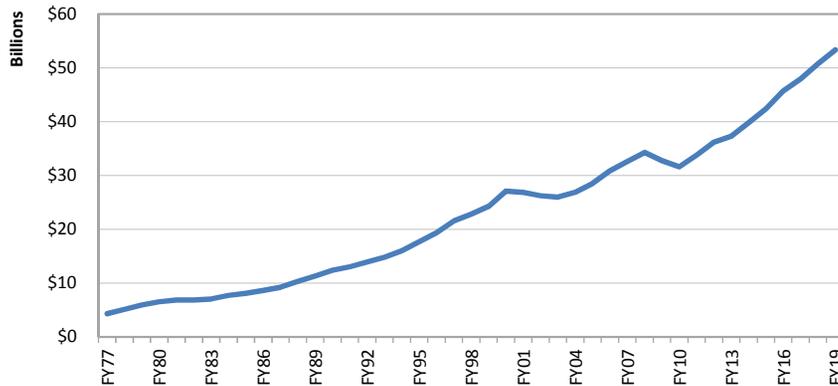
Tri-County Population and Employment



Tri-County Average Yearly Earnings

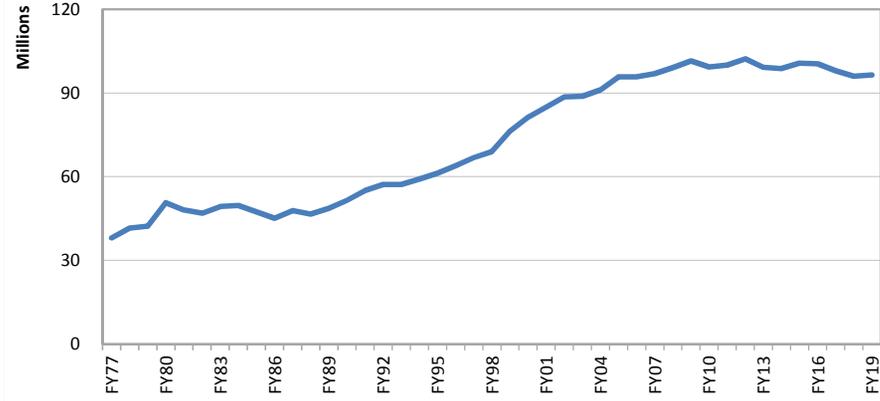


Tri-County Private Payrolls

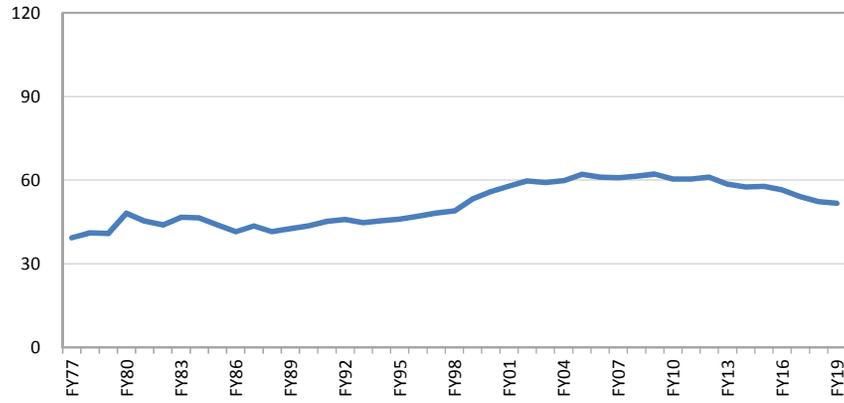


Ridership

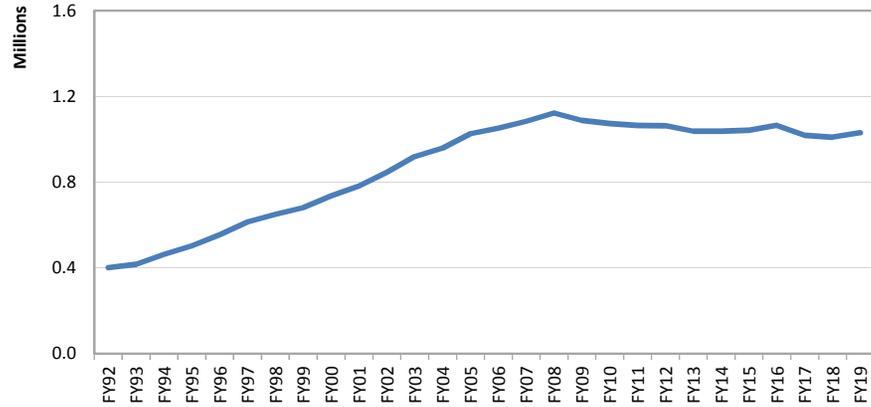
