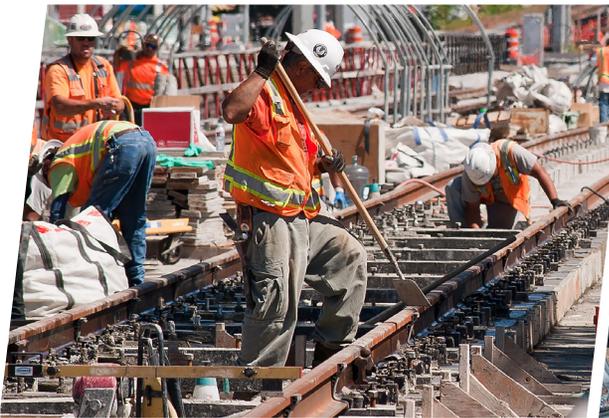




*Budget and Grants Administration Department
Tri-County Metropolitan Transportation District of Oregon*



ADOPTED BUDGET

2020 • 2021

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BOARD OF DIRECTORS

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Ozzie Gonzalez
(District #2)

Dr. Linda Simmons, Secretary/Treasurer
(District #3)

Lori Irish Bauman
(District #4)

Keith Edwards
(District #5)

Travis Stovall, Vice President
(District #6)

Kathy Wai
(District #7)

Mailing Address:

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TRIMET OFFICIALS

Doug Kelsey, General Manager
Dee Brookshire, Budget Officer

Mailing Address:

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

June 2020

To: TriMet Board of Directors
From: Doug Kelsey, TriMet General Manager
Re: 2021 Adopted Budget

Since the TriMet Budget Committee approved the budget on March 25, 2020, the 2019 Coronavirus Disease (COVID-19) pandemic has caused sweeping changes to the FY2020 and FY2021 financial forecast. As a result, TriMet has modified the FY2020 and FY2021 revenue projections and related expenditures. The impact of COVID-19 on the economy has resulted in significant decreases to the payroll and self-employment taxes and continues to be unpredictable and rapidly changing. TriMet believes that events surrounding COVID-19 will negatively affect collection of payroll and self-employment taxes at present and into the future.

In 2020 TriMet continues to transform transit in the tri-county area however, the focus has changed to recovering from all aspects of COVID-19. FY2021 will focus on ridership recovery, service restoration, and outreach to the community while at the same time continuing an intensive capital project period. TriMet may begin project design on the new Metropolitan Area Express (MAX) line running from downtown Portland to Tualatin, start expansion to the Fair Complex in Hillsboro on the Red Line, complete construction on the Division Transit project, and build a new bus garage.

FY2021 Budget Summary

The TriMet Adopted Budget for FY2021 outlines a resource and expenditure plan for July 1, 2020 through June 30, 2021.

The FY2021 Adopted Budget totals \$1.64 billion and includes:

- Operating and Tax revenues totaling \$436.3 million.
- Communication, Accountability, Responsiveness, Empathy, Solution (CARES) Act funding of approximately \$126 million.
- Total day-to-day Operating Requirements of \$732.8 million, which includes \$610.2 million for all activities required to operate the system (including other post-employment benefits) and \$122.6 million for Debt Service.
- Capital Improvement Program (CIP) Requirements of \$377.8 million.
- Pass Through Requirements, Funding Exchange Payments and Special Payments totaling \$18.7 million, under which TriMet receives funds required to be provided to other governmental agencies.
- Contingency is an appropriated amount of a minimum of 3% of operating requirements and is adjusted for risks and those activities unknown at the time of budget adoption. FY2021 contingency totals \$39.6 million.
- Ending Fund Balance totals \$471.3 million and is unappropriated and not available for spending in FY2021. Fund balance includes \$286.0 million in restricted bond proceeds and other restrictions to be spent after FY2021; \$47.5 million restricted for future debt service payments; and \$137.7 million in unrestricted fund balance, which contains between 2.0 and 2.5 months operating reserves as required by the TriMet Board of Directors.

2021 Look Ahead

TriMet is entering its most intensive decade yet with complexity of operations, overall expansion, and now recovery from COVID-19.

Expansion Projects:

- The Division Transit Project is a new type of high-capacity bus transit project that spans the length of Division Street between Downtown Portland and Gresham. The project is underway and set to begin revenue service in 2022.
- A Better Red [MAX Red Line Extension & Improvements] is in the early stages of development with a planned opening in 2023-24 with an anticipated Federal Capital Investment Grant project cost of \$206 million. The FTA recently announced that \$99.99 million in federal funds are authorized for this project contingent upon a successful construction application process.
- Southwest Corridor Light Rail Project that would bring high capacity transit and vital pedestrian/bicyclist safety and roadway improvements to the congested and rapidly growing corridor. The project is in the design phase with funding yet to be secured.

Carbon Reduction: The agency has committed to fully implementing a non-diesel bus fleet by 2040, or before, and expects to purchase its last diesel bus in 2024. Additionally, in FY2021 the agency is converting the electrical energy source for MAX powered energy use to 100% wind-power. TriMet is also conducting its first carbon baseline review of the organization as well as a waste audit, from which it will develop a long-term carbon reduction strategy.

Low-Income Fare Program: In FY2019, TriMet launched its Low-Income Fare (LIF) Program with funding through Keep Oregon Moving (HB 2017). More than 30,000 Oregonians, living on a low income of up to 200% of the federal poverty level, signed up for TriMet's Honored Citizen reduced fare through May 2020. Those enrolled through the Low Income Fare Program have taken nearly 380,000 rides per month on average (through March of 2020), although experiencing sharp declines in more recent months. As jobs begin to recover in the region, the LIF Program will resume to building ridership.

Service Changes: As a result of COVID-19, TriMet cut bus service by approximately 20%, retaining its route structure by reducing service hours and headway to a weekend schedule, with rail service hours reduced by approximately 9%. As revenue streams become clearer and demand increases the agency will closely monitor bringing back the service hours lost.

There is no planned service expansion in FY2021 with Bus and MAX service remaining at its pre-COVID-19 level while Commuter Rail, Streetcar and Ride Connection are closely monitored for restoration as demand grows. LIFT paratransit service is continuous, however, much like fixed route service, has seen a sharp decline in use. Similar to fixed route, demand will be evaluated and added back as needed.

State of Good Repair: TriMet will also be implementing extensive replacements and upgrades to its existing infrastructure. One specific project will include a complex four-week shut down of the MAX for the Steel Bridge MAX Improvements in August 2020.

2020 Accomplishments

TriMet has made substantial progress on the FY2020 Business Plan including some of the following highlights:

- Completed Objective: “Achieve market acceptance of Hop Fastpass® as a fare instrument”. Hop now accounts for over 80 percent of fares collected on TriMet, and the adoption is ahead of schedule.
- Added more bus service, including two new Frequent Service Lines.
- On-time performance for bus and light rail continue to meet or exceed targets, even with increasing targets compared to the previous year.
- Began construction on Division Transit Project after receiving \$87.4 million in grant funds from the Federal Transit Administration.
- First test fleet of five battery-electric buses in operation, with more on order.
- Completed light rail and signal improvements at Rose Quarter and the Lloyd neighborhood.
- Provided comprehensive outreach and engagement encouraging enrollment in the Low-Income Fare Program facilitated through Hop.
- Phased out non-Hop paper fares (excluding LIFT Paratransit and fixed-route bus ticket printer fares) with robust public engagement.
- Implemented LIFT C.A.R.E.S (Customer Automated Ride Experience System), an automated call-back function for LIFT riders.
- Closed select MAX rail stations to speed up the rail network.

- First- and last-mile services defined with partners and targeted for funding through Keep Oregon Moving, with start of service planned for FY2021.
- Enterprise-level risk management registry developed.

Additional progress on the FY2020 Business Plan is expected through the end of the fiscal year with FY2021 currently under development.

Strategic Goals & Strategies

Annually, TriMet updates and adopts the upcoming fiscal year Business Plan with a rolling five-year horizon. The update incorporates input from employees and the public, an in-depth review by the Executive Management team, and is approved by the General Manager. The Business Plan identifies longer-term strategic priorities and annual points of emphasis which inform both the operating and capital budgets each year. TriMet will continue to engage diverse communities when implementing and updating the Plan, because they are the ultimate reason we strive for success. TriMet will always continue to build a culture of safety and incorporate equity in decision-making and activities.

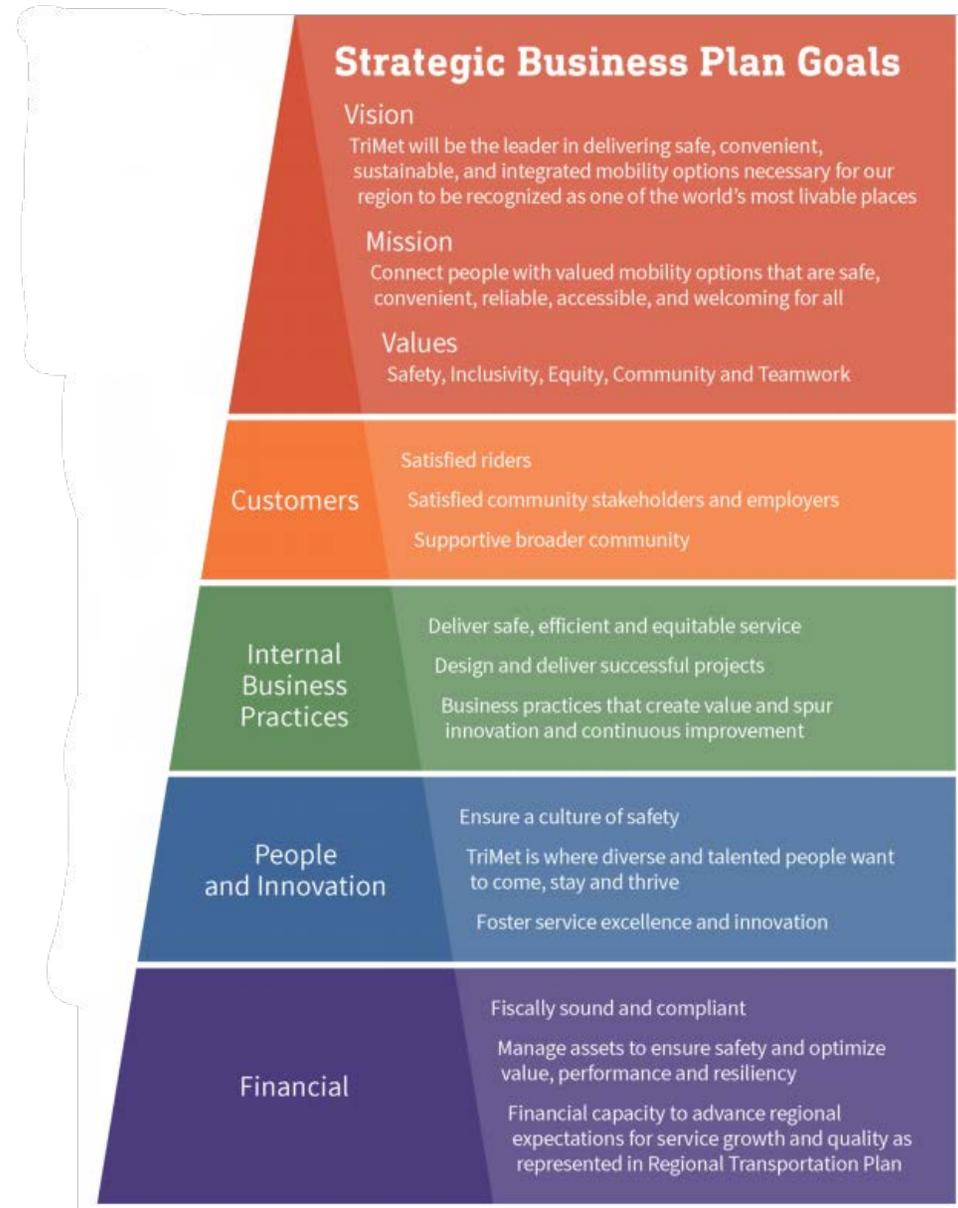
The Business Plan includes a series of Key Strategic Actions over the next five years that will move TriMet toward success in meeting its goals and objectives. Some of the most budgetary significant initiatives and actions from the Business Plan that inform TriMet’s FY2021 budget and future year priorities include non-diesel options of the bus fleet, continued enhancement or restoration of bus service, reduction of carbon emissions, expansion of light rail, continuation of robust health benefits, successful negotiation of a union Working and Wage

Agreement and increasing visible security presence on the system.

Vision & Focus

In alignment with TriMet’s Vision, Mission and Values, the Business Plan identifies twelve strategic Goals. The Goals are achieved through 36 measurable Objectives. The current status, results, targets and key strategic actions accompany each Objective. The following graphic illustrates the Goals from the Business Plan.

The FY2021 departmental budgets describe the main Goals and underlying Objectives for which the department is responsible for delivering.



Fund Description/Structure & Basis of Budgeting

TriMet is a governmental proprietary enterprise fund organized under the provisions of Oregon Revised Statutes (ORS) 267 to provide mass transit services to the Portland Metropolitan area with the assumption of the operations of a privately owned bus system. As such, TriMet is authorized to levy taxes and charge fares to pay for its operations. TriMet is also authorized to issue general obligation and revenue bonds. TriMet uses one major budgetary fund to account for its operating activities. As required by ORS 294.456, TriMet appropriates funds at the organizational unit and major program level which includes the following:

- Eleven divisions including totals for personnel services, materials and services, operating and capital projects
- Other Post-Employment Benefits (OPEB) and Pension Unfunded Actuarial Accrued Liability (UAAL)
- Debt Service
- Pass Through/Funding Exchanges/Special Payments (Other Non-Operating Requirements)
- Contingency

Fund Equity: The unappropriated fund balance reflects the difference between assets and liabilities and includes the following three categories:

- Restricted Bond Proceeds & Other Restricted funds includes funds held for major capital project spending in a subsequent year.
- Restricted Debt Service includes funds held to pay debt obligations in a subsequent year.

- Unrestricted Fund Balance includes cash, investments, receivables, prepaid expenses, and materials & supplies.

Causes & consequences of changes in fund equity may occur due to differences from budget to actual results in either revenues or expenditures. TriMet forecasts passenger and tax revenues based on historical trends, service changes, and growth in the region, which may be different than actual results. In addition, TriMet's expenditures may be different than budgeted due to vacancies in approved positions, unscheduled overtime (often caused by inclement weather), and delays in major capital project development.

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

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

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

- Additions due to capital assets
- Subtractions due to debt, OPEB and deferred amounts

- Net pension liability and deferred amounts
- Claims liability
- Lease leaseback and deferred amounts

Financial Policies

TriMet faces future financial challenges that could impede its ability to meet present and future expectations for transit service. TriMet’s Strategic Financial Plan outlines the financial and operational policies that guide TriMet forward in navigating near-term challenges and achieving a sustainable future. TriMet considers the budget balanced under three scenarios 1) when total expenditures are equal to total revenues, 2) total expenditures are less than total revenues resulting in increases to fund balance, and 3) expenditures exceed revenues and spending from previous year’s unappropriated fund balances occur. For FY2021, TriMet’s budget is balanced under scenario three. This budget document demonstrates the following financial strategic policies to guide financial decision making including:

- *Fiscal Policy.* One-time-only revenues support one-time-only expenditures including capital additions, startup costs, one-time maintenance efforts and other costs that are non-recurring. Continuing revenues pay for continuing expenditures and one-time expenditures.
- *Unrestricted Fund Balance.* Begin each fiscal year with an unrestricted fund balance equal to 2.0 to 2.5 times average monthly operating expenditures.
- *Debt Management.* Debt service on senior lien payroll tax revenue bonds must be no more than 7.5% of continuing revenues.
- *Fare Policy.* Sustainable system that encourages and supports ridership and ensures broad access to transit services.

- *Capital Asset Management.* Maintaining assets in a state of good repair throughout their useful life to help ensure a safe, reliable and convenient service for customers.
- *Pension Funding Plan.* Plans provide a process to fully fund the pension benefit plans and OPEB benefits.

Budget Process

Local Budget Law

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

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

Development of the TriMet budget is an effort shared by riders as well as the broader community, with consideration of safety, equity, and long-term concerns and issues.

The Tax Supervising & Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, reviews the budgets of all governmental jurisdictions in Multnomah County. The TSCC, together with the Oregon Department of Revenue, is responsible for ensuring the TriMet budget complies with Local Budget Law.

Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the General Manager. The Board of Directors serve as the Budget

Committee, then reviews and if needed, makes recommendations for revisions to the Budget before it is formally adopted. For TriMet, the Budget Officer is the TriMet Chief Financial Officer (Executive Director, Finance & Administrative Services). The Budget & Grants Administration Department is responsible for the actual preparation and publishing of the budget document.

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

Preparing the Proposed Budget

Divisions prepare budget modification requests in accordance with direction given by the Board of Directors and General Manager. These are submitted to the General Manager, who then analyzes and approves the requests. The Proposed budget is the culmination of an extensive process of budget development, analysis, and revision.

Public Involvement Process

TriMet engages in a proactive public outreach effort throughout the year by holding public meetings to gather feedback on service changes, equity, and services for seniors and people on a low income. The budget development process includes management, labor, riders, and internal and external experts.

In advance of the Proposed Budget, TriMet held two general community meetings (one in the fall and one in spring), four culturally specific outreach meetings, and three liaison meetings in non-English speaking communities.

Direct Public Testimony

Community members may directly contact TriMet with input for the budget during public outreach meetings described above or through trimet.org. In addition, community members also have opportunity to personally testify on the TriMet budget at the budget hearing of the Board of Directors/Budget Committee.

Budget Posted Information

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

Approving the Budget

In accordance with Local Budget Law, the Board of Directors will convene as the Budget Committee to consider the Proposed Budget. Announcements advertising the Budget Committee meetings are printed in a local newspaper and posted on TriMet's external website. The public is encouraged to attend and provide testimony on the Proposed Budget. The timing and frequency of the public notices are governed by Local Budget Law.

The Budget Committee meets to accomplish the following actions:

- Receive the budget message and budget document
- Hear and consider public testimony
- Review and approve a balanced budget

The Budget Officer provides a copy of the Proposed Budget to each member of the Budget Committee prior to the first Budget

Committee meeting. The budget becomes a public record at this point.

At the first Budget Committee meeting, as required by Oregon Budget Law, the General Manager and Budget Officer deliver the budget message, explaining the Proposed Budget and significant changes in TriMet's financial position. After the initial meeting, TriMet publishes the Approved Budget. If the Budget Committee were to meet after the initial meeting, notice of other meetings are provided as required by Oregon public meeting law. All meetings are open to the public.

There are no changes between the Proposed and Approved budgets. The Approved Budget is sent to the TSCC for review and analysis.

Tax Supervising & Conservation Commission Hearing

TSCC is responsible for reviewing, holding hearings and producing a report on the budget of every jurisdiction in Multnomah County. The TSCC holds a required public hearing, with the TriMet Board of Directors and management in attendance, on the Approved Budget. The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. TriMet is responsible for addressing any objections or recommendations. The TSCC had no objections or recommendations to TriMet's FY2021 Approved Budget.

Adopting the Budget

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

and are limited. Changes normally include adjustments to revenue projections and capital carryover.

Amending the Budget

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

Budget Calendar

Following is a summary of the FY2021 budget calendar:

- December 6, 2019 – Baseline Budget and Budget Manual completed
- December 9, 2019 – General Manager gives internal budget message presentation
- January 3, 2020 – Operating budget requests due
- January 8, 2020 – Capital budget requests due
- January 31, 2020 – Proposed Budget changes due
- March 11, 2020 – Proposed Budget released
- March 25, 2020 – Approved Budget released
- April 30, 2020 – Final Operating Budget changes due
- May 27, 2020 – TSCC public hearing on budget
- June 1, 2020 – Final Capital Program changes are due
- June 24, 2020 – Board of Directors adopt the budget
- July 1, 2020 – Adopted Budget is effective
- July 15, 2020 – Adopted Budget released for distribution

Priorities & Issues:

The following discusses the agency-wide policy, economic, regulatory or legislative challenges for the upcoming year along with management's planned action to address the issues.

COVID-19 Impact

The COVID-19 pandemic began having an impact on the agency in March 2020 with immediate impacts to ridership and passenger fares. Three months later, the full impact is becoming more evident as payroll tax projections appear to be weak and very little improvements in ridership as counties begin to reopen. TriMet is continually reviewing funding sources and evaluating the outflow of funds to ensure adequate safety and service that benefits the general public and employees. Additionally, the agency has pulled together several task forces to take on several issues including, safety, policies, action plans and building back ridership. There is a long ways to go and the foresight for now is to continue assessing the situation and responding as swiftly as possible to stabilize the organization and achieve strategic goals for FY2021 and beyond.

Electrification

During FY2019, TriMet adopted a Non-Diesel Bus Plan that called for a transition away from diesel fuel for buses and a move toward battery-electric buses. In FY2020, TriMet began testing its first fleet of five battery electric buses and will be taking delivery of four zero-emission repowered transit buses. In FY2021 and beyond, TriMet will be ordering more battery-electric buses, testing different manufacturer's products for efficiency and performance. The FY2021 Budget includes funding for the purchase of an additional 10 battery electric buses (5 new Gillig and 5 diesel to electric repowers) and related

infrastructure. TriMet will also continue to pursue grant funding opportunities to offset the higher up-front costs of these buses.

Carbon Emissions

FY2021 continues TriMet's substantial efforts to reduce carbon emissions, informed by a baseline carbon audit to be completed before the end of FY2020. Commitments made by TriMet include continued purchasing of renewable wind power for light rail electrification, ending diesel bus purchases after 2024, and converting existing buses to renewable diesel. The FY2021 Budget reflects ongoing efforts to continue these commitments.

Light Rail Expansion

Engineering will continue on the Better Red Project, which will improve track sections on the MAX Red Line and extend its service to 10 existing stations in Beaverton and Hillsboro. Work will also continue on design and engineering for the Southwest Corridor Light Rail Project.

Health Benefits

Controlling healthcare costs remain a long-term challenge for the agency. TriMet implemented a self-insured medical plan for both union and non-union employees effective January 1, 2017. Annual premium levels for medical coverage at TriMet remain high compared to the market as a whole, TriMet generally pays 94% and 95% of healthcare premiums for non-union and union employees respectively. Higher rates of inflation are also applied to health benefits costs and wages depending on the economy and affordability.

Visible Presence on the System

TriMet continues to emphasize visible presence of employees on the system to help provide a safe & secure experience that is welcoming for all. Further important work is required over the

next fiscal year to review policing and community needs. More visibility and greater presence means enhanced customer service, greater passenger comfort, and fare compliance.

Aging Infrastructure

TriMet's light rail system is approaching 34 years old with many assets due for replacement. Coupled with assets such as aging platforms, rail infrastructure and rolling stock, and maintenance facilities the agency is developing funding strategies to ensure the assets are maintained in a state of good repair.

Trends

TriMet monitors historical information as well as economic and political climates when forecasting revenues and expenses. In the General Information tab are referenced statistics the agency utilizes when making financial decisions including the following information:

- Ridership and Service
- Fares and Passenger Revenue
- Employer Taxes
- Expenses
- Fixed Route Financial Indicators
- Local Economic Trends
- Debt and Capital Investment

Not yet portrayed in the historical trend reporting is TriMet's loss of ridership on all modes of transportation due to COVID-19. Bus and rail ridership plummeted more than 70% since the State's stay-at-home order in March 2020 in response to COVID-19, rising only slightly by June 1 to a 65% loss. TriMet cut bus service by approximately 20%, retaining its route

structure by reducing service hours and headway to a weekend schedule, with rail service hours reduced by approximately 9%.

Long Range Planning

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

Budget Overview

The FY2021 Adopted Budget short-term factors that have guided the development of this annual budget focus on continued implementation of the requirements of Keep Oregon Moving (HB 2017) including; restoring and 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.

Services – Prior to COVID-19, the demand for more bus and rail service was growing as customers, employers, and local governments in the region desired more service than TriMet is able to fund. The Oregon legislature in 2003 and 2009

authorized TriMet to increase the payroll tax rate one-tenth of one percent over ten years. This funding, along with that from Keep Oregon Moving, was planned to put roughly \$6.5 million in service improvements on the streets in FY2021, with weekly bus service hours projected to increase about 3%. However, with the pandemic the focus has shifted to sustaining service and meeting social distancing requirements. The agency has reduced service but has also been required to maintain adequate social distancing of its riders. This will sometimes mean TriMet will need to provide an extra bus on a line to maintain compliance of social distancing requirements but is none the less, still supporting the system.

The funding will also be used in the coming years for new digital information displays to be installed at transit centers and at roughly 100 bus stops. The displays will provide real-time arrival information, service alerts and custom media, bringing this information to heavily trafficked and high-need areas. Installation of the new displays will begin in early 2020. To further the customer experience, TriMet will install 100 new shelters and other amenities such as lighting and transit trackers in high-need areas using the funds, with bus stops in areas with higher ridership and disadvantaged areas receiving priority. Meanwhile the renovation and upgrading of TriMet's oldest MAX stations on the eastside will continue as part of a multi-year program.

In addition to expanding service and customer amenities, TriMet is evolving the ways riders can pay for that service. In Fiscal Year 2018, Hop Fastpass launched, bringing the region's riders a state-of-the-art fare collection system, serving TriMet, C-TRAN and Portland Streetcar customers. Since then, adoption of the electronic fare system has increased

dramatically. Now more than 80% of TriMet's passenger revenues flow through the Hop system.

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

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

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

The Board of Directors initiated the second payroll tax increase of 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, Better Red project and other new service-related

projects identified in TriMet's Service Enhancement Plans and the Capital Improvement Plan (CIP). FY2021 primarily focuses on starting to bring back the service hours lost due to the pandemic and will remain flat with FY2020 service levels before COVID-19. See the summary of Fixed Route Service changes by mode in the Requirements tab, page 11.

The passage of Keep Oregon Moving, which was passed by the Oregon Legislature in summer 2017 to address many different transportation issues across the state, established a statewide employee payroll tax that dedicates funds for public transportation. TriMet expects to realize about \$40-\$50 million annually via a grant in quarterly allocations, but will also be impacted by the pandemic. The first allocation of grant funds was received in 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 this effort 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 Preferred Provider Organization health plan have paid 20% co-insurance and 6% premium contributions. Non-union employees and retirees in the Health Maintenance Organization 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 for union employees was closed August 2012 and new hires now participate in a DC pension plan.

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

The FY2021 Adopted Budget does not include merit increases for non-union employees.

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 specific wage increases are included in the FY2021 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 FY2021 Adopted Budget is consistent with the pension policies approved by the Board of Directors on February 26, 2014 and amended November 23, 2019.

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

Diesel Fuel - The cost of bus diesel fuel has decreased over the past five years. From a high in FY2015 at \$3.15 per gallon to a low in FY2019 at \$2.12 per gallon, although the average in FY2020 is around \$1.85 per gallon, a sharp decline due to COVID-19. In FY2021 the budget reflects an increase to \$2.35 per gallon as the oil prices are beginning to climb. Diesel fuel costs for LIFT and WES have also decreased over the past five years. From a high in FY2015 of \$3.30 per gallon to a low in FY2019 of \$2.30 per gallon, although average in FY2020 is around \$1.96 per gallon. In FY2021 the budget reflects a moderate increase to \$2.45 per gallon.

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 Honored Citizens riders on a low income.

In FY2021, TriMet continues to provide free fare grants and fare supports to riders through TriMet's Access Transit programs, which provides non-profits an opportunity to purchase fares for low income riders at a discount through the Fare Assistance Program and, provides free fare grants to community based organizations through the Fare Relief Program. Now, using Statewide Transportation Improvement Fund (STIF) dollars, TriMet also offers free fare grants to 15 school districts across the service area for low income high school students. In addition to TriMet's Access Transit programs, the agency's Hop Fastpass® fare program, provides fare equity for frequent riders through its innovative fare-capping policy.

Resources

In FY2021, approximately 94% of TriMet's revenues will come from three sources; payroll tax revenues, passenger revenues and federal funds. In addition, the budget also includes Capital Improvement Program (CIP) revenues dedicated for major capital projects separate from operations. The following describes the major revenues and other financing sources and the Resources tab provides financial details by source including the federal and state grant/local contributions.

Operating Revenues

In FY2021, the revenue TriMet forecasts from fares covers approximately \$62.4 million in current annual operating costs, or 8.5% of our operating expenses, down from 16.1% forecasted for FY2020. Reduction estimates are based on economic forecasts and projections of revenue declines from ECONorthwest and the State of Oregon Forecast.

Passenger Revenue - The FY2021 Adopted Budget assumes no base fare increase. FY2021 passenger revenues are estimated to decrease 29% or \$23.9 million over estimated actual for FY2020, due to the full year effects of COVID-19. Social distancing requirements, shuttering of businesses and increased telecommunicating will have lasting impacts on ridership. Additional safety and security personnel performing code enforcement, Low-Income Fare Program and, increased Hop Fastpass market penetration should have positive effects on ridership.

Accessible Transportation Contract Revenues - State and federal sources dedicated to LIFT Paratransit Service revenues are estimated at \$4.5 million in FY2020 and \$4.59 million in

FY2021, as ridership for the services has declined more than 70% in recent months.

Service Contract Revenues - This category contains only Portland Streetcar personnel revenue from the City of Portland, which contracts for operating personnel. In FY2021, these revenues are projected to be \$8.57 million.

Advertising Revenues - This category contains transit advertising revenue from local vendors advertising on TriMet buses and light rail vehicles. In FY2021, these revenues are projected to be \$3.29 million.

Non-Operating Revenues

Payroll Tax Revenues - TriMet is projecting a significant decline in payroll tax revenue in FY2021 due to suppressed wages and large increases in unemployment due to COVID-19. Payroll tax revenues make up 94.9% of all payroll tax revenue. In FY2019, underlying employer payroll tax revenues¹ increased 2.9%. Underlying employer payroll tax revenues are forecast to decrease 2.4% by the end of FY2020 and an additional 3.3% in FY2021. By comparison, average annual growth of underlying employer payroll tax has been 5.8% over the last five years.

Self-employment Tax Revenues – The underlying growth from self-employment tax revenues decreased 3.6% in FY2019 and is projected to decrease significantly in FY2020 due the tax extension into July. FY2021 will benefit from the delayed payments, but will not make up for the loss of wages and jobs. Self-employment tax revenues make up 4.4% of all payroll tax revenue.