Fixed Route Boarding Rides



Fixed Route Boarding Rides per Capita

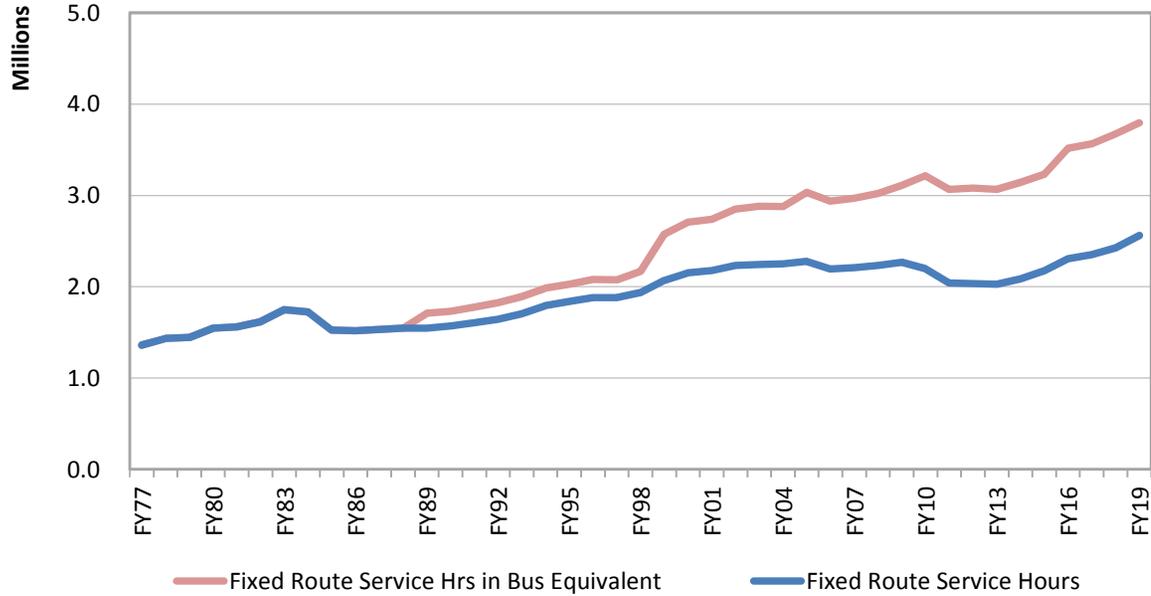


LIFT and Cab Boarding Rides

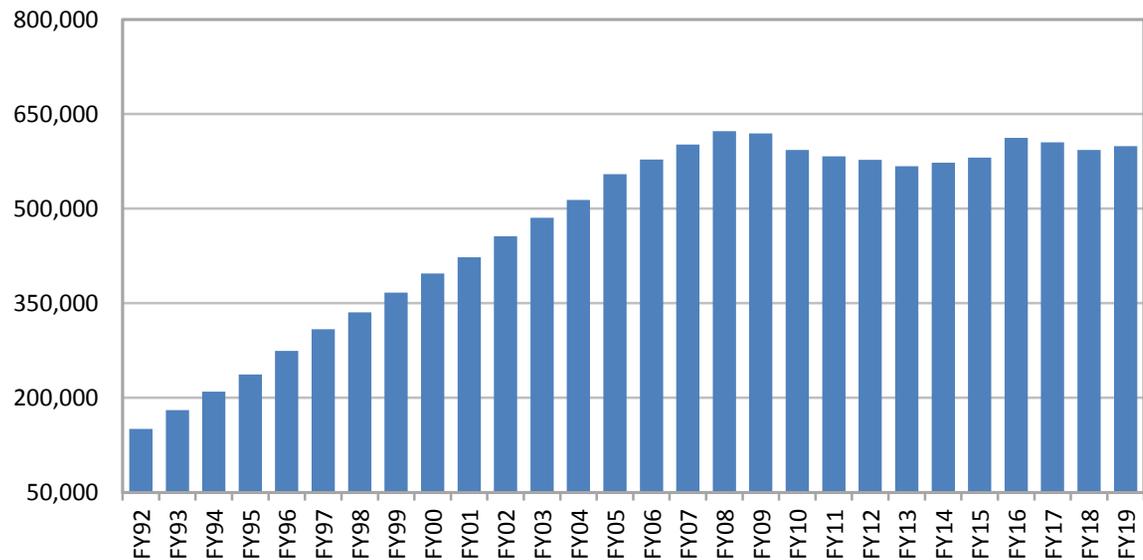


Service

Total Fixed Route Service Hours in Bus Equivalents and Total Fixed Route Service Hours

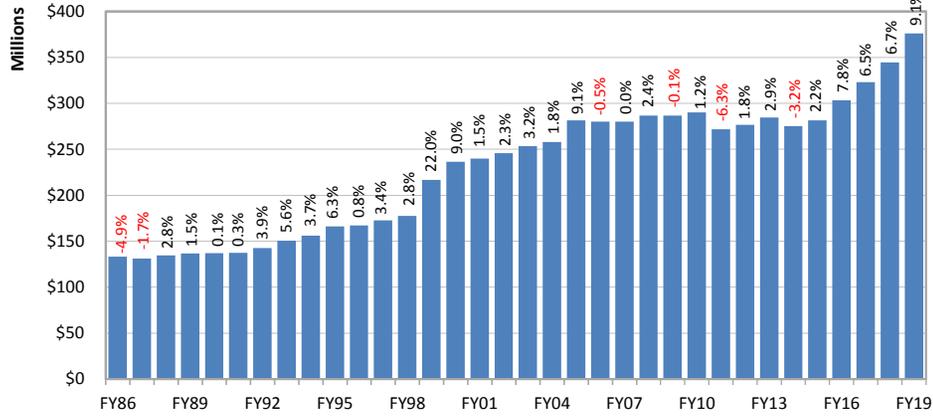


LIFT and Cab Service Vehicle Hours

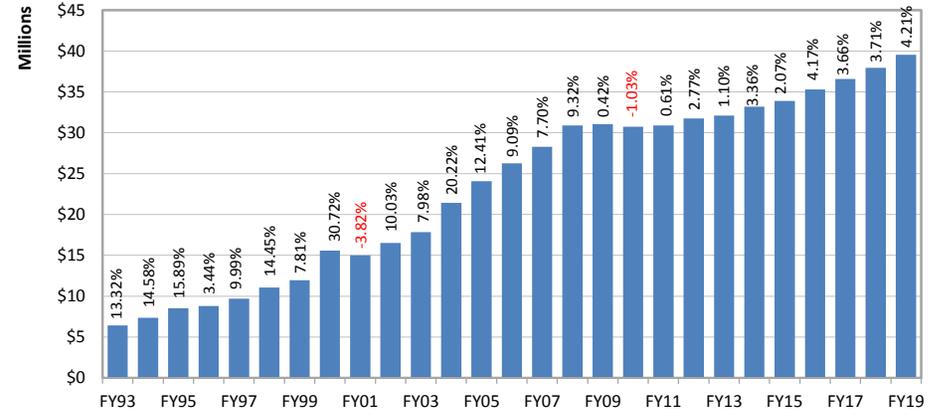


Expense

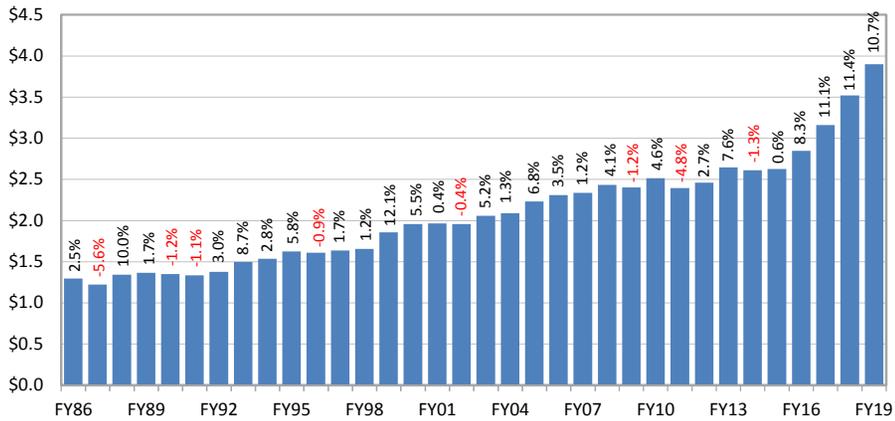
Fixed Route Operations Cost



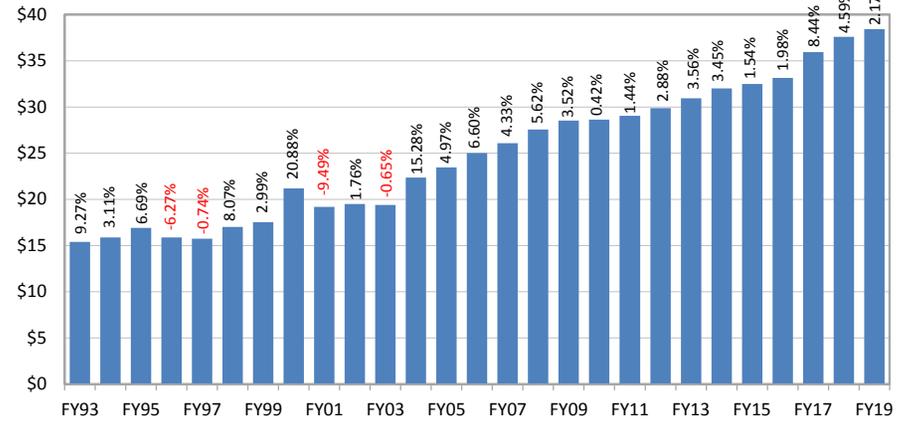
LIFT and Cab Operations Costs