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

Federal Formula Grants – In FY2021, Federal formula funds constitute 33% of TriMet’s total operating resources. In addition to \$43.0 million of Section 5307 Urbanized Area Formula funds, approximately \$27.5 million of Section 5337 State of Good Repair funds, \$1.3 million of Section 5310 Enhanced Mobility of Seniors & Individuals with Disabilities funds and \$3.4 million of Section 5339(a) Buses & Bus Facilities Formula funds TriMet receives annually from the Federal Transit Administration (FTA). \$21.4 million comes from the Federal Highway Administration (FHWA) via the Surface Transportation Block Grant (STBG) Program and Congestion Mitigation & Air Quality (CMAQ) Program to pay for TriMet GARVEE bond debt service.

CARES Act Funding. TriMet received an allocation of approximately \$185 million in Federal funding to pay for operating, preventive maintenance and direct costs related to COVID-19, including wages for operators that otherwise would have been laid off due to cuts in service, cleaning supplies, hand sanitizer, gloves, masks for employees and riders, and wages for cleaners hired to comply with the state and federal declarations and stay-at-home orders. Reimbursement for eligible expenses is estimated at \$59 million in FY2020 and approximately \$126 million in FY2021.

Congress has appropriated the last year of a five-year program under the Fixing America’s Surface Transportation (FAST) Act. TriMet’s financial forecast and the FY2021 Adopted Budget include increased projections as a result of the FAST Act authorization.

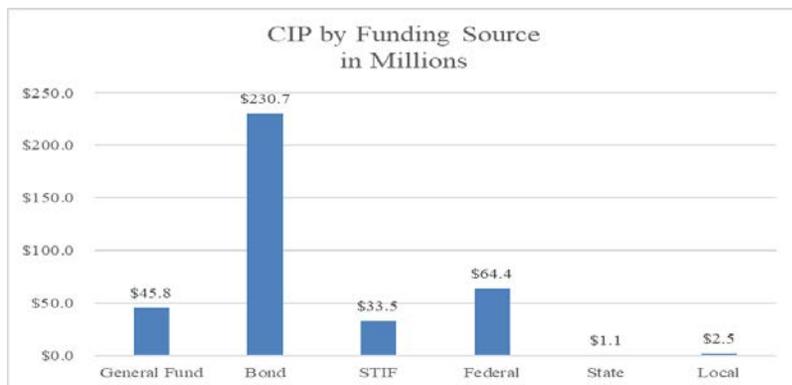
Statewide Transportation Improvement Fund (STIF) Grant Revenue - With the passage of Keep Oregon Moving, TriMet estimates receiving \$12.45 million in FY2020 and approximately \$20.19 million in FY2021. In addition, TriMet will receive discretionary STIF monies, which are awarded based on submitted proposals for each project. In FY2021, TriMet will be requesting \$350,000 for discretionary FY2021 STIF dollars.

State & Local Operating Grants – TriMet receives funding from state and local partners to fund various LIFT operations. In FY2020, TriMet anticipates receiving \$869,442 and estimates receiving \$1,547,653 in FY2021.

Other Revenues - \$7.6 million in other revenue is expected in FY2021 through interest revenue, fuel credit revenue and miscellaneous revenue, which is 1.1% of TriMet total operating revenue.

Capital Resources

Capital resources include Small Starts, Full Funding Grant Agreements, and local contributions from various entities.



Requirements/Expenditures

TriMet’s requirements total \$1.64 billion for FY2021. The Requirements tab details expenditures by organizational unit (divisions), by Object Class and includes the personnel services schedule, materials & services schedule, summary of employees, and summary of fixed route service. The following subsections discuss various important factors affecting expenditures.

Service - TriMet is proposing to restore bus service hours by the end of FY2021 if demand increases and the agencies financial capacity allows. The rebuilding of services will occur in phases over the course of the year while maintaining the health of riders and employees. Where permitted by the State, the agency may opt to utilize STIF to restore services, however, this is currently under review by State legislation.

Pension Funding - The implementation of Governmental Accounting Standards Board (GASB) No. 68 standard and industry best practices led TriMet to adopt pension funding plans that lay out how TriMet will bring its two closed DB pension plans to fully funded status over a reasonable long-term horizon. As of June 30, 2019, the non-union plan is 93.1% funded with a net pension liability of \$10.0 million. As of November 2019, the non-union plan is considered fully funded as the anticipated normal growth in the account will continue to fund the account to meet all obligations. The union plan is 80.5% funded, with a net pension liability of \$138.8 million as of June 30, 2019. The FY2021 Adopted Budget is consistent with the pension policies proposed by the Board of Directors on February 26, 2014 and amended November 2019. According to the 2018 National Association of State Retirement

Administrators (NASRA), Summary of Findings, the national average pension funding level for governmental plans is 72.6%.

Capital Investments – TriMet has an intensive capital program. Capital expenditures are made for the acquisition or construction of a major capital asset that has a useful life of greater than one year. The FY2021 Capital Improvement Program (CIP) Adopted Budget totals \$377.8 million, the details of which are included in the CIP tab. Following are the major investments for FY2021:

Vehicle Purchases:

- *Buses.* TriMet replaced 392 buses between FY2014 and FY2020 and is planning to have 44 new buses delivered in FY2021. The entire fleet will be low-floor low emission, air conditioned, and using a renewable diesel blend to emit a lower amount of greenhouse gases. TriMet has received three federal Low or No Emission Vehicle (Low-No) Program grants for the purchase of battery-electric buses – one in FY2016 (\$3.4 million), one in FY2018 (\$2.3 million), and one in FY2019 (\$2.1 million). The FY2016 grant dollars were used to purchase five New Flyer battery-electric buses; the FY2018 grant dollars are being used to acquire five Gillig battery-electric buses, which are expected to be acquired and in service sometime in FY2021; and, the FY2019 grant dollars will be used to purchase three Proterra battery-electric buses, which are expected to be acquired and in service sometime in FY2022.
- *Light Rail Vehicles (LRV).* The FY2021 Adopted Budget includes \$27.1 million for continued design work and initial manufacturing on the next generation of LRV.

System Expansion/Enhancement:

- *Southwest Corridor Light Rail Project.* Funding is included in the FY2021 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 FY2021 Adopted Budget includes funding to complete design and continuing construction of high capacity bus service between Downtown Portland and Gresham, running across the Tilikum Crossing Bridge and along Division Street. TriMet received a Medium-High Small Starts rating in February 2018 and received Federal funding in January 2020. Revenue service is anticipated to begin in fall 2022.
- *A Better Red (MAX Red Line Extension & Improvements).* The FY2021 Budget includes \$13.4 million of funding to continue design work to extend the MAX Red Line west to Fair Complex/Hillsboro Airport Station and improve sections of the line to provide system wide reliability improvements. The Single Year Grant Agreement (SYGA) application will be submitted in FY2021, with construction scheduled to begin in April 2021, and service along the improve line beginning in 2023-2024. The current total Federal Capital Investment Grant project cost is anticipated to be \$206 million.
- *Portland-Milwaukie Light Rail.* There is \$8.7 million in the FY2021 budget to finish development around the MAX Orange Line, connecting Portland and Milwaukie. This spend is focused primarily on constructing the Gideon pedestrian overcrossing and Ruby Junction Operating Facility. In addition, the remaining grant

funds of approximately \$18 million may be utilized for additional project related work through 2024.

- *Electric Vehicle Charging Infrastructure.* TriMet committed \$10.6 million in the FY2021 budget to further develop the charging infrastructure at the Powell bus facility to support electric buses in the future. In addition, TriMet is spending \$230,000 to add additional charging capability to the Merlo bus facility to support the buses procured with the Low-No Program grants detailed previously.

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. The budget dedicates \$129 million towards SGR projects, which is 34.1% 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 FY2021 Adopted Budget funds a variety of operating facilities repairs and expansions, including continued work on Powell Maintenance Facility overhaul, work to develop the infrastructure for electric bus charging; continued design

and development of the Columbia bus base; modifications and expansions of the Ruby Junction Rail Operations Facility to accommodate the needs of system expansion, and various maintenance and operator support facility upgrades and refurbishments.

- *Steel Bridge MAX Improvements.* Funding is included in the FY2021 Adopted Budget for critical state of good repair work to improve reliability of the MAX light rail system through equipment and infrastructure improvements and upgrades on this vital asset that all MAX lines cross.
- *Ticket Vending Machine & Fixed-Route Bus Farebox Replacement.* There is \$8.1 million of funding included in the FY2021 budget to replace the ticket vending machines on rail platforms and bus fareboxes.
- *IT Infrastructure.* The FY2021 Budget includes \$4.9 million to replace aging IT equipment, including mobile routers, servers, communications towers, desktop computers, and fiber lines.

Other Capital Projects:

- *Safety Enhancements.* In addition to spending dedicated to safety and security imbedded in the other projects, the FY2021 Budget includes \$6.6 million for projects specifically focused on improving safety and security for bus and rail facilities and vehicles.
- *Enhanced Transit Concepts.* There is \$7.8 million budgeted in FY2021 to develop and implement projects in partnership with local agencies to create priority treatments along TriMet's Frequent Service bus network, decrease bus travel time, and increase service reliability.

Debt Service

Total FY2021 debt service is \$122.6 million, of which \$60.0 million is reserved for a Bank Line of Credit. Up to \$21.4 million of TriMet's FY2021 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 for FY2020 was budgeted at 6.0% of continuing revenues. In October 2019 the Board of Directors approved an increase to 7.5% and estimated actuals are forecasted at 6.4%. In FY2021, TriMet may issue bonds totaling approximately \$200 million, bringing Debt service on senior lien payroll tax revenue bonds to 7.5% of continuing revenues.

Staffing Increases

In FY2021, TriMet will increase staffing by 210 union positions (207 FTE):

- 27 positions (25 FTE) dedicated to transportation operations.
- 1 position dedicated to bus operator training.
- 8 positions dedicated to security & emergency management.
- 165 positions dedicated to maintenance (154 specific to increasing the overall cleanliness of the system and revenue vehicles).
- 4 positions dedicated to finance & administrative services specific to bus & rail stores including buyers and partsman.
- 5 positions dedicated to public affairs (4 FTE) specific to the Steel Bridge project.

Non-union position changes include removal of 1 position in transportation and 4 positions in public affairs due to changes in

position end dates. In addition, 40 non-union positions (39.75 FTE) will be added as follows:

- 3 positions dedicated to safety and security & emergency management (with 1 position in the CIP where 75% of their full-time hours will be covered by various projects).
- 12 positions dedicated to maintenance (6 specific to increasing the overall cleanliness of the system and revenue vehicles, 3 MOW staff, 1 REM inspector, and 2 bus maintenance supervisors).
- 12 positions dedicated to information technology for IT strategy and transformation.
- 1 position (0.75 FTE) dedicated to public affairs specific to various projects.
- 4 positions dedicated to finance & administrative services specific to bus & rail stores and fare systems.
- 1 position dedicated to labor relations & human resources for operations maintenance recruiting.
- 3 positions dedicated to legal services in the CIP where between 75% and 85% of their full-time hours will be covered by individual project funding, such as the Records Governance Initiative Project and the Division Transit Project.
- 4 positions dedicated to engineering & construction in the CIP where between 75% and 85% of their full-time hours will be covered by individual project funding, such as the State of Good Repair Project, Columbia Bus Base Project and a Better Red Project (MAX Red Line Extension and Improvements).

In Summary

The FY2021 Adopted Budget focuses on ridership recovery, restoration of services and community outreach. TriMet will continue efforts to enhance customer and employee safety, incorporation of STIF programs, such as the transit assistance program, implementation of key state of good repairs on critical infrastructure; development of a long term carbon reduction strategy that includes zero emissions power sources for TriMet's facilities and fleet, implementation of bus and rail fleet replacement and expansion, and increased speed and capacity in the Portland metro areas key transit corridors.

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

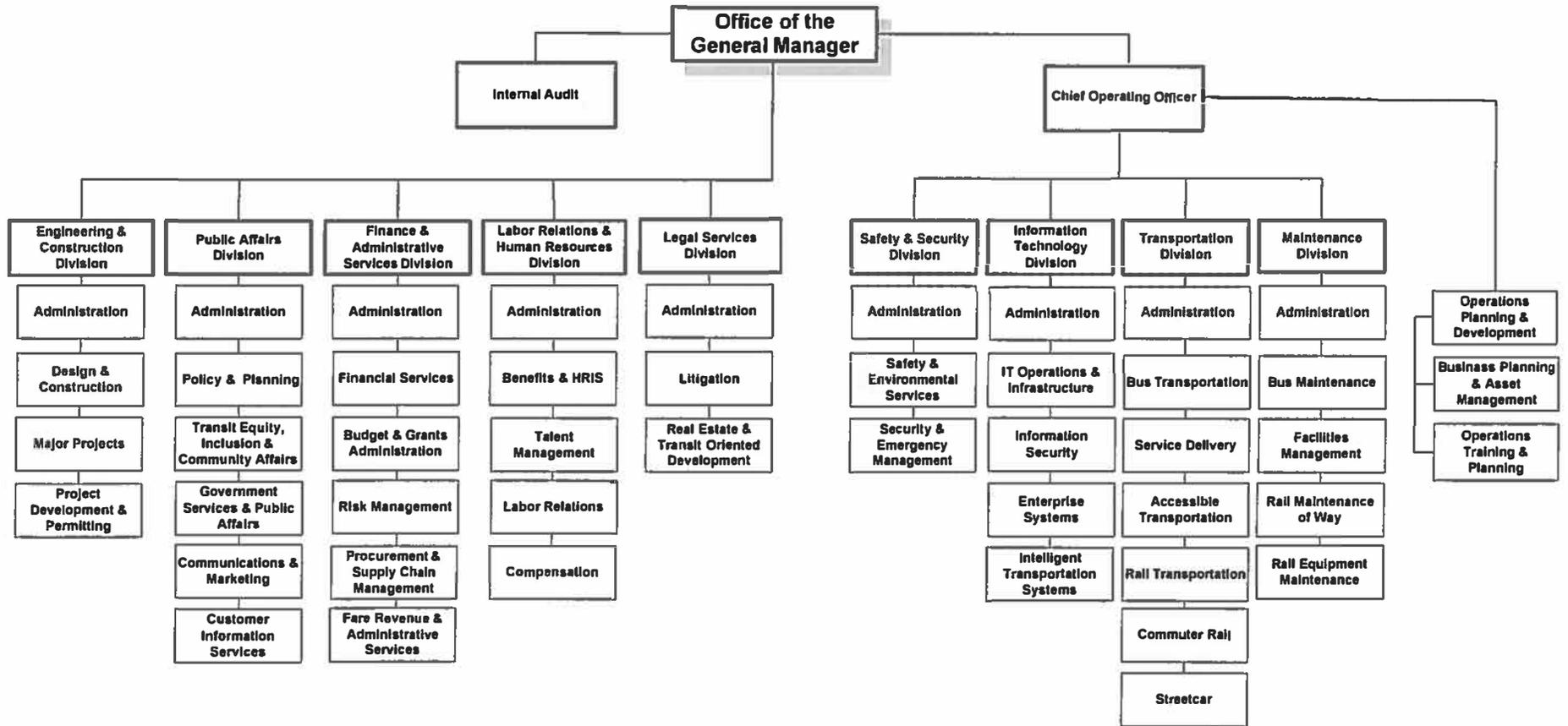
The fiscal plan is consistent with Board policy to fund the non-union unfunded pension liability over a closed 10-year period and funding the union unfunded pension liability over a closed 15-year to an open 5-year amortization.

The fiscal plan also meets Board Strategic Finance Plan policies, including limiting debt service to no more than 7.5% of ongoing revenue.