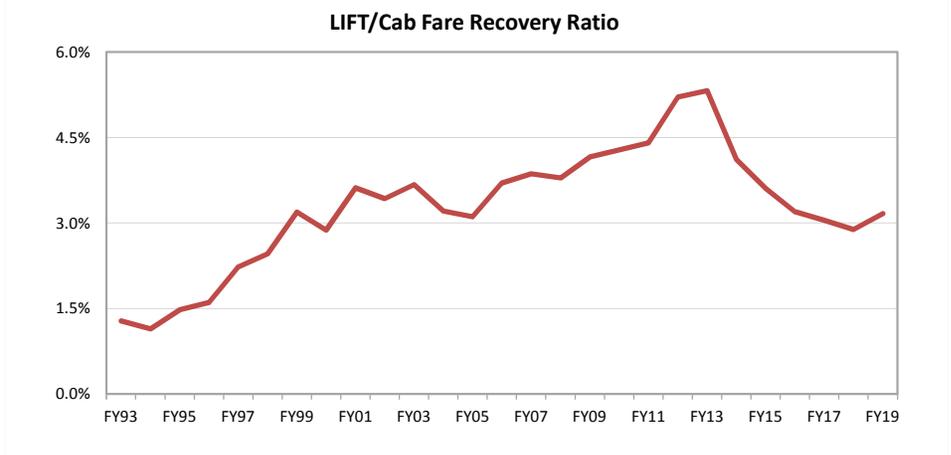
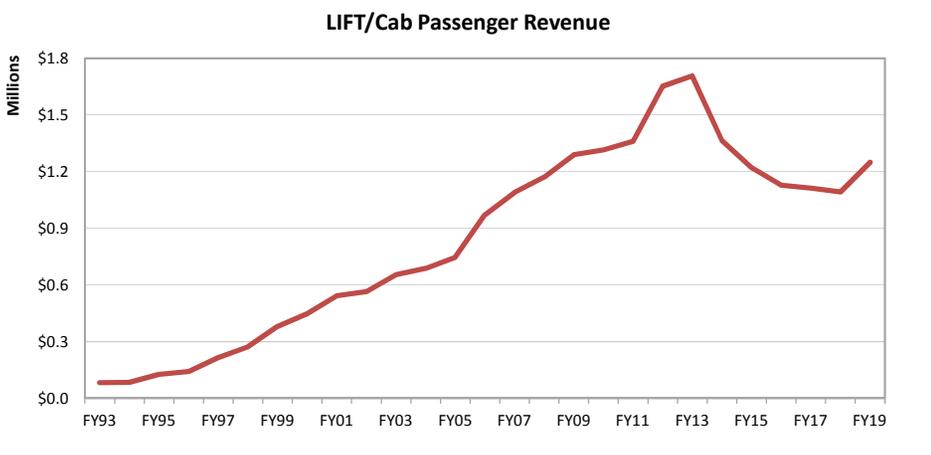
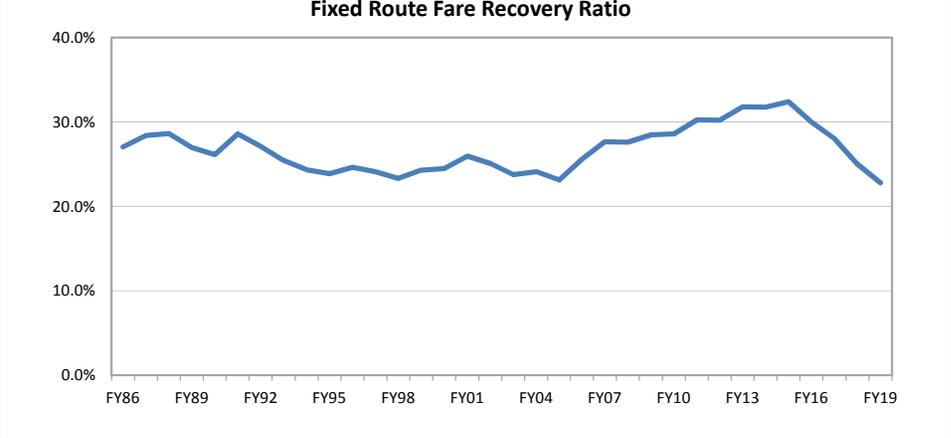
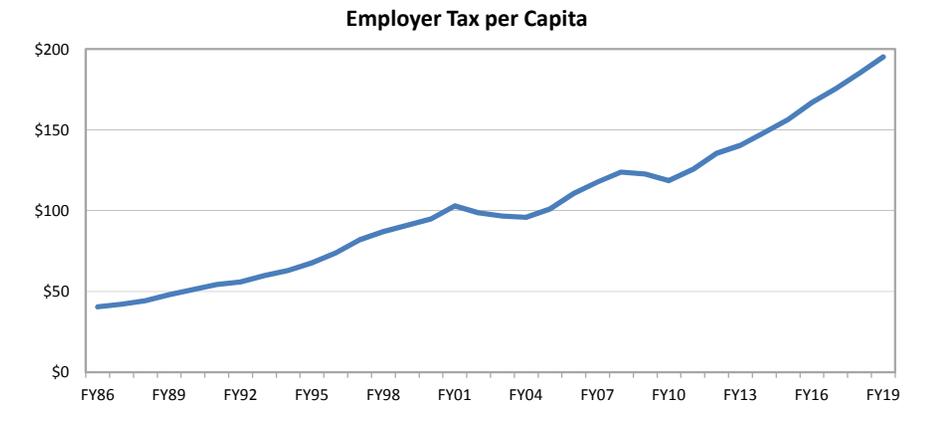
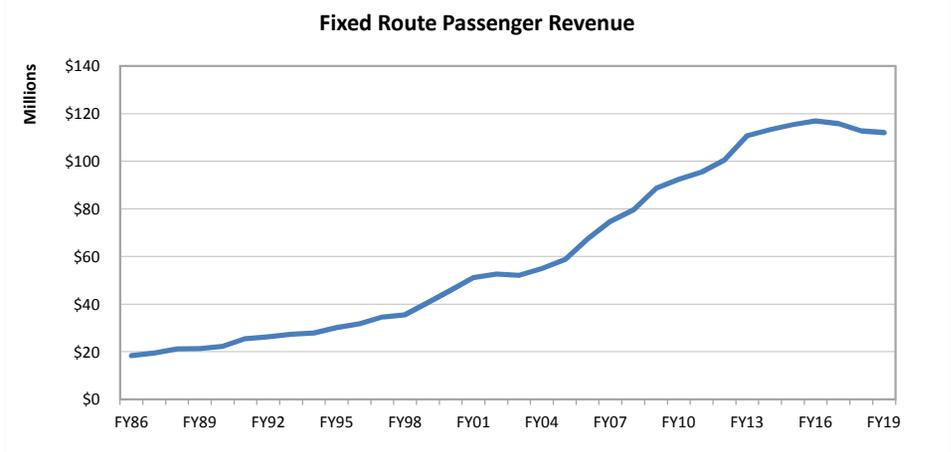
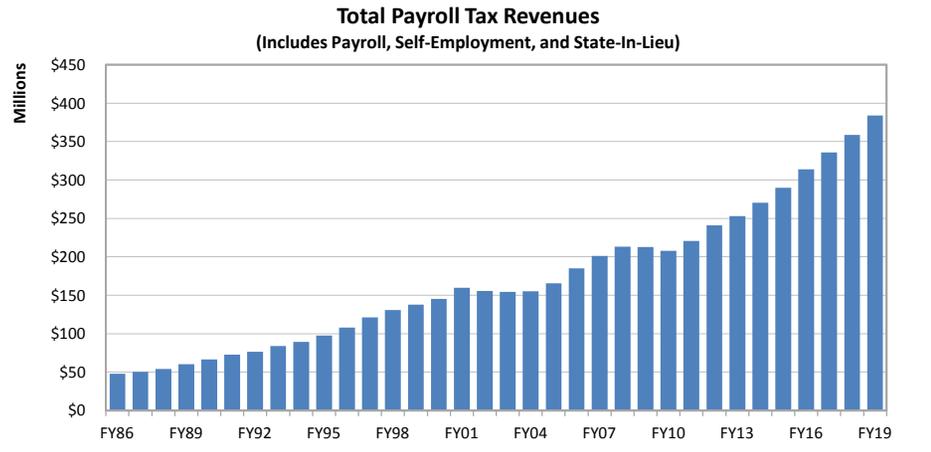
Fixed Route Operations Cost per Ride