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



Budget Organization Chart: FY2020-2021 Adopted Budget





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Resource Summary

Revenue Category	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	291,548,472	212,029,068	311,888,985	311,888,985	358,295,651
Restricted Fund Adjustment			72,394,918	72,394,918			
Restricted Debt Service	39,587,854	59,291,993	45,463,021	45,426,652	45,500,000	45,500,000	45,500,000
Unrestricted Budgetary Fund Balance	196,190,565	207,823,042	167,453,887	205,468,279	158,428,682	158,428,682	165,603,691
Total Beginning Fund Balance	\$441,463,174	\$666,451,666	\$576,860,298	\$535,318,917	\$515,817,667	\$515,817,667	\$569,399,342
Operating Revenue							
Passenger	113,836,174	106,832,387	110,000,000	81,700,000	109,500,000	109,500,000	57,800,000
Transit Advertising	3,678,750	3,741,830	3,854,000	3,752,500	3,865,100	3,865,100	3,285,300
ATP Serv - Contract Rev	7,607,217	8,061,672	8,095,000	4,500,000	8,954,000	8,954,000	4,588,900
Service Contracts	7,992,687	8,574,236	8,985,285	8,574,000	8,574,000	8,574,000	8,574,000
Total Operating Revenue	\$133,114,828	\$127,210,125	\$130,934,285	\$98,526,500	\$130,893,100	\$130,893,100	\$74,248,200
Tax Revenue **							
Payroll Tax Rev-Employer	340,352,473	354,486,790	389,650,000	350,673,700	410,187,000	410,187,000	343,395,200
Payroll Tax Rev-Self Empl	16,627,433	16,254,849	19,495,000	10,150,000	17,144,000	17,144,000	16,028,600
Payroll Tax Rev-State In-Lieu	2,063,285	2,009,113	2,265,000	2,580,100	2,352,000	2,352,000	2,592,700
Total Tax Revenue	\$359,043,191	\$372,750,752	\$411,410,000	\$363,403,800	\$429,683,000	\$429,683,000	\$362,016,500
Other Revenue							
Federal Operating Grants	118,123,666	95,086,660	100,725,641	158,112,297	103,509,803	103,509,803	231,084,853
State STIF-Discretionary			280,000		350,000	350,000	350,000
State STIF-Formula		3,469,676	36,019,560	12,453,510	20,194,315	20,194,315	20,194,315
State Operating Grants	1,509,381	1,111,897	850,297	850,297	1,527,953	1,527,953	1,527,953
Local Operating Grants	93,785			19,145	19,700	19,700	19,700
Local Operating Revenue	1,661,951		1,164,800	1,424,000	1,339,200	1,339,200	1,319,200
Interest	5,972,142	14,489,668	1,450,000	15,555,880	2,613,000	2,613,000	2,613,000
Miscellaneous	5,210,745	8,611,489	6,210,000	6,469,300	6,486,400	6,486,400	4,987,600
Total Other Revenue	\$132,571,669	\$122,769,390	\$146,700,298	\$194,884,429	\$136,040,371	\$136,040,371	\$262,096,621
Total Operating Resources(Excluding Beginning Fund Balance)	\$624,729,688	\$622,730,267	\$689,044,583	\$656,814,729	\$696,616,471	\$696,616,471	\$698,361,321
CIP Resources	11,583,602	9,411,789	48,403,328	36,462,937	85,070,547	85,070,547	101,379,469
Bond Proceeds	262,145,000		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
Light Rail Program Resources	102,286,142	42,500,535					
Bank Line of Credit Principal		10,000,000			60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	4,041,244	5,026,950	14,571,877	13,354,437	11,089,888	11,089,888	10,969,354
Total Resources	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

* 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	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	795,965	687,878	655,035	599,807	676,875	676,875	643,719
Diversity & Transit Equity Department	645,092	1,228,919					
Internal Audit Department	280,784	248,620	297,845	271,968	310,562	310,562	310,506
Total Office of the General Manager Division	\$1,721,841	\$2,165,417	\$952,880	\$871,775	\$987,437	\$987,437	\$954,225
Chief Operation Officer Division							
Office of Chief Operating Officer Department			928,930	690,985	1,024,304	1,024,304	984,192
Operations Planning & Development Department			1,416,244	1,272,034	1,377,940	1,377,940	1,389,374
Business Planning & Asset Management Department			1,197,467	1,117,795	2,764,940	2,764,940	2,445,516
Operations Training & Planning Department			8,637,235	8,129,863	8,466,029	8,466,029	8,509,167
Total Chief Operation Officer Division			\$12,179,876	\$11,210,677	\$13,633,213	\$13,633,213	\$13,328,249
Transportation Division							
Transportation Administration Department	2,405,540	2,719,885	889,514	940,036	1,091,553	1,091,553	1,123,983
Bus Transportation Department	127,399,863	133,707,095	154,288,238	149,516,220	156,261,125	156,261,125	156,000,187
Field Operations Department	18,144,068	18,967,046					
Service Delivery Department	1,647,548	1,681,006	2,340,693	3,014,847	2,391,134	2,391,134	2,332,863
Accessible Transportation Programs Department	37,919,475	37,717,269	40,300,623	39,033,001	41,496,663	41,496,663	41,497,475
Rail Transportation Department	23,430,185	23,990,155	34,086,365	35,818,981	35,427,667	35,427,667	35,512,386
Commuter Rail Department	5,939,868	6,050,894	6,446,052	6,330,520	7,462,864	7,462,864	7,381,384
Portland Streetcar Department	15,333,422	16,604,710	17,056,681	17,053,131	18,639,614	18,639,614	18,168,783
Total Transportation Division	\$232,219,969	\$241,438,060	\$255,408,166	\$251,706,736	\$262,770,620	\$262,770,620	\$262,017,061
Safety & Security Division							
Safety & Security Administration Department			585,047	542,468	635,806	635,806	642,357
Safety & Environmental Services Department	3,690,285	3,762,631	3,121,871	2,784,443	3,146,457	3,146,457	3,104,839
Security & Emergency Management Department	16,389,475	19,233,132	25,765,163	20,981,898	27,291,813	27,291,813	27,665,043
Bus Transportation Training Department	4,213,812	4,431,074					
Rail Transportation Training Department	1,688,238	1,798,237					
Total Safety & Security Division	\$25,981,810	\$29,225,074	\$29,472,081	\$24,308,809	\$31,074,076	\$31,074,076	\$31,412,239
Maintenance Division							
Maintenance Administration Department			1,227,999	306,998	1,570,089	1,570,089	1,748,776
Bus Maintenance Department	57,586,009	64,346,536	65,306,804	62,310,931	69,240,615	69,240,615	72,677,024
Facilities Management Bus-Rail Department	19,265,257	20,824,982	21,850,932	21,297,062	22,345,609	22,345,609	24,906,065
Rail Maintenance Of Way Department	17,311,769	18,165,371	19,168,435	18,300,544	20,788,762	20,788,762	20,891,557
Rail Equipment Maintenance Department	40,229,899	45,119,028	47,576,045	47,047,801	46,728,338	46,728,338	44,949,979
Total Maintenance Division	\$134,392,934	\$148,455,917	\$155,130,215	\$149,263,336	\$160,673,413	\$160,673,413	\$165,173,401

Requirement Summary

Division/Department	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	11,106,337	13,427,001	7,390,031	5,957,259	8,107,839	8,107,839	8,161,283
IT Operations & Infrastructure Department			3,036,201	3,335,704	3,647,167	3,647,167	3,439,029
Information Security Department			587,419	664,282	803,687	803,687	725,236
Enterprise Systems Department			4,965,382	4,703,485	5,094,789	5,094,789	5,170,937
Intelligent Transportation Systems Department			2,280,602	2,364,746	2,595,133	2,595,133	2,539,698
Total Information Technology Division	\$11,106,337	\$13,427,001	\$18,259,635	\$17,025,476	\$20,248,615	\$20,248,615	\$20,036,183
Public Affairs Division							
Public Affairs Administration Department	647,097	555,095	1,028,259	850,195	1,190,208	1,190,208	1,112,323
Policy & Planning Department	5,418,760	5,207,339	5,480,873	4,537,815	5,377,227	5,377,227	5,540,567
GIS & Location Based Services Department	522,755	555,612					
Transit Equity Inclusion & Community Affairs Department	-3,543		2,484,153	1,846,372	3,367,209	3,367,209	3,083,993
Government Services and Public Affairs Department	588,749	635,406	1,039,844	932,949	1,004,310	1,004,310	1,004,197
Communications & Marketing Department	4,760,805	4,596,676	4,147,802	4,297,801	4,178,362	4,178,362	4,016,932
Customer Information Services Department	3,409,251	3,877,235	3,813,407	3,687,209	3,846,117	3,846,117	3,818,263
Total Public Affairs Division	\$15,343,874	\$15,427,363	\$17,994,338	\$16,152,341	\$18,963,433	\$18,963,433	\$18,576,275
Finance & Administrative Services Division							
Finance & Administrative Services Department	509,393	1,094,425	1,133,252	940,700	1,194,774	1,194,774	1,083,454
Financial Services Department	2,686,174	2,790,921	3,026,711	2,864,835	3,224,395	3,224,395	3,222,062
Budget & Grants Administration Department	832,267	1,184,157	1,224,837	1,156,132	1,273,955	1,273,955	1,276,514
Risk Management Department	3,593,101	3,706,133	3,982,071	3,986,818	4,343,707	4,343,707	4,342,908
Procurement & Supply Chain Management Department	1,721,610	1,685,248	5,437,815	5,080,061	6,251,311	6,251,311	6,259,113
Fare Revenue & Administrative Services Department	9,781,837	9,878,254	10,870,273	11,444,897	12,977,737	12,977,737	12,844,003
Total Finance & Administrative Services Division	\$19,124,382	\$20,339,138	\$25,674,959	\$25,473,443	\$29,265,879	\$29,265,879	\$29,028,054
Labor Relations & Human Resources Division							
Human Resources Administration Department	703,203	1,015,387	1,065,997	660,846	1,149,315	1,149,315	1,126,160
Benefits & HRIS Department	1,392,918	1,633,452	1,448,888	1,344,624	1,678,709	1,678,709	1,678,488
Talent Management Department	1,335,168	1,543,537	1,671,980	1,558,987	2,154,433	2,154,433	2,089,005
Labor Relations Department	850,870	939,782	1,062,317	820,687	853,706	853,706	840,443
Compensation Department			425,554	444,606	451,356	451,356	452,552
Total Labor Relations & Human Resources Division	\$4,282,159	\$5,132,158	\$5,674,736	\$4,829,750	\$6,287,519	\$6,287,519	\$6,186,648
Legal Services Division							
Legal Services Administration Department	2,229,357	2,276,330	1,471,209	1,362,539	1,555,808	1,555,808	1,528,807
Litigation Department			942,851	925,527	962,485	962,485	965,350
Real Estate & Transit Oriented Development Department			2,604,364	2,369,920	3,758,815	3,758,815	3,755,301
Total Legal Services Division	\$2,229,357	\$2,276,330	\$5,018,424	\$4,657,986	\$6,277,108	\$6,277,108	\$6,249,458

Requirement Summary

Division/Department	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	583,160	549,712	1,463,430	1,253,833	1,584,199	1,584,199	1,529,296
Design & Construction Department	4,031,952	3,834,858	1,570,423	893,830	1,836,827	1,836,827	1,814,873
Major Projects Department			663,154	426,221	428,049	428,049	421,176
Project Development & Permitting Department			337,388	473,079	314,873	314,873	314,725
Total Engineering & Construction Division	\$4,615,112	\$4,384,570	\$4,034,395	\$3,046,963	\$4,163,948	\$4,163,948	\$4,080,070
Other Post Employment Benefits	49,618,949	50,168,488	51,139,019	51,012,546	52,943,200	52,943,200	53,158,366
Debt Service	140,494,146	159,664,589	104,556,532	81,588,840	123,096,606	123,096,606	122,596,606
Total Operating Requirements	\$641,130,870	\$692,104,105	\$685,495,256	\$641,148,678	\$730,385,067	\$730,385,067	\$732,796,835
Capital Improvement Program (CIP)							
Chief Operating Officer Division			1,139,749	528,746	4,026,150	4,026,150	4,356,737
Transportation Division	3,879,949	2,794,646	4,093,227	4,445,966	4,138,111	4,138,111	190,000
Safety & Security Division	13,583,028	4,617,611	9,839,601	7,389,822	5,507,745	5,507,745	10,165,271
Maintenance Division	58,618,398	85,577,597	143,296,964	112,129,038	132,257,412	132,257,412	151,096,829
Information Technology Division	8,770,527	6,252,473	2,687,776	1,746,524	7,783,749	7,783,749	9,016,211
Public Affairs Division	1,934,320	591,559	5,583,669	987,294	4,697,749	4,697,749	8,406,895
Finance & Administrative Services Division	2,492,734	2,395,210	11,414,650	1,960,909	11,242,192	11,242,192	19,208,862
Labor Relations & Human Resources Division	47,500						
Legal Services Division	233,205	629,815	1,898,267	581,605	824,086	824,086	824,086
Engineering & Construction Division	39,605,541	81,789,858	120,489,031	74,089,867	159,226,985	159,226,985	174,526,998
Total Capital Improvement Program (CIP)	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889
Pass Through Revenues & Requirements	4,041,244	4,562,699	14,571,877	13,354,437	11,089,888	11,089,888	10,969,354
Regional Fund Exchange Payments	5,459,868	4,786,635	7,688,792	7,688,792	7,706,127	7,706,127	7,706,127
Special Payments		7,095,000	6,500,000	6,500,000			
Total Other Non-Operating Requirements	\$9,501,112	\$16,444,334	\$28,760,669	\$27,543,229	\$18,796,015	\$18,796,015	\$18,675,481
Contingency			22,219,235		33,711,552	33,711,552	39,583,905
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	306,210,786	358,295,651	271,762,041	271,762,041	286,059,386
Restricted Debt Service	59,291,993	45,426,652	45,500,000	45,500,000	47,500,000	47,500,000	47,500,000
Unrestricted Funds	207,823,042	205,468,279	140,251,206	165,603,691	136,735,719	136,735,719	137,701,990
Total Ending Fund Balance	\$666,451,666	\$462,923,999	\$491,961,992	\$569,399,342	\$455,997,760	\$455,997,760	\$471,261,376
Total Requirements	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

*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

	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	2,840,261	3,036,417	26,573,543	15,303,714	38,486,295	38,486,295	37,008,008
Federal Transit Administration Grants, Programmed	8,743,341	37,040,636	21,829,785	21,159,223	46,584,252	46,584,252	64,371,461
Revenue Bond Proceeds	47,657,538	128,208,072	220,818,550	139,010,867	216,903,580	216,903,580	230,652,360
Operating Resources Dedicated for Capital*	69,924,062	16,363,644	31,221,056	28,385,967	27,730,052	27,730,052	45,760,060
Total CIP Resources	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889

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

CIP Requirements

Operating	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division			1,139,749	528,746	4,026,150	4,026,150	4,356,737
Transportation Division	3,879,949	2,794,646	4,093,227	4,445,966	4,138,111	4,138,111	190,000
Safety & Security Division	13,583,028	4,617,611	9,839,601	7,389,822	5,507,745	5,507,745	10,165,271
Maintenance Division	58,618,398	85,577,597	143,296,964	112,129,038	132,257,412	132,257,412	151,096,829
Information Technology Division	8,770,527	6,252,473	2,687,776	1,746,524	7,783,749	7,783,749	9,016,211
Public Affairs Division	1,934,320	591,559	5,583,669	987,294	4,697,749	4,697,749	8,406,895
Finance & Administrative Services Division	2,492,734	2,395,210	11,414,650	1,960,909	11,242,192	11,242,192	19,208,862
Labor Relations & Human Resources Division	47,500						
Legal Services Division	233,205	629,815	1,898,267	581,605	824,086	824,086	824,086
Engineering & Construction Division	39,605,541	81,789,858	120,489,031	74,089,867	159,226,985	159,226,985	174,526,998
Total CIP Requirements	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889

SUMMARY OF FUND HISTORY

FY2018 Actual	FY2019 Actual	FY2020 Budget	Fund	FY2021		
				Proposed	Approved	Adopted
			I. Operating Program			
			A. Resources			
441,463,174	666,451,666	576,860,298	Beginning Fund Balance-Restricted and Unrestricted	515,817,667	515,817,667	569,399,342
113,836,174	106,832,387	110,000,000	Passenger Revenue	109,500,000	109,500,000	57,800,000
19,278,654	20,377,738	20,934,285	Other Operating Revenue	21,393,100	21,393,100	16,448,200
359,043,191	372,750,752	411,410,000	Tax Revenue	429,683,000	429,683,000	362,016,500
132,571,669	122,769,390	146,700,298	Other Revenue	136,040,371	136,040,371	262,096,621
4,041,244	5,026,950	14,571,877	Other Non-Operating Resources	11,089,888	11,089,888	10,969,354
262,145,000		200,000,000	Bond Proceeds	200,000,000	200,000,000	200,000,000
	10,000,000		Bank Line of Credit	60,000,000	60,000,000	60,000,000
102,286,142	42,500,535		Light Rail Funds Restricted for Debt Service			
			Total Operating Program Resources	\$1,483,524,026	\$1,483,524,026	\$1,538,730,017
\$1,434,665,248	\$1,346,709,418	\$1,480,476,758				
			B. Requirements			
347,112,367	365,565,529	399,516,820	Personnel Services	409,914,461	409,914,461	421,694,829
153,524,357	166,873,987	181,421,904	Materials & Services	197,374,000	197,374,000	188,505,400
140,494,146	159,664,589	104,556,532	Debt Service	123,096,606	123,096,606	122,596,606
9,501,112	16,444,334	28,760,669	Other Non-Operating Requirements	18,796,015	18,796,015	18,675,481
		22,219,235	Contingency	33,711,552	33,711,552	39,583,905
666,451,666	462,923,999	491,961,992	Ending Fund Balance-Restricted and Unrestricted	455,997,760	455,997,760	471,261,376
			Total Operating Program Requirements	\$1,238,890,394	\$1,238,890,394	\$1,262,317,597
\$1,317,083,648	\$1,171,472,438	\$1,228,437,152				
			II. CIP			
			A. Resources			
2,840,261	3,036,717	26,573,543	State, Local Government & Private Contributions	38,486,295	38,486,295	37,008,008
8,743,341	6,375,073	21,829,785	Federal Transit Administration Grants	46,584,252	46,584,252	64,371,461
			Total CIP Resources	\$85,070,547	\$85,070,547	\$101,379,469
\$11,583,602	\$9,411,790	\$48,403,328				
			B. Requirements			
129,165,202	184,648,769	300,442,934	Projects	329,704,179	329,704,179	377,791,889
			Total CIP Requirements	\$329,704,179	\$329,704,179	\$377,791,889
\$129,165,202	\$184,648,769	\$300,442,934				
\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	Total Resources	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486
\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	Total Requirements	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

PASS THROUGH REVENUES AND REQUIREMENTS

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021		
					Proposed	Approved	Adopted
Special Transportation Fund Formula	4,002,543	3,902,407	3,456,875	3,456,875	3,456,875	3,456,875	3,536,341
Special Transportation Fund Discretionary		609,054					
Title XIX Match Clackamas, Multnomah & Washington Counties		2,544	740,562	740,562	740,562	740,562	740,562
99W ODOT Agreement #30684 - City of Portland Match	17,130	21,612					
99W ODOT Agreement #30684 - City of Tigard Match	21,571	27,082					
State STIF-Discretionary			200,000		200,000	200,000	
State STIF-Formula Regional Coordination			5,431,244	4,888,120	3,534,613	3,534,613	3,534,613
State STIF-Formula Direct Pass Thru to Jurisdictions Outside TriMet			4,743,196	4,268,880	3,157,838	3,157,838	3,157,838
Total pass through revenues and requirements	\$4,041,244	\$4,562,699	\$14,571,877	\$13,354,437	\$11,089,888	\$11,089,888	\$10,969,354

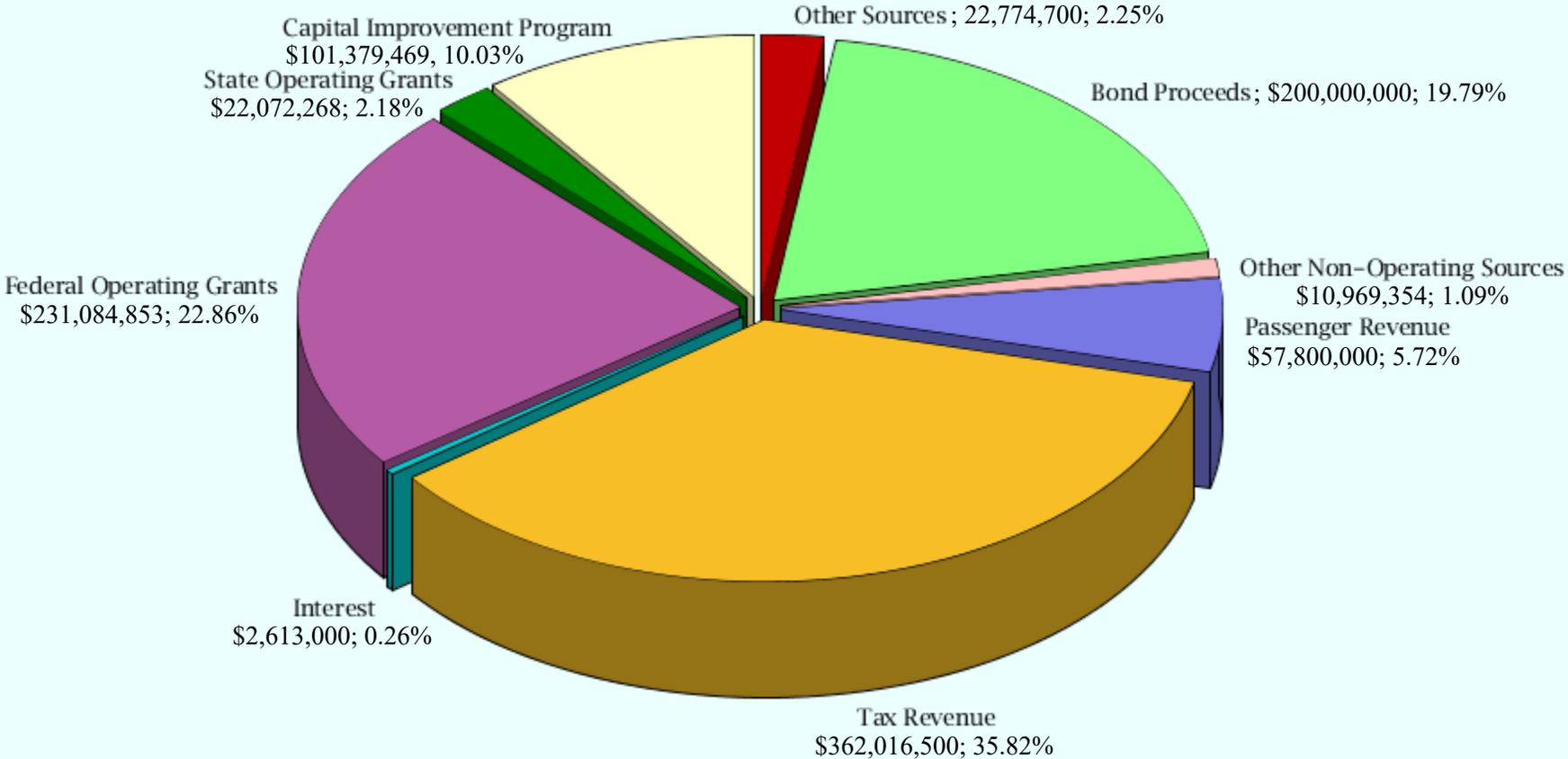
REGIONAL FUND EXCHANGE PAYMENTS

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021		
					Proposed	Approved	Adopted
Metro Program Fund Exchanges	5,459,868	4,786,635	7,688,792	7,688,792	7,706,127	7,706,127	7,706,127
Total regional fund exchanges	\$5,459,868	\$4,786,635	\$7,688,792	\$7,688,792	\$7,706,127	\$7,706,127	\$7,706,127

SPECIAL PAYMENTS

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021		
					Proposed	Approved	Adopted
Active Transportation/Safe Routes to School		2,000,000					
Metro Regional Funding Agreement			1,500,000	1,500,000			
Enhanced Transit Projects		95,000					
ODOT Project Development: Highway/Arterial		5,000,000	5,000,000	5,000,000			
Total special payments		\$7,095,000	\$6,500,000	\$6,500,000			

TOTAL RESOURCES
Budget FY2021



Total Resources = \$1,010,710,144*

*Total Resources excludes Line of Credit & Beginning Fund Balance of \$629,399,342

Resource Summary

Revenue Category	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	291,548,472	212,029,068	311,888,985	311,888,985	358,295,651
Restricted Fund Adjustment			72,394,918	72,394,918			
Restricted Debt Service	39,587,854	59,291,993	45,463,021	45,426,652	45,500,000	45,500,000	45,500,000
Unrestricted Budgetary Fund Balance	196,190,565	207,823,042	167,453,887	205,468,279	158,428,682	158,428,682	165,603,691
Total Beginning Fund Balance	\$441,463,174	\$666,451,666	\$576,860,298	\$535,318,917	\$515,817,667	\$515,817,667	\$569,399,342
Operating Revenue							
Passenger	113,836,174	106,832,387	110,000,000	81,700,000	109,500,000	109,500,000	57,800,000
Transit Advertising	3,678,750	3,741,830	3,854,000	3,752,500	3,865,100	3,865,100	3,285,300
ATP Serv - Contract Rev	7,607,217	8,061,672	8,095,000	4,500,000	8,954,000	8,954,000	4,588,900
Service Contracts	7,992,687	8,574,236	8,985,285	8,574,000	8,574,000	8,574,000	8,574,000
Total Operating Revenue	\$133,114,828	\$127,210,125	\$130,934,285	\$98,526,500	\$130,893,100	\$130,893,100	\$74,248,200
Tax Revenue **							
Payroll Tax Rev-Employer	340,352,473	354,486,790	389,650,000	350,673,700	410,187,000	410,187,000	343,395,200
Payroll Tax Rev-Self Empl	16,627,433	16,254,849	19,495,000	10,150,000	17,144,000	17,144,000	16,028,600
Payroll Tax Rev-State In-Lieu	2,063,285	2,009,113	2,265,000	2,580,100	2,352,000	2,352,000	2,592,700
Total Tax Revenue	\$359,043,191	\$372,750,752	\$411,410,000	\$363,403,800	\$429,683,000	\$429,683,000	\$362,016,500
Other Revenue							
Federal Operating Grants	118,123,666	95,086,660	100,725,641	158,112,297	103,509,803	103,509,803	231,084,853
State STIF-Discretionary			280,000		350,000	350,000	350,000
State STIF-Formula		3,469,676	36,019,560	12,453,510	20,194,315	20,194,315	20,194,315
State Operating Grants	1,509,381	1,111,897	850,297	850,297	1,527,953	1,527,953	1,527,953
Local Operating Grants	93,785			19,145	19,700	19,700	19,700
Local Operating Revenue	1,661,951		1,164,800	1,424,000	1,339,200	1,339,200	1,319,200
Interest	5,972,142	14,489,668	1,450,000	15,555,880	2,613,000	2,613,000	2,613,000
Miscellaneous	5,210,745	8,611,489	6,210,000	6,469,300	6,486,400	6,486,400	4,987,600
Total Other Revenue	\$132,571,669	\$122,769,390	\$146,700,298	\$194,884,429	\$136,040,371	\$136,040,371	\$262,096,621
Total Operating Resources(Excluding Beginning Fund Balance)	\$624,729,688	\$622,730,267	\$689,044,583	\$656,814,729	\$696,616,471	\$696,616,471	\$698,361,321
CIP Resources	11,583,602	9,411,789	48,403,328	36,462,937	85,070,547	85,070,547	101,379,469
Bond Proceeds	262,145,000		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
Light Rail Program Resources	102,286,142	42,500,535					
Bank Line of Credit Principal		10,000,000			60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	4,041,244	5,026,950	14,571,877	13,354,437	11,089,888	11,089,888	10,969,354
Total Resources	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

* 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	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Beginning Fund Balance as of July 1*							
Restricted Bond Proceeds & Other Restricted	205,684,755	399,336,631	291,548,472	212,029,068	311,888,985	311,888,985	358,295,651
Restricted Fund Adjustment			72,394,918	72,394,918			
Restricted Debt Service	39,587,854	59,291,993	45,463,021	45,426,652	45,500,000	45,500,000	45,500,000
Unrestricted Budgetary Fund Balance	196,190,565	207,823,042	167,453,887	205,468,279	158,428,682	158,428,682	165,603,691
Total Beginning Fund Balance	\$441,463,174	\$666,451,666	\$576,860,298	\$535,318,917	\$515,817,667	\$515,817,667	\$569,399,342
Operating Revenue							
Passenger	113,836,174	106,832,387	110,000,000	81,700,000	109,500,000	109,500,000	57,800,000
Transit Advertising	3,678,750	3,741,830	3,854,000	3,752,500	3,865,100	3,865,100	3,285,300
ATP Serv - Contract Rev	7,607,217	8,061,672	8,095,000	4,500,000	8,954,000	8,954,000	4,588,900
Service Contracts	7,992,687	8,574,236	8,985,285	8,574,000	8,574,000	8,574,000	8,574,000
Local Operating Revenue	1,661,951		1,164,800	1,424,000	1,339,200	1,339,200	1,319,200
Total Operating Revenue	\$134,776,779	\$127,210,125	\$132,099,085	\$99,950,500	\$132,232,300	\$132,232,300	\$75,567,400
Non-Operating Resources							
Interest	5,972,142	14,489,668	1,450,000	15,555,880	2,613,000	2,613,000	2,613,000
Miscellaneous	5,210,745	8,611,489	6,210,000	6,469,300	6,486,400	6,486,400	4,987,600
Total Non-Operating Resources	\$11,182,887	\$23,101,157	\$7,660,000	\$22,025,180	\$9,099,400	\$9,099,400	\$7,600,600
Tax Revenue **							
Payroll Tax Rev-Employer	340,352,473	354,486,790	389,650,000	350,673,700	410,187,000	410,187,000	343,395,200
Payroll Tax Rev-Self Empl	16,627,433	16,254,849	19,495,000	10,150,000	17,144,000	17,144,000	16,028,600
Payroll Tax Rev-State In-Lieu	2,063,285	2,009,113	2,265,000	2,580,100	2,352,000	2,352,000	2,592,700
Total Tax Revenue	\$359,043,191	\$372,750,752	\$411,410,000	\$363,403,800	\$429,683,000	\$429,683,000	\$362,016,500
Grants							
Federal Operating Grants	118,123,666	95,086,660	100,725,641	158,112,297	103,509,803	103,509,803	231,084,853
State STIF-Discretionary			280,000		350,000	350,000	350,000
State STIF-Formula		3,469,676	36,019,560	12,453,510	20,194,315	20,194,315	20,194,315
State Operating Grants	1,509,381	1,111,897	850,297	850,297	1,527,953	1,527,953	1,527,953
Local Operating Grants	93,785			19,145	19,700	19,700	19,700
Capital Grants	111,029,483	48,875,608	21,829,785	21,159,223	46,584,252	46,584,252	64,371,461
Total Grants	\$230,756,315	\$148,543,841	\$159,705,283	\$192,594,472	\$172,186,023	\$172,186,023	\$317,548,282
Other Resources							
Capital Assistance	2,840,261	3,036,717	26,573,543	15,303,714	38,486,295	38,486,295	37,008,008
Bond Proceeds	262,145,000		200,000,000	200,000,000	200,000,000	200,000,000	200,000,000
Bank Line of Credit Principal		10,000,000			60,000,000	60,000,000	60,000,000
Other Non-Operating Resources	4,041,244	5,026,950	14,571,877	13,354,437	11,089,888	11,089,888	10,969,354
Total Other Resources	\$269,026,505	\$18,063,667	\$241,145,420	\$228,658,151	\$309,576,183	\$309,576,183	\$307,977,362
Total Resources	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