LIFT and Cab Operations Costs per Ride



Revenue





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Agency Personnel Profiles

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Accountant	10	2.00	123,743	49,677	74,515
Accountant	11	1.00	56,219	54,258	81,388
Accountant	12	1.00	76,000	59,230	88,844
Accountant	13	2.00	162,837	64,604	96,906
Administrator	11	6.00	411,956	54,258	81,388
Administrator	12	3.00	211,316	59,230	88,844
Administrator	13	6.00	497,906	64,604	96,906
Administrator	14	3.00	265,753	70,415	105,623
Analyst	10	1.00	62,096	49,677	74,515
Analyst	11	5.00	332,900	54,258	81,388
Analyst	12	5.00	377,902	59,230	88,844
Analyst	13	6.00	463,503	64,604	96,906
Analyst	14	1.00	94,338	70,415	105,623
Analyst	15	5.00	446,788	76,699	115,049
Analyst	17	1.00	115,529	90,748	136,122
Analyst, Senior	13	2.00	170,588	64,604	96,906
Analyst, Senior	14	5.00	457,587	70,415	105,623
Analyst, Senior	16	1.00	107,546	83,452	125,178
Analyst, Senior	17	1.00	105,000	90,748	136,122
Apprentice Mechanic	0934	21.00	1,351,344	46,259	64,834
Apprentice Plant Maint Mech	0572	11.00	734,199	46,259	64,834
Assistant Manager	13	1.00	81,490	64,604	96,906
Assistant Manager	14	4.00	331,917	70,415	105,623
Assistant Manager	15	24.00	2,152,766	76,699	115,049
Assistant Storekeeper	0371	5.00	383,482	72,946	72,946
Assistant Supervisor	0529	6.00	486,262	79,830	79,830
Assistant Supervisor	0556	3.00	259,459	83,574	83,574
Assistant Supervisor	0564	2.00	172,973	83,574	83,574
Assistant Supervisor	0566	18.00	1,544,962	87,547	87,547
Assistant Supervisor	0590	2.00	183,830	87,547	87,547
Assistant Supervisor	0736	1.00	75,795	55,827	74,443
Assistant Supervisor	0872	3.00	263,179	79,830	79,830
Assistant Supervisor	0964	3.00	251,139	79,830	79,830
Assistant, Administrative	7	16.00	766,158	37,924	56,886
Assistant, Administrative	8	1.00	43,243	41,528	62,292
Assistant, Administrative	9	1.00	66,997	45,433	68,149
Associate, Transportation Options and Marketing	8	1.00	47,445	41,528	62,292
Building/Arch Project Delivery Lead	15	1.00	88,612	76,699	115,049
Business Analyst	12	1.00	81,889	59,230	88,844
Business Analyst	16	1.00	124,148	83,452	125,178
Business Process Analyst	16	1.00	104,315	83,452	125,178
Buyer	0432	3.00	233,459	57,450	76,606
Chief Information Officer	26	1.00	217,688	186,192	279,288
Chief Operating Officer	26	1.00	223,838	186,192	279,288

Agency Personnel Profiles

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Chief Station Agent	0830	4.00	438,846	64,418	85,883
Claims Adjuster	11	2.00	153,676	54,258	81,388
Cleaner	0940	5.00	129,667	31,616	49,421
Commuter Rail Vehicle Maint. Technician	0875	1.00	70,866	69,410	69,410
Commuter Rail Vehicle Maint. Technician	0888	7.00	505,450	69,410	69,410
Coordinator	8	1.00	44,970	41,528	62,292
Coordinator	9	9.00	486,512	45,433	68,149
Coordinator	10	10.00	624,933	49,677	74,515
Coordinator	11	21.00	1,356,893	54,258	81,388
Coordinator	12	4.00	317,666	59,230	88,844
Coordinator	13	5.00	402,503	64,604	96,906
Coordinator	14	3.00	247,892	70,415	105,623
Coordinator	15	1.00	96,994	76,699	115,049
Coordinator	0437	1.00	83,366	58,947	78,582
Coordinator	0819	4.00	353,001	64,418	85,883
Cost Estimator	12	1.00	63,005	59,230	88,844
Cost Estimator II	13	1.00	84,000	64,604	96,906
Customer Experience Agent	0714	11.00	522,705	38,355	50,752
Customer Service Representative	0731	5.00	345,696	51,563	68,744
Database Architect	18	1.00	136,127	98,599	147,899
Deputy General Counsel	18	2.00	202,072	98,599	147,899
Deputy General Counsel, Senior	20	3.00	418,479	116,134	174,200
Designer, Graphics	10	1.00	64,210	49,677	74,515
Designer, Senior, Transit Corridor	14	1.00	96,055	70,415	105,623
Designer, Web/Developer	11	2.00	129,686	54,258	81,388
Director	17	2.00	250,069	90,748	136,122
Director	18	6.00	758,959	98,599	147,899
Director	19	12.00	1,606,851	107,054	160,582
Director	20	7.00	1,018,696	116,134	174,200
Director	21	8.00	1,275,901	125,902	188,854
Director	22	2.00	307,906	136,366	204,550
Dispatcher	0836	20.00	1,652,509	61,360	81,806
Document Svcs Operator/Mail Svcs Clerk	4	1.00	35,090	28,753	43,129
Electronic Survey Developer & Analyst	14	1.00	74,000	70,415	105,623
Engineer Structural - Agency	18	1.00	124,588	98,599	147,899
Executive Administrative Assistant	11	5.00	359,435	54,258	81,388
Executive Administrative Assistant	13	1.00	86,776	64,604	96,906
Executive Director	22	2.00	364,839	136,366	204,550
Executive Director	23	1.00	194,230	147,602	221,404
Executive Director	24	2.00	395,602	159,630	239,446
Executive Director	25	1.00	200,000	172,399	258,599
Executive Director	26	2.00	458,045	186,192	279,288
Facilities Maintenance Trainer	0915	1.00	87,110	79,830	79,830
Fare Inspector	0342	12.00	806,432	61,360	81,806