* 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	FY2021		
			Proposed	Approved	Adopted
Federal Operating Grants					
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance	80.00%	43,000,000	43,000,000	43,000,000
FTA Section 5307 Urbanized Area Formula	Preventive Maintenance & Operating Assistance	100.00%			125,924,900
FTA Section 5337 State of Good Repair	Preventive Maintenance	80.00%	27,524,142	27,524,142	27,524,142
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%	7,706,127	7,706,127	9,206,127
Regional STBG FHWA Flex Funds	Regional Transp Options Program	89.73%	500,000	500,000	500,000
FTA Sec 20005b Pilot Prog. for Transit Oriented Dev. Plan	Transit Oriented Development	77.00%	350,000	350,000	350,000
FTA Sec 5312 Innovations in Transit Public Safety	Integrated Mobility Options	77.46%	1,449,826	1,449,826	1,449,826
FTA Accelerating Innovation Mobility Initiative (5312b)	Accelerating Innovation Mobility	80.00%			96,000
Transit Security Operating Grant Funds	Anti-Terrorism Transit Security	100.00%	63,333	63,333	63,333
Hazard Mitigation Grant Program	Managing FEMA Process	75.00%			56,250
FTA Sec 5310 Enhanced Mobility of Sr. & Indv. w/Disab.	Ride Connection Contracted Service	80.00%	1,324,375	1,324,375	1,322,275
Homeland Security Funds	Safety & Security-Police/Canine	100.00%	202,000	202,000	202,000
Total Federal Operating Grants			\$103,509,803	\$103,509,803	\$231,084,853
Federal CIP Grants					
FTA Section 5339(a) Bus & Rail Facilities	Fixed Route Buses Repl & Exp-Diesel Buses	80.00%	3,570,000	3,570,000	3,433,101
Regional STBG FHWA Flex	Fixed Route Buses Repl & Exp-Diesel Buses	89.73%			965,717
FTA Section 5309 CIG New Starts	Portland-Milwaukie Light Rail Project	55.88%	5,435,353	5,435,353	8,732,994
FTA Section 5309 CIG Small Starts	Division Transit Project	61.15%	33,200,413	33,200,413	41,910,284
FTA Section 5339(c) Low or No-Emission Vehicle	Electric Buses	49.00%	2,290,000	2,290,000	2,313,019
FTA Section 5312 Innovations in Transit Public Safety	Operator Safety & Rider Awareness	72.34%	151,052	151,052	151,052
FTA Section 5307 Urbanized Area Formula	162nd Avenue Pedestrian Access Improvement	80.00%	461,743	461,743	461,743
Regional STBG FHWA Flex	Red Line Extension & Reliability Improvements	89.73%			4,000,000
Regional STBG FHWA Flex	Rail Crossing Safety Enhancements	75.75%			825,506
Regional STBG FHWA Flex	Powell-Division Corridor Safety & Access to Transit	89.73%	1,475,691	1,475,691	1,578,045
Total Federal CIP Grants			\$46,584,252	\$46,584,252	\$64,371,461
Total Federal Grants			\$150,094,055	\$150,094,055	\$295,456,314
State Operating Grants					
State 5310 Formula	LIFT Operations	89.73%	758,100	758,100	758,100
State STIF-Formula	Service and Fare Programs	100.00%	20,194,315	20,194,315	20,194,315
State STIF-Discretionary	Spot Improvement Program & Market Study	80.00%	350,000	350,000	350,000
State Special Transportation	LIFT Operations	100.00%	92,153	92,153	92,153
State 5310 Accessibility Services Program	LIFT Operations	89.73%	677,700	677,700	677,700
Total State Operating Grants			\$22,072,268	\$22,072,268	\$22,072,268

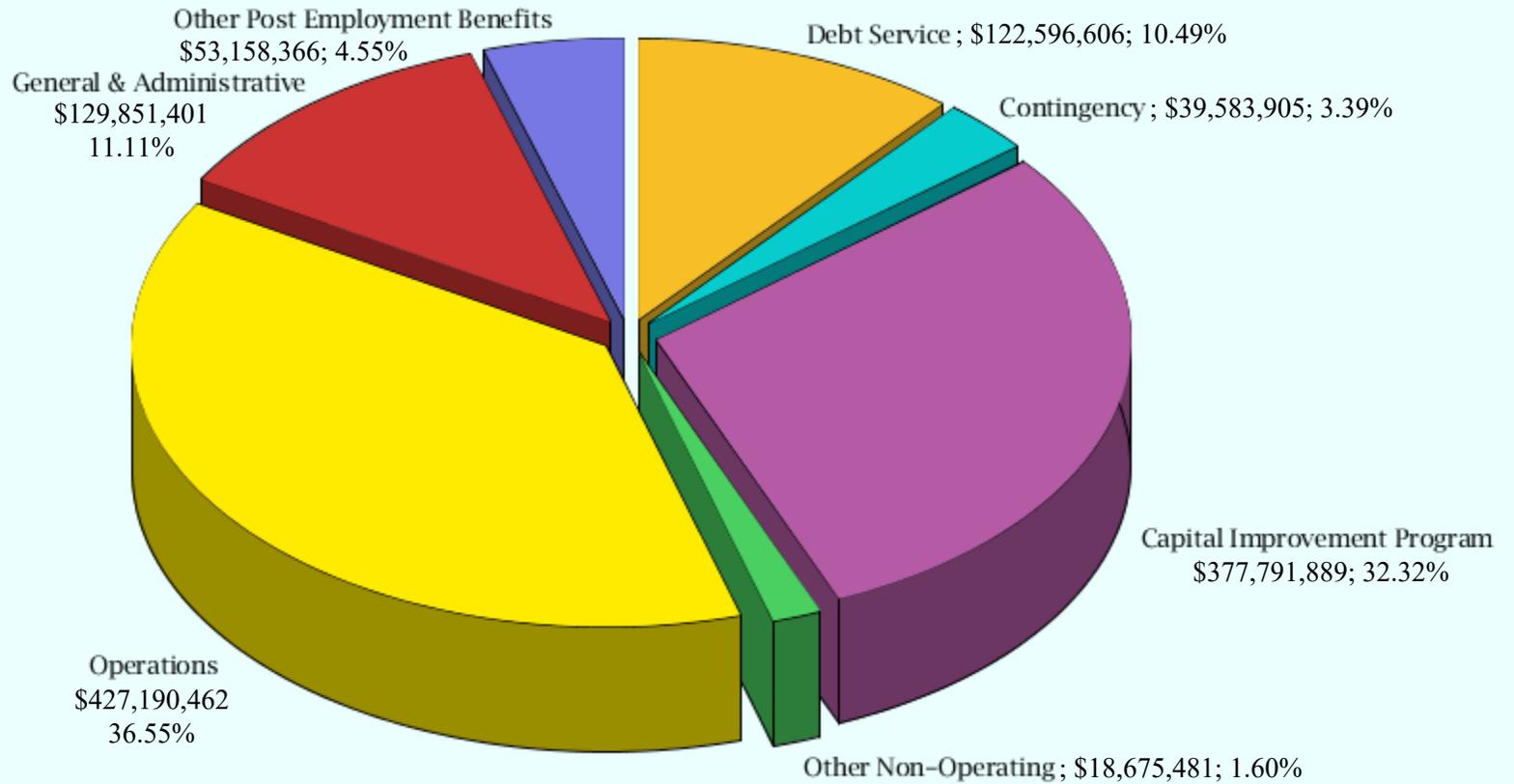
Federal & State Grant/Local Contribution Summary

Type of Funding	Purpose	Percent of Contributions	FY2021		
			Proposed	Approved	Adopted
State CIP Grants					
State STIF Formula	Diesel Bus Purchases		2,121,800	2,121,800	4,084,376
State STIF Formula	Electric Bus Purchases		2,499,585	2,499,585	2,499,585
State STIF Formula	Security Funds for Transit Enhancement		626,000	626,000	826,700
State ATCMTD Grant	Next Gen Transit Signal Priority		1,057,432	1,057,432	1,057,432
State STIF Formula	Next Gen Transit Signal Priority		282,077	282,077	346,321
State STIF Formula	Garage. Layover and TC Expansion		1,381,300	1,381,300	3,993,759
State STIF Formula	Transit Tracker Displays		1,163,000	1,163,000	1,527,308
State STIF Formula	Bus Stop Development		1,700,000	1,700,000	3,116,671
State STIF Formula	Electric Vehicle Infrastructure		6,609,440	6,609,440	10,578,927
State STIF Formula	Enhanced Transit Concepts		5,303,000	5,303,000	6,504,850
Total State CIP Grants			\$22,743,634	\$22,743,634	\$34,535,929
Total State Grants			\$44,815,902	\$44,815,902	\$56,608,197
Metro	Open Street Map Data Maintenance				19,700
Total Local Operating Grants					\$19,700
Local CIP Contributions					
City of Portland	162nd Avenue Pedestrian Access Improvement		115,437	115,437	115,437
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		11,443,428	11,443,428	2,127,626
City of Portland	Division Transit Project-Fiber Betterment				45,220
Metro	Red Line Extension & Reliability Improvements		4,000,000	4,000,000	
Multiple Local Agencies	Third Party Recovery		125,000	125,000	125,000
Total Local CIP Contributions			\$15,742,661	\$15,742,661	\$2,472,079
Total Local Contributions			\$15,742,661	\$15,742,661	\$2,491,779



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TOTAL REQUIREMENTS
Budget FY2021



Total Operating & Capital Requirements = \$1,168,848,110*

*Total Requirements exclude Ending Fund Balance of \$471,261,376.

Requirement Summary

Division/Department	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Office of the General Manager Division							
Office of General Manager Department	795,965	687,878	655,035	599,807	676,875	676,875	643,719
Diversity & Transit Equity Department	645,092	1,228,919					
Internal Audit Department	280,784	248,620	297,845	271,968	310,562	310,562	310,506
Total Office of the General Manager Division	\$1,721,841	\$2,165,417	\$952,880	\$871,775	\$987,437	\$987,437	\$954,225
Chief Operation Officer Division							
Office of Chief Operating Officer Department			928,930	690,985	1,024,304	1,024,304	984,192
Operations Planning & Development Department			1,416,244	1,272,034	1,377,940	1,377,940	1,389,374
Business Planning & Asset Management Department			1,197,467	1,117,795	2,764,940	2,764,940	2,445,516
Operations Training & Planning Department			8,637,235	8,129,863	8,466,029	8,466,029	8,509,167
Total Chief Operation Officer Division			\$12,179,876	\$11,210,677	\$13,633,213	\$13,633,213	\$13,328,249
Transportation Division							
Transportation Administration Department	2,405,540	2,719,885	889,514	940,036	1,091,553	1,091,553	1,123,983
Bus Transportation Department	127,399,863	133,707,095	154,288,238	149,516,220	156,261,125	156,261,125	156,000,187
Field Operations Department	18,144,068	18,967,046					
Service Delivery Department	1,647,548	1,681,006	2,340,693	3,014,847	2,391,134	2,391,134	2,332,863
Accessible Transportation Programs Department	37,919,475	37,717,269	40,300,623	39,033,001	41,496,663	41,496,663	41,497,475
Rail Transportation Department	23,430,185	23,990,155	34,086,365	35,818,981	35,427,667	35,427,667	35,512,386
Commuter Rail Department	5,939,868	6,050,894	6,446,052	6,330,520	7,462,864	7,462,864	7,381,384
Portland Streetcar Department	15,333,422	16,604,710	17,056,681	17,053,131	18,639,614	18,639,614	18,168,783
Total Transportation Division	\$232,219,969	\$241,438,060	\$255,408,166	\$251,706,736	\$262,770,620	\$262,770,620	\$262,017,061
Safety & Security Division							
Safety & Security Administration Department			585,047	542,468	635,806	635,806	642,357
Safety & Environmental Services Department	3,690,285	3,762,631	3,121,871	2,784,443	3,146,457	3,146,457	3,104,839
Security & Emergency Management Department	16,389,475	19,233,132	25,765,163	20,981,898	27,291,813	27,291,813	27,665,043
Bus Transportation Training Department	4,213,812	4,431,074					
Rail Transportation Training Department	1,688,238	1,798,237					
Total Safety & Security Division	\$25,981,810	\$29,225,074	\$29,472,081	\$24,308,809	\$31,074,076	\$31,074,076	\$31,412,239
Maintenance Division							
Maintenance Administration Department			1,227,999	306,998	1,570,089	1,570,089	1,748,776
Bus Maintenance Department	57,586,009	64,346,536	65,306,804	62,310,931	69,240,615	69,240,615	72,677,024
Facilities Management Bus-Rail Department	19,265,257	20,824,982	21,850,932	21,297,062	22,345,609	22,345,609	24,906,065
Rail Maintenance Of Way Department	17,311,769	18,165,371	19,168,435	18,300,544	20,788,762	20,788,762	20,891,557
Rail Equipment Maintenance Department	40,229,899	45,119,028	47,576,045	47,047,801	46,728,338	46,728,338	44,949,979
Total Maintenance Division	\$134,392,934	\$148,455,917	\$155,130,215	\$149,263,336	\$160,673,413	\$160,673,413	\$165,173,401

Requirement Summary

Division/Department	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Information Technology Division							
IT Administration Department	11,106,337	13,427,001	7,390,031	5,957,259	8,107,839	8,107,839	8,161,283
IT Operations & Infrastructure Department			3,036,201	3,335,704	3,647,167	3,647,167	3,439,029
Information Security Department			587,419	664,282	803,687	803,687	725,236
Enterprise Systems Department			4,965,382	4,703,485	5,094,789	5,094,789	5,170,937
Intelligent Transportation Systems Department			2,280,602	2,364,746	2,595,133	2,595,133	2,539,698
Total Information Technology Division	\$11,106,337	\$13,427,001	\$18,259,635	\$17,025,476	\$20,248,615	\$20,248,615	\$20,036,183
Public Affairs Division							
Public Affairs Administration Department	647,097	555,095	1,028,259	850,195	1,190,208	1,190,208	1,112,323
Policy & Planning Department	5,418,760	5,207,339	5,480,873	4,537,815	5,377,227	5,377,227	5,540,567
GIS & Location Based Services Department	522,755	555,612					
Transit Equity Inclusion & Community Affairs Department	-3,543		2,484,153	1,846,372	3,367,209	3,367,209	3,083,993
Government Services and Public Affairs Department	588,749	635,406	1,039,844	932,949	1,004,310	1,004,310	1,004,197
Communications & Marketing Department	4,760,805	4,596,676	4,147,802	4,297,801	4,178,362	4,178,362	4,016,932
Customer Information Services Department	3,409,251	3,877,235	3,813,407	3,687,209	3,846,117	3,846,117	3,818,263
Total Public Affairs Division	\$15,343,874	\$15,427,363	\$17,994,338	\$16,152,341	\$18,963,433	\$18,963,433	\$18,576,275
Finance & Administrative Services Division							
Finance & Administrative Services Department	509,393	1,094,425	1,133,252	940,700	1,194,774	1,194,774	1,083,454
Financial Services Department	2,686,174	2,790,921	3,026,711	2,864,835	3,224,395	3,224,395	3,222,062
Budget & Grants Administration Department	832,267	1,184,157	1,224,837	1,156,132	1,273,955	1,273,955	1,276,514
Risk Management Department	3,593,101	3,706,133	3,982,071	3,986,818	4,343,707	4,343,707	4,342,908
Procurement & Supply Chain Management Department	1,721,610	1,685,248	5,437,815	5,080,061	6,251,311	6,251,311	6,259,113
Fare Revenue & Administrative Services Department	9,781,837	9,878,254	10,870,273	11,444,897	12,977,737	12,977,737	12,844,003
Total Finance & Administrative Services Division	\$19,124,382	\$20,339,138	\$25,674,959	\$25,473,443	\$29,265,879	\$29,265,879	\$29,028,054
Labor Relations & Human Resources Division							
Human Resources Administration Department	703,203	1,015,387	1,065,997	660,846	1,149,315	1,149,315	1,126,160
Benefits & HRIS Department	1,392,918	1,633,452	1,448,888	1,344,624	1,678,709	1,678,709	1,678,488
Talent Management Department	1,335,168	1,543,537	1,671,980	1,558,987	2,154,433	2,154,433	2,089,005
Labor Relations Department	850,870	939,782	1,062,317	820,687	853,706	853,706	840,443
Compensation Department			425,554	444,606	451,356	451,356	452,552
Total Labor Relations & Human Resources Division	\$4,282,159	\$5,132,158	\$5,674,736	\$4,829,750	\$6,287,519	\$6,287,519	\$6,186,648
Legal Services Division							
Legal Services Administration Department	2,229,357	2,276,330	1,471,209	1,362,539	1,555,808	1,555,808	1,528,807
Litigation Department			942,851	925,527	962,485	962,485	965,350
Real Estate & Transit Oriented Development Department			2,604,364	2,369,920	3,758,815	3,758,815	3,755,301
Total Legal Services Division	\$2,229,357	\$2,276,330	\$5,018,424	\$4,657,986	\$6,277,108	\$6,277,108	\$6,249,458

Requirement Summary

Division/Department	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Engineering & Construction Division							
Engineering & Construction Administration Department	583,160	549,712	1,463,430	1,253,833	1,584,199	1,584,199	1,529,296
Design & Construction Department	4,031,952	3,834,858	1,570,423	893,830	1,836,827	1,836,827	1,814,873
Major Projects Department			663,154	426,221	428,049	428,049	421,176
Project Development & Permitting Department			337,388	473,079	314,873	314,873	314,725
Total Engineering & Construction Division	\$4,615,112	\$4,384,570	\$4,034,395	\$3,046,963	\$4,163,948	\$4,163,948	\$4,080,070
Other Post Employment Benefits	49,618,949	50,168,488	51,139,019	51,012,546	52,943,200	52,943,200	53,158,366
Debt Service	140,494,146	159,664,589	104,556,532	81,588,840	123,096,606	123,096,606	122,596,606
Total Operating Requirements	\$641,130,870	\$692,104,105	\$685,495,256	\$641,148,678	\$730,385,067	\$730,385,067	\$732,796,835
Capital Improvement Program (CIP)							
Chief Operating Officer Division			1,139,749	528,746	4,026,150	4,026,150	4,356,737
Transportation Division	3,879,949	2,794,646	4,093,227	4,445,966	4,138,111	4,138,111	190,000
Safety & Security Division	13,583,028	4,617,611	9,839,601	7,389,822	5,507,745	5,507,745	10,165,271
Maintenance Division	58,618,398	85,577,597	143,296,964	112,129,038	132,257,412	132,257,412	151,096,829
Information Technology Division	8,770,527	6,252,473	2,687,776	1,746,524	7,783,749	7,783,749	9,016,211
Public Affairs Division	1,934,320	591,559	5,583,669	987,294	4,697,749	4,697,749	8,406,895
Finance & Administrative Services Division	2,492,734	2,395,210	11,414,650	1,960,909	11,242,192	11,242,192	19,208,862
Labor Relations & Human Resources Division	47,500						
Legal Services Division	233,205	629,815	1,898,267	581,605	824,086	824,086	824,086
Engineering & Construction Division	39,605,541	81,789,858	120,489,031	74,089,867	159,226,985	159,226,985	174,526,998
Total Capital Improvement Program (CIP)	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889
Pass Through Revenues & Requirements	4,041,244	4,562,699	14,571,877	13,354,437	11,089,888	11,089,888	10,969,354
Regional Fund Exchange Payments	5,459,868	4,786,635	7,688,792	7,688,792	7,706,127	7,706,127	7,706,127
Special Payments		7,095,000	6,500,000	6,500,000			
Total Other Non-Operating Requirements	\$9,501,112	\$16,444,334	\$28,760,669	\$27,543,229	\$18,796,015	\$18,796,015	\$18,675,481
Contingency			22,219,235		33,711,552	33,711,552	39,583,905
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	306,210,786	358,295,651	271,762,041	271,762,041	286,059,386
Restricted Debt Service	59,291,993	45,426,652	45,500,000	45,500,000	47,500,000	47,500,000	47,500,000
Unrestricted Funds	207,823,042	205,468,279	140,251,206	165,603,691	136,735,719	136,735,719	137,701,990
Total Ending Fund Balance	\$666,451,666	\$462,923,999	\$491,961,992	\$569,399,342	\$455,997,760	\$455,997,760	\$471,261,376
Total Requirements	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

*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	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services							
General Manager	1,409,670	1,543,049	820,380	762,379	853,437	853,437	853,325
Chief Operating Officer			11,327,406	10,340,132	11,357,413	11,357,413	11,280,749
Transportation	178,268,625	186,676,015	198,113,182	192,755,025	201,089,220	201,089,220	200,965,061
Safety & Security	7,634,395	8,147,359	4,027,633	3,600,622	5,295,576	5,295,576	5,331,139
Maintenance	77,865,291	83,010,789	87,761,640	81,241,699	88,221,413	88,221,413	100,606,401
Information Technology	6,570,821	8,323,011	10,394,030	10,301,920	12,079,615	12,079,615	11,938,683
Public Affairs	7,878,266	8,326,581	9,928,344	9,601,239	10,142,733	10,142,733	10,005,975
Finance & Administrative Services	10,545,049	11,507,543	16,573,041	15,633,588	17,880,579	17,880,579	17,800,254
Labor Relations & Human Resources	2,955,485	3,828,693	3,919,296	3,603,875	4,079,919	4,079,919	4,002,148
Legal Services	2,001,974	2,024,646	2,440,454	2,487,230	2,657,508	2,657,508	2,663,458
Engineering & Construction	2,427,266	2,153,349	3,372,395	2,452,953	3,513,848	3,513,848	3,489,270
Other Post Employment Benefits	49,555,525	50,024,494	50,839,019	50,846,318	52,743,200	52,743,200	52,758,366
Total Personnel Services	\$347,112,367	\$365,565,529	\$399,516,820	\$383,626,980	\$409,914,461	\$409,914,461	\$421,694,829
Materials & Services							
General Manager	312,171	622,368	132,500	109,396	134,000	134,000	100,900
Chief Operating Officer			852,470	870,545	2,275,800	2,275,800	2,047,500
Transportation	53,951,344	54,762,045	57,294,984	58,951,711	61,681,400	61,681,400	61,052,000
Safety & Security	18,347,415	21,077,715	25,444,448	20,708,187	25,778,500	25,778,500	26,081,100
Maintenance	56,527,643	65,445,128	67,368,575	68,021,637	72,452,000	72,452,000	64,567,000
Information Technology	4,535,516	5,103,990	7,865,605	6,723,556	8,169,000	8,169,000	8,097,500
Public Affairs	7,465,608	7,100,782	8,065,994	6,551,102	8,820,700	8,820,700	8,570,300
Finance & Administrative Services	8,579,333	8,831,595	9,101,918	9,839,855	11,385,300	11,385,300	11,227,800
Labor Relations & Human Resources	1,326,674	1,303,465	1,755,440	1,225,875	2,207,600	2,207,600	2,184,500
Legal Services	227,383	251,684	2,577,970	2,170,756	3,619,600	3,619,600	3,586,000
Engineering & Construction	2,187,846	2,231,221	662,000	594,010	650,100	650,100	590,800
Other Post Employment Benefits	63,424	143,994	300,000	166,228	200,000	200,000	400,000
Total Materials & Services	\$153,524,357	\$166,873,987	\$181,421,904	\$175,932,858	\$197,374,000	\$197,374,000	\$188,505,400
Other Requirements							
Capital Improvement Program (CIP)	129,165,202	184,648,769	300,442,934	203,859,771	329,704,179	329,704,179	377,791,889
Pass Through/Fund Exchanges/Special Payments	9,501,112	16,444,334	28,760,669	27,543,229	18,796,015	18,796,015	18,675,481
Debt Service	140,494,146	159,664,589	104,556,532	81,588,840	123,096,606	123,096,606	122,596,606
Contingency			22,219,235		33,711,552	33,711,552	39,583,905
Ending Fund Balance as of June 30*							
Restricted Bond Proceeds & Other Restricted	399,336,631	212,029,068	306,210,786	358,295,651	271,762,041	271,762,041	286,059,386
Restricted Debt Service	59,291,993	45,426,652	45,500,000	45,500,000	47,500,000	47,500,000	47,500,000
Unrestricted Funds	207,823,042	205,468,279	140,251,206	165,603,691	136,735,719	136,735,719	137,701,990
Total Ending Fund Balance	\$666,451,666	\$462,923,999	\$491,961,992	\$569,399,342	\$455,997,760	\$455,997,760	\$471,261,376
Total Requirements	\$1,446,248,850	\$1,356,121,207	\$1,528,880,086	\$1,441,951,020	\$1,568,594,573	\$1,568,594,573	\$1,640,109,486

*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 FY2020	Budget FY2021
Earning			
Salaries and Wages	Base compensation for all non-temporary positions, including any non-union baseline adjustment cost, student training pay, and union wage premiums based on years of service.	228,305,435	236,707,492
Sick and Vac Payout	\$345,047 for union sick and vacation/holiday payout; \$508,470 for non-union vacation payout.	672,465	853,517
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.	3,345,738	3,449,052
Scheduled Overtime	Overtime that has been built into union operator shifts.	10,434,922	10,747,322
Unscheduled Overtime	All other overtime except scheduled overtime.	10,296,401	12,138,979
Limited Term Employment	Salaries and wages for employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.	2,630,568	9,139,990
Unemployment	TriMet reimburses the State of Oregon for actual claims paid.	128,116	128,116
Unpaid Absence	All excused and unexcused time loss for which employees are not paid.	-3,227,474	-3,318,274
Fringe Benefits			
Medical and Dental	\$18,050 average for full-time and part-time union employee; \$15,967 average for full-time non-union employee; \$12,835 average for part-time non-union employee.	58,172,272	62,269,253
Disability and Life Insurance	\$341 average for full-time union employee; \$235 average for part-time union employee; \$686 average for full-time and part-time non-union employee.	925,343	894,741
Social Security FICA	7.65% of first \$137,700 of salaries and wages; 1.45% thereafter.	19,121,101	20,417,147
TriMet Payroll Tax-PRT	0.7787% of gross income.	1,928,009	2,086,576
Pension Expense-Normal Cost* (cost of benefits earned this year)	\$7,580 average for union full-time employee; \$5,685 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.	23,082,413	21,509,803
Capitalized Labor-Fringe	Capitalized labor and fringe reimbursement excluding Other Post Employment Benefits	-11,713,508	-12,419,251
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 \$1,389.05 per week.	4,576,000	4,332,000
Total Personnel Services**		\$348,677,801	\$368,936,463

*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 Other Post Employment Benefits cost of \$50,839,019 in FY2020 and \$52,758,366 in FY2021. See Other Post Employment Benefits department for Defined Benefit pension plan assumptions.

Materials & Services Schedule

Expense Category	Budget FY2020	Budget FY2021	Percent Change	Explanation
Adverstising/Promotion Media Fees	563,470	367,100	-34.85%	One-time-only expenditures removed.
Audits	365,000	315,000	-13.70%	
Banking Charges	1,479,350	2,647,000	78.93%	Budget increased to reflect actual expense.
Bridge, Tunnel & Highway Expenses	329,600	382,600	16.08%	
Casualty and Liability Costs	6,718,030	7,996,800	19.03%	
Contract Maintenance	24,490,644	19,179,100	-21.69%	
Contracted Dispatch	2,488,170	2,562,800	3.00%	
Contracted Eligibility Assessment	384,150	392,500	2.17%	
Custodial Service	2,014,670	1,831,600	-9.09%	
Dues & Subscriptions	398,920	417,200	4.58%	
Education & Training	1,375,443	926,600	-32.63%	
Employee Relations & Union Contractual Services	361,500	448,000	23.93%	Budget increased to reflect actual expense.
Health Benefit Consultant	282,240	253,100	-10.32%	
Lease Expenses	2,365,790	2,989,200	26.35%	Budget increased to reflect actual expense.
Legal	412,900	380,700	-7.80%	
Light Rail Propulsion Power	5,407,200	5,796,300	7.20%	
Maintenance Materials-Revenue Equipments	19,592,670	19,061,400	-2.71%	
Miscellaneous Expenses	361,900	417,600	15.39%	
Other Materials & Services	7,650,090	7,361,400	-3.77%	
Other Services	6,438,124	7,877,800	22.36%	Budget increased to reflect actual expense.
Portland Streetcar	8,968,620	9,899,200	10.38%	
Professional & Technical Services	3,342,200	5,861,000	75.36%	Increase in consultant services related to grants
Purchased Transportation Service	32,605,440	33,931,600	4.07%	
Revenue Vehicles - Diesel Fuel	14,448,640	15,152,100	4.87%	\$2.35/gallon for bus; \$2.45/gallon for LIFT and WES.
Revenue Vehicles - Oil & Lubricants	1,118,870	1,065,300	-4.79%	
Revenue Vehicles - Tires	1,478,400	1,437,000	-2.80%	
Security Services	23,473,448	24,129,200	2.79%	
Software License Fees	5,326,135	6,951,100	30.51%	Increase in software license fees and warranty costs.
Temporary Help	445,100	437,600	-1.69%	
Telephone Expense	565,800	748,100	32.22%	
Tickets, Passes & Fare Media Cards	1,319,700	2,030,200	53.84%	Budget increased to reflect actual expense
Uniforms	718,500	743,600	3.49%	
Utilities (Natural Gas, Electricity, Water/Sewer)	4,131,190	4,515,600	9.31%	
Total Materials & Services*	\$181,121,904	\$188,105,400	3.86%	

*Total does not include Other Post Employment Benefit costs of \$300,000 in FY2020 and \$400,000 in FY2021. See Other Post Employment Benefits department for service contracts for retirement plans.