Agency Personnel Profiles

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Fare Revenue Specialist	0733	11.00	724,144	51,022	68,037
Field Technician	0591	18.00	1,428,544	76,128	76,128
Field Technician Apprentice	0592	5.00	314,467	46,259	64,834
Finance Clerk	0323	6.00	394,930	51,272	68,349
General Manager	30	1.00	298,500	260,422	390,634
Graphics Designer	10	2.00	121,826	49,677	74,515
Helper	0533	30.00	1,964,327	64,834	64,834
HR Business Partner	17	2.00	215,340	90,748	136,122
Human Resources Generalist	12	2.00	147,824	59,230	88,844
Internal Auditor, Senior	13	1.00	80,755	64,604	96,906
Journeyman Mechanic	0931	197.00	14,064,698	69,410	69,410
Landscaper	0974	5.00	350,002	49,587	66,123
Lead Supervisor	0489	6.00	519,399	64,418	85,883
LRV Apprentice	0573	24.00	1,528,669	46,259	64,834
LRV Mechanic	0551	123.00	8,810,526	69,410	69,410
LRV Vehicle Body & Paint Technician	0553	4.00	269,568	54,142	69,410
Mail Services Clerk	0356	1.00	58,656	42,973	57,304
Maintenance Mechanic	0532	12.00	737,110	37,627	66,123
Maintenance of Way Laborer	0561	15.00	934,678	38,771	68,058
Maintenance Technician	0965	5.00	340,496	66,123	66,123
Maintenance Trainer	0918	9.00	757,823	79,830	79,830
Manager	13	2.00	160,226	64,604	96,906
Manager	14	4.00	348,002	70,415	105,623
Manager	15	18.00	1,701,077	76,699	115,049
Manager	16	38.00	3,856,222	83,452	125,178
Manager	17	9.00	989,537	90,748	136,122
Manager	18	5.00	633,160	98,599	147,899
Manager	19	7.00	839,006	107,054	160,582
Managing Director	20	1.00	153,950	116,134	174,200
Managing Director	21	1.00	180,989	125,902	188,854
Mini Run Operator	0881	232.50	13,813,112	23,650	48,625
MMIS Clerk	0543	10.00	575,065	34,403	63,690
Moneyroom Clerk	0331	4.80	359,195	61,360	81,806
Moneyroom Supervisor	0330	1.20	99,699	63,253	84,344
Network Engineer	16	3.00	289,772	83,452	125,178
Network Engineer	18	2.00	205,384	98,599	147,899
Network Engineer, Senior	18	2.00	234,986	98,599	147,899
Operator	0880	1,087.00	67,345,689	35,693	64,834
Oracle Developer	17	6.00	748,366	90,748	136,122
Paralegal I	9	1.00	66,997	45,433	68,149
Paralegal Investigator	13	1.00	79,997	64,604	96,906
Partsman	0376	13.00	862,876	64,834	69,472
Planner I	9	1.00	51,170	45,433	68,149
Planner II	12	3.00	197,241	59,230	88,844

Agency Personnel Profiles

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Planner III	13	4.00	319,512	64,604	96,906
Plant Maintenance Mechanic	0557	24.00	1,649,762	69,410	69,410
Power Maintainer	0531	19.00	1,475,552	76,128	76,128
Production Coordinator	10	1.00	64,000	49,677	74,515
Program Administrator	12	1.00	77,591	59,230	88,844
Program Manager	14	2.00	181,045	70,415	105,623
Program Manager	15	2.00	199,529	76,699	115,049
Program Scheduler	17	1.00	118,195	90,748	136,122
Project Coordinator	11	2.00	134,276	54,258	81,388
Project Manager	15	17.00	1,538,109	76,699	115,049
Project Manager	16	5.00	533,947	83,452	125,178
Project Manager	17	4.00	436,031	90,748	136,122
Project Manager, Assistant	12	2.00	148,074	59,230	88,844
Project Manager, Assistant	14	22.00	1,823,252	70,415	105,623
Project Manager, Senior	17	6.00	589,164	90,748	136,122
Public Information Officer	13	2.00	165,328	64,604	96,906
Rail Controller	0538	32.00	2,633,613	81,806	81,806
Rail Operator	0580	196.00	13,197,065	50,294	67,142
Rail Supervisor	0536	37.00	3,054,283	81,806	81,806
Receptionist	4	1.00	39,957	28,753	43,129
Recruiter	11	2.00	127,725	54,258	81,388
Recruiter	12	1.00	69,000	59,230	88,844
Representative	10	2.00	124,376	49,677	74,515
Representative	12	7.00	469,871	59,230	88,844
Representative	15	2.00	202,221	76,699	115,049
Representative	0715	5.25	284,932	26,624	33,280
Road Supervisor	0834	34.00	2,900,834	61,360	81,806
Schedule Data Technician	0867	3.00	251,112	61,360	81,806
Schedule Writer II	0874	5.00	419,224	61,360	81,806
Senior Accounts Payable Clerk	0322	1.00	77,875	57,387	76,523
Senior Analyst, Business Process	16	1.00	104,315	83,452	125,178
Senior Buyer	0373	2.00	170,314	80,246	80,246
Senior Partsman	0372	6.00	447,408	69,472	69,472
Senior Payroll Clerk	0340	2.00	153,046	57,387	76,523
Service Worker	0944	134.00	6,442,236	37,482	54,267
Service Worker	0946	4.00	229,549	40,706	57,491
Service Worker	0947	3.00	172,162	40,706	57,491
Signal Maintainer Apprentice	0568	7.00	439,629	46,259	64,834
Signals Maintainer	0541	21.00	1,558,243	72,675	72,675
Software Engineer	15	7.00	684,532	76,699	115,049
Software Engineer, Senior	18	7.00	838,400	98,599	147,899
Specialist	8	1.00	46,280	41,528	62,292
Specialist	9	17.80	1,036,647	45,433	68,149
Specialist	10	1.00	52,963	49,677	74,515

Agency Personnel Profiles

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Specialist	11	1.00	64,986	54,258	81,388
Specialist	12	4.00	282,542	59,230	88,844
Specialist	13	8.00	665,314	64,604	96,906
Specialist	0732	4.00	312,936	58,427	77,896
Specialist, Senior	12	2.00	139,093	59,230	88,844
Specialist, Senior	15	1.00	99,148	76,699	115,049
Spotter	0936	5.00	344,240	66,123	66,123
Station Agent	0835	25.00	2,054,510	61,360	81,806
Streetcar Journeyman Mechanic	0451	10.00	712,409	69,410	69,410
Streetcar Maintenance Training Technician	0182	1.00	72,530	72,530	72,530
Streetcar Operator	0488	56.00	3,768,571	50,294	67,142
Streetcar Superintendent	0146	2.00	195,187	97,594	97,594
Supervisor	9	1.00	54,454	45,433	68,149
Supervisor	12	3.00	243,238	59,230	88,844
Supervisor	13	19.00	1,606,336	64,604	96,906
Supervisor	14	44.00	3,811,489	70,415	105,623
Supervisor	0710	2.00	162,127	60,258	80,350
Supervisor	0716	1.00	80,350	60,258	80,350
Supervisor	0840	3.00	238,873	64,418	85,883
Systems Engineer	15	1.00	86,087	76,699	115,049
Systems Engineer	16	3.00	303,277	83,452	125,178
Systems Engineer	18	2.00	240,474	98,599	147,899
Systems Engineer, Senior	16	4.00	389,410	83,452	125,178
Systems Engineer, Senior	18	7.00	749,761	98,599	147,899
Technical Writer	14	1.00	88,019	70,415	105,623
Technician	9	1.00	58,677	45,433	68,149
Technician	10	1.00	66,776	49,677	74,515
Technician	11	2.00	140,453	54,258	81,388
Telecommunications Engineer	16	2.00	179,942	83,452	125,178
Timekeeper	0336	1.50	116,594	63,253	84,344
Tireman	0941	5.00	355,550	68,536	68,536
TOD Commercial Developer	14	1.00	123,249	70,415	105,623
Track Maintainer	0540	15.00	1,117,370	72,675	72,675
Traction Substation Technician	0779	6.00	472,465	76,128	76,128
Traction Substation Technician Apprentice	0570	2.00	129,667	46,467	64,834
Training Supervisor	0775	12.00	985,005	61,360	81,806
Training Supervisor	0832	27.00	2,234,481	61,360	81,806
Wayside Cleaner	0537	3.00	199,722	66,123	66,123
Wheel True Technician	0552	4.00	279,386	69,846	69,846
Total		3,262.05	229,002,274		



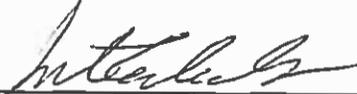
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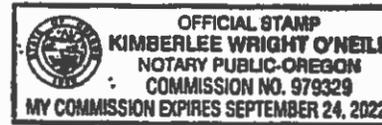
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State of Oregon,) ss
County of Multnomah)

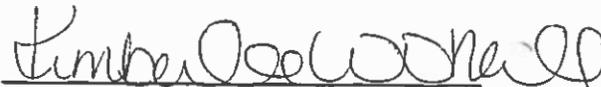
Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 03/29/2019


Principal Clerk of the Publisher



Sworn to and subscribed before me this 29th day of March 2019


Notary Public



**NOTICE OF
BUDGET COMMITTEE MEETING**

A public meeting of the Budget Committee of the Tri-County Metropolitan Transportation District (TriMet), Clackamas, Multnomah and Washington Counties, State of Oregon, to discuss the budget for the fiscal year July 1, 2019 to June 30, 2020, will be held in the World Trade Center Building - Plaza Conference Room, 25 SW Salmon Street, Portland, Oregon. The meeting will take place on the 24th day of April, 2019 at 9 a.m. The purpose of the meeting is to receive the budget message and to receive comment from the public on the budget.

This is a public meeting where deliberation of the Budget Committee will take place. Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. The TriMet Board of Directors acts as the Budget Committee per ORS 294.423.

A copy of the budget document may be inspected or obtained on or after April 10, 2019 at 1800 SW 1st Avenue, Suite 300, Portland, Oregon between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday, or on TriMet's website at www.trimet.org.

Dee Brookshire
Budget Officer

RESOLUTION NO. 19-04-30

**RESOLUTION NO. 19-04-30 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET) APPROVING THE
PROPOSED FISCAL YEAR 2020 ANNUAL BUDGET FOR SUBMISSION TO
THE MULTNOMAH COUNTY TAX SUPERVISING AND CONSERVATION
COMMISSION (TSCC)**

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

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

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

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

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

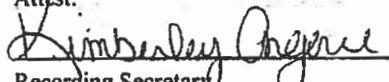
NOW, THEREFORE, BE IT RESOLVED:

That the Fiscal Year 2020 Proposed Budget as submitted, including technical corrections and revisions, is approved by the Committee and shall be submitted to the Multnomah County Tax Supervising and Conservation Commission.

Dated: April 24, 2019

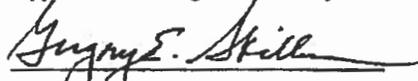


Presiding Officer

Attest:


Recording Secretary

Approved as to Legal Sufficiency:



Legal Department



The Oregonian
LEGAL AFFIDAVIT

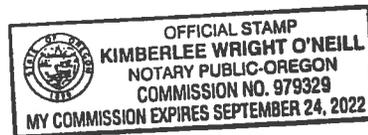
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State of Oregon,) ss
County of Multnomah)

Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 05/08/2019

Principal Clerk of the Publisher



Sworn to and subscribed before me this 8th day of May 2019

Notary Public

TRIMET

**TSCC
NOTICE OF BUDGET HEARING**

A public hearing will be held by the Tax Supervising and Conservation Commission (TSCC) on the budget approved by the budget committee for the Tri-County Metropolitan Transportation District of Oregon (TriMet), Multnomah County, State of Oregon, for the fiscal year July 1, 2019 to June 30, 2020. The hearing will be held in World Trade Center Building - Plaza Conference Room, 25 SW Salmon Street, Building 2, Portland, Oregon on May 15, 2019, at 8:00 A.M. The purpose of the hearing is to discuss the budget with interested persons.

A copy of the budget document may be inspected or obtained at the TriMet office, 1800 SW 1st Avenue, Suite 300, Portland, Oregon between the hours of 8:00 A.M. and 5:00 P.M., Monday through Friday.

Total Budget Requirements:
\$1,442,952,290



Tax Supervising & Conservation Commission

PO Box 8428
Portland, Oregon
97207-8428

Telephone (503) 988-3054

Fax: (503) 988-3053

E-Mail:
TSCC@multico.us

Web Site:
www.tscmultico.com

May 15, 2019

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

Dear President Warner and Directors:

The Tax Supervising and Conservation Commission met on May 15, 2019 to review, discuss and conduct a public hearing on the TriMet's 2019-20 Approved Budget. This hearing was conducted pursuant to ORS 294.605 to 294.705 to confirm compliance with applicable laws and to determine the adequacy of estimates to support efficient and economical administration of the district.

The budget was filed timely on April 15, 2019. The Commission hereby certifies by a majority vote of members of the Commission that it has no objections to make with respect to the budget.

TSCC Staff commends the District's response to the recommendation in last year's certification letter. That recommendation concerned the distinction that when the Board is acting on the proposed budget, it is acting as the budget committee.

Our recommendation was that the board recess its regular meeting and convene as the budget committee when considering the proposed budget. The board implemented that change this year when considering the 2019-20 budget.

TSCC staff would also like to commend the district budget staff for completing the budget this year during a complex reorganization project while simultaneously reformatting and simplifying the budget document.

For 2019-20, estimates were judged to be reasonable for the purpose shown and the document was found to be in substantial compliance with Local Budget Law. The budget estimates and levy amounts are as follows.

	Budget Estimates	Unappropriated Portion
General Fund	\$1,442,952,290	\$ 440,116,695
Total Budget Estimates	\$1,442,952,290	\$ 440,116,695

Tax Levy: None

Commissioners

David Barringer, Chair
James Ofsink
Brendan P. Watkins
Margo Norton
Dr. Mark Wubboldt

TriMet
2019-20 Approved Budget

May 15, 2019

Please file a complete copy of the adopted budget with the Commission no later than July 15, 2019. If extra time is needed for filing the adopted budget, please request an extension in writing.

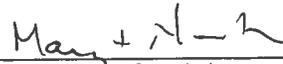
We appreciate having the opportunity to discuss this budget with you.

Yours very truly,

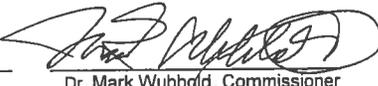
TAX SUPERVISING & CONSERVATION COMMISSION


David Barringer, Chair


Brendan P. Watkins, Vice Chair


Margo Norton, Commissioner


James Ofsink, Commissioner


Dr. Mark Wubboldt, Commissioner

APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	952,880			952,880
Chief Operating Officer Division	12,179,876	1,139,749		13,319,625
Transportation Division	255,408,166	4,093,227		259,501,393
Safety & Security Division	29,472,081	9,839,601		39,311,682
Maintenance Division	155,130,215	143,296,964		298,427,179
Information Technology Division	18,259,635	2,687,776		20,947,411
Public Affairs Division	17,994,338	5,583,669		23,578,007
Finance & Administrative Services Division	25,674,959	11,414,650		37,089,609
Labor Relations & Human Resources Division	5,674,736			5,674,736
Legal Services Division	5,018,424	1,898,267		6,916,691
Engineering & Construction Division	4,034,395	120,489,031		124,523,426
Other Post Employment Benefits	50,839,019			50,839,019
Other Non-Operating Requirements			27,260,669	27,260,669
Debt Service	104,556,532			104,556,532
Contingency			24,019,235	24,019,235
Total Appropriation	\$685,195,256	\$300,442,934	\$51,279,904	\$1,036,918,094
Excludes Ending Fund Balance of				\$491,961,992

RESOLUTION NO. 19-06-46

RESOLUTION NO. 19-06-46 OF THE TRI-COUNTY METROPOLITAN TRANSPORTATION DISTRICT OF OREGON (TRIMET) ADOPTING THE FISCAL YEAR 2020 ANNUAL BUDGET AND APPROPRIATING FUNDS

WHEREAS, at a public meeting on April 24, 2019, the TriMet Board of Directors (Board) approved budget estimates for the period July 1, 2019 through June 30, 2020, for submission to the Multnomah County Tax Supervising and Conservation Commission (TSCC) for review and recommendations; and

WHEREAS, the TSCC held a public hearing on May 15, 2019, to review the TriMet budget with the directors and staff of TriMet and to provide the public an opportunity to ask questions and express views concerning such budget estimates and the TSCC certified the budget with no objections or recommendations; and

WHEREAS, the aggregate sum of budget requirements for all funds is \$1,528,880,086.

NOW, THEREFORE, BE IT RESOLVED:

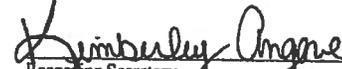
1. That TriMet's Budget Officer is authorized to make adjustments within, but not between, appropriations during the budget period.
2. That the budget as approved on April 24, 2019, and certified by the Multnomah County Tax Supervising and Conservation Commission; and herein amended, is adopted; and that for the period July 1, 2019 through June 30, 2020, funds are appropriated as follows:

General Manager Division	\$952,880
Chief Operating Officer Division	13,319,625
Transportation Division	259,501,393
Safety & Security Division	39,311,682
Maintenance Division	298,427,179
Information Technology Division	20,947,411
Public Affairs Division	23,578,007
Finance & Administrative Services Division	37,089,609
Labor Relations & Human Resources Division	5,674,736
Legal Services Division	6,916,691
Engineering & Construction Division	124,523,426
Other Post Employment Benefits	50,839,019
Other Non-Operating Requirements	27,260,669
Debt Service	104,556,532
Contingency	24,019,235
Total Appropriation	\$1,036,918,094
Fund Balance	491,961,992
Total Adopted Budget	\$1,528,880,086

Dated: June 26, 2019


Presiding Officer

Attest:


Recording Secretary

Approved as to Legal Sufficiency:


Legal Department

TRI  **MET**
See where it takes you.