SUMMARY OF EMPLOYEES

	FY2018	FY2019	FY2020	FY2021			Change FY2020-FY2021
	Actual	Actual	Budget	Proposed	Approved	Adopted	
General Manager Division							
Non-Union Employees							
Full-Time Employees	10.00	3.00	4.00	4.00	4.00	4.00	0.00
Total General Manager Division	10.00	3.00	4.00	4.00	4.00	4.00	0.00
Chief Operating Officer Division							
Non-Union Employees							
Full-Time Employees		34.00	38.00	40.00	40.00	38.00	0.00
Union Employees							
Full-Time Employees		50.00	50.00	50.00	50.00	51.00	1.00
Total Chief Operating Officer Division		84.00	88.00	90.00	90.00	89.00	1.00
Transportation Division							
Non-Union Employees							
Full-Time Employees	65.00	64.00	65.00	65.00	65.00	64.00	-1.00
Limited Term Employees	3.00	1.00	1.00	1.00	1.00	1.00	0.00
Union Employees							
Full-Time Employees	1,428.00	1,523.00	1,539.00	1,558.00	1,558.00	1,558.00	19.00
Part-Time Employees	252.75	237.75	232.50	238.50	238.50	238.50	6.00
Total Transportation Division	1,748.75	1,825.75	1,837.50	1,862.50	1,862.50	1,861.50	24.00
Safety & Security Division							
Non-Union Employees							
Full-Time Employees	22.00	18.00	22.00	25.00	25.00	24.00	2.00
Limited Term Employees				1.00	1.00	1.00	1.00
Union Employees							
Full-Time Employees	44.00	4.00	13.00	21.00	21.00	21.00	8.00
Total Safety & Security Division	66.00	22.00	35.00	47.00	47.00	46.00	11.00
Maintenance Division							
Non-Union Employees							
Full-Time Employees	87.00	80.00	89.00	96.50	96.50	94.00	5.00
Limited Term Employees	1.00	2.00	1.00	1.00	1.00	8.00	7.00
Union Employees							
Full-Time Employees	687.00	682.00	742.00	751.00	751.00	783.00	41.00
Limited Term Employees						124.00	124.00
Total Maintenance Division	775.00	764.00	832.00	848.50	848.50	1,009.00	177.00

SUMMARY OF EMPLOYEES

	FY2018	FY2019	FY2020	FY2021			Change FY2020-FY2021
	Actual	Actual	Budget	Proposed	Approved	Adopted	
Information Technology Division							
Non-Union Employees							
Full-Time Employees	51.00	68.00	72.00	88.00	88.00	83.00	11.00
Limited Term Employees				0.00	0.00	1.00	1.00
Total Information Technology Division	51.00	68.00	72.00	88.00	88.00	84.00	12.00
Public Affairs Division							
Non-Union Employees							
Full-Time Employees	52.00	60.00	64.00	64.00	64.00	64.00	0.00
Limited Term Employees	5.00	12.00	16.00	14.75	14.75	12.75	-3.25
Part-Time Employees	1.00	0.00	0.00	0.80	0.80	0.00	0.00
Union Employees							
Full-Time Employees	21.00	21.00	22.00	23.00	23.00	22.00	0.00
Limited Term Employees				0.00	0.00	1.00	1.00
Part-Time Employees	5.25	5.25	5.25	8.25	8.25	5.25	0.00
Limited Term Employees				0.00	0.00	3.00	3.00
Total Public Affairs Division	84.25	98.25	107.25	110.80	110.80	108.00	0.75
Finance & Administrative Services Division							
Non-Union Employees							
Full-Time Employees	44.00	54.00	61.00	66.00	66.00	65.00	4.00
Union Employees							
Full-Time Employees	53.00	83.00	84.50	88.50	88.50	88.50	4.00
Total Finance & Administrative Services Division	97.00	137.00	145.50	154.50	154.50	153.50	8.00
Labor Relations & Human Resources Division							
Non-Union Employees							
Full-Time Employees	23.00	18.00	31.00	32.00	32.00	32.00	1.00
Limited Term Employees		1.00					
Part-Time Employees	2.00	1.00	0.80	0.80	0.80	0.80	0.00
Total Labor Relations & Human Resources Division	25.00	20.00	31.80	32.80	32.80	32.80	1.00
Legal Services Division							
Non-Union Employees							
Full-Time Employees	14.00	19.00	20.00	21.00	21.00	21.00	1.00
Limited Term Employees				2.00	2.00	2.00	2.00
Total Legal Services Division	14.00	19.00	20.00	23.00	23.00	23.00	3.00

SUMMARY OF EMPLOYEES

	FY2018	FY2019	FY2020	FY2021			Change FY2020-FY2021
	Actual	Actual	Budget	Proposed	Approved	Adopted	
Engineering & Construction Division							
Non-Union Employees							
Full-Time Employees	78.00	56.00	66.00	66.00	66.00	66.00	0.00
Limited Term Employees	16.00	16.00	23.00	27.00	27.00	27.00	4.00
Part-Time Employees	2.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Engineering & Construction Division	96.00	72.00	89.00	93.00	93.00	93.00	4.00
Operating Program							
Non-Union Employees							
Full-Time Employees	446.00	474.00	532.00	567.50	567.50	555.00	23.00
Limited Term Employees	25.00	32.00	41.00	46.75	46.75	52.75	11.75
Part-Time Employees	5.00	1.00	0.80	1.60	1.60	0.80	0.00
Total Non Union Employees	476.00	507.00	573.80	615.85	615.85	608.55	34.75
Union Employees							
Full-Time Employees	2,233.00	2,363.00	2,450.50	2,491.50	2,491.50	2,523.50	73.00
Limited Term Employees	0.00	0.00	0.00	0.00	0.00	125.00	125.00
Part-Time Employees	258.00	243.00	237.75	246.75	246.75	243.75	6.00
Limited Term Employees	0.00	0.00	0.00	0.00	0.00	3.00	3.00
Total Union Employees	2,491.00	2,606.00	2,688.25	2,738.25	2,738.25	2,895.25	207.00
Total Operating Program Employees (1)	2,967.00	3,113.00	3,262.05	3,354.10	3,354.10	3,503.80	241.75

(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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Adopted	% Change Budget**	% Change Estimate***	% of Total
Fixed Route								
Bus Service	41,332	44,677	44,079	45,847	45,027	2.15%	-1.79%	84.87%
Light Rail (Train Hours)	6,189	6,918	6,093	6,910	6,093	0.00%	-11.82%	11.49%
Commuter Rail (Train Hours)	107	108	122	122	122	0.00%	0.00%	0.23%
Portland Streetcar (Train Hours)*	1,430	1,430	1,431	1,431	1,431	0.00%	0.00%	2.70%
Fixed Route Total	49,058	53,133	51,725	54,310	53,051	2.56%	-2.32%	100.00%

Weekly Vehicle Miles	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Adopted	% Change Budget	% Change Estimate	% of Total
Fixed Route								
Bus Service	481,211	558,463	546,750	568,588	528,696	-3.30%	-7.02%	72.90%
Light Rail (Car Miles)	179,252	193,740	175,420	193,490	175,420	0.00%	-9.34%	24.20%
Commuter Rail (Train Miles)	2,272	2,344	2,307	2,310	2,307	0.00%	-0.13%	0.32%
Portland Streetcar (Car Miles)*	18,831	18,831	18,836	18,836	18,836	0.00%	0.00%	2.58%
Fixed Route Total	681,566	773,378	743,313	783,224	725,259	-2.43%	-7.40%	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.

The goal of the agency is to restore as much bus service as practical up to the FY2020 estimate before the end of FY2021.

SUMMARY OF FIXED ROUTE AND ACCESSIBLE TRANSPORTATION VEHICLES

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Adopted	% Change Budget	% Change Estimate
Fixed Route Services							
Bus Service							
Peak Vehicles	561	586	600	589	589	-1.83%	0.00%
Total Vehicles	680	709	715	725	725	1.40%	0.00%
Light Rail							
Peak Vehicles	116	116	115	116	116	0.87%	0.00%
Total Vehicles	145	145	145	145	145	0.00%	0.00%
Commuter Rail							
Peak Vehicles	3	3	4	3	3	-25.00%	0.00%
Total Vehicles	6	6	8	8	8	0.00%	0.00%
Portland Streetcar*							
Peak Vehicles	14	12	14	14	14	0.00%	0.00%
Total Vehicles	17	17	17	17	17	0.00%	0.00%

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Adopted	% Change Budget	% Change Estimate
Accessible Transportation							
Peak Vehicles	212	215	225	225	225	0.00%	0.00%
Total Vehicles	268	268	278	278	278	0.00%	0.00%

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The goal of the agency is to restore as much bus service as practical up to the FY2020 estimate before the end of FY2021.

Summary of Debt Service

Operating	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2009 Senior Lien Revenue Bonds Series A and B	2,435,445	2,442,836	2,463,769	2,463,769	717,969	717,969	717,969
2012 Senior Lien Revenue Bonds	2,680,208	2,706,375	3,071,625	3,071,625	3,072,000	3,072,000	3,072,000
2013 Interim Bonds 1)	102,181,934	100,605,896	25,375,000	25,302,082			
2015 Revenue Bonds	11,552,416	11,675,244	8,591,325	7,776,008	8,125,700	8,125,700	8,125,700
2016 Revenue Bonds	1,734,288	2,487,523	3,099,925	3,099,925	3,104,775	3,104,775	3,104,775
2017 Revenue Bonds	5,007,437	5,694,700	6,731,063	6,731,063	6,731,588	6,731,588	6,731,588
2018 Payroll Bonds -Sr Lien	168,211	6,077,451	8,493,950	8,493,950	8,630,150	8,630,150	8,630,150
2020 Payroll Bonds - Sr Lien Principal					710,000	710,000	710,000
2020 Payroll Bonds - Sr Lien Interest			4,700,000	2,944,750	7,458,949	7,458,949	7,458,949
2020 Payroll Bonds - Sr Lien Bond Issuance Cost			450,000		450,000	450,000	450,000
2021 Senior Lien Revenue Bonds-Interest					2,000,000	2,000,000	1,500,000
2005 Lease Leaseback				159,134	865,175	865,175	865,175
2011 Capital Grant Receipt Bonds 2)	10,967,099	11,069,403	11,714,700	11,714,700	11,680,000	11,680,000	11,680,000
2017 Capital Grant Bonds	2,075,417	2,487,357	3,800,750	3,800,750	3,800,750	3,800,750	3,800,750
2018 Capital Grant Bonds 2)	1,688,833	4,175,103	5,244,425	5,244,425	5,629,550	5,629,550	5,629,550
Bank Line of Credit		10,021,778	20,700,000	46,250	60,000,000	60,000,000	60,000,000
Bond Issuance Costs and Misc	2,858	220,923	120,000	740,409	120,000	120,000	120,000
Total Debt Service	\$140,494,146	\$159,664,589	\$104,556,532	\$81,588,840	\$123,096,606	\$123,096,606	\$122,596,606

Refunding	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
2015 Revenue Bonds Refunding Escrow Deposit 3)				\$49,480,917			

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

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

3) A portion of the outstanding 2015 revenue bonds were refunded in FY20 through the 2019 senior lien issuance; the escrow deposit is not subject to budget limitations.

Summary of Debt Service Principal and Interest

	Principal	Interest	Total
2009 Senior Lien Revenue Bonds Series A and B		717,969	717,969
2011 Capital Grant Receipt Bonds	10,850,000	830,000	11,680,000
2012 Senior Lien Revenue Bonds	2,725,000	347,000	3,072,000
2015 Revenue Bonds	5,115,000	3,010,700	8,125,700
2016 Revenue Bonds	380,000	2,724,775	3,104,775
2017 Revenue Bonds	2,450,000	4,281,588	6,731,588
2017 Capital Grant Bonds		3,800,750	3,800,750
2018 Capital Grant Bonds	395,000	5,234,550	5,629,550
2018 Payroll Bonds -Sr Lien	1,620,000	7,010,150	8,630,150
2020 Payroll Bonds - Sr Lien Interest	710,000	7,458,949	8,168,949
2021 Senior Lien Revenue Bonds		1,500,000	1,500,000
2005 Lease Leaseback	865,175		865,175
Bank Line of Credit	60,000,000		60,000,000
2020 Payroll Bonds - Sr Lien Bond Issuance Cost		450,000	450,000
Bond Issuance Costs and Misc		120,000	120,000
FY2021 Total Debt Service	\$85,110,175	\$37,486,431	\$122,596,606

TriMet Continuing Revenues and Calculation of Payroll Tax Debt Service Ratio

Revenue Category	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Operating Revenue							
Passenger	113,836,174	106,832,387	110,000,000	81,700,000	109,500,000	109,500,000	57,800,000
Transit Advertising	3,678,750	3,741,830	3,854,000	3,752,500	3,865,100	3,865,100	3,285,300
Accessible Transportation Contract (see Note 1)	7,607,217	8,061,672	8,095,000	4,500,000	8,954,000	8,954,000	4,588,900
Service Contracts (see Note 2)	7,992,687	8,574,236	8,985,285	8,574,000	8,574,000	8,574,000	8,574,000
Total Operating Revenue	\$133,114,828	\$127,210,125	\$130,934,285	\$98,526,500	\$130,893,100	\$130,893,100	\$74,248,200
Tax Revenue							
Payroll Tax Rev-Employer	340,352,473	354,486,790	389,650,000	350,673,700	410,187,000	410,187,000	343,395,200
Payroll Tax Rev-Self Empl	16,627,433	16,254,849	19,495,000	10,150,000	17,144,000	17,144,000	16,028,600
Payroll Tax Rev-State In-Lieu	2,063,285	2,009,113	2,265,000	2,580,100	2,352,000	2,352,000	2,592,700
Total Tax Revenue	\$359,043,191	\$372,750,752	\$411,410,000	\$363,403,800	\$429,683,000	\$429,683,000	\$362,016,500
Other Revenue							
Federal Operating Grants (see Note 3)	96,030,443	74,771,164	69,291,081	67,738,973	70,524,142	70,524,142	70,524,142
State STIF-Formula			16,227,000	10,897,300	19,206,024	19,206,024	19,206,024
State Operating Grants (see Note 4)	1,509,381	1,111,897	850,297	850,297	1,527,953	1,527,953	1,527,953
Interest	5,972,142	14,489,668	1,450,000	15,555,880	2,613,000	2,613,000	2,613,000
Miscellaneous	5,210,745	8,611,489	6,210,000	6,469,300	6,486,400	6,486,400	4,987,600
Total Other Revenue	\$108,722,711	\$98,984,218	\$94,028,378	\$101,511,750	\$100,357,519	\$100,357,519	\$98,858,719
Net Continuing Resources*	\$600,880,730	\$598,945,095	\$636,372,663	\$563,442,050	\$660,933,619	\$660,933,619	\$535,123,419
Debt Service on Senior Lien Bonds	\$29,527,047	\$31,690,026	\$38,096,657	\$35,828,967	\$41,986,306	\$41,986,306	\$40,051,131
Senior Lien Debt Service as a Percent of Net Continuing Revenues	4.9%	5.3%	6.0%	6.4%	6.4%	6.4%	7.5%

* 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	FY2018	FY2019	FY2020		FY2021		
		Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Union (note 1)								
Pension UAAL Expense (note 2)	Current year portion of 15 years funding of UAAL	25,008,181	25,004,359	25,000,000	27,862,356	30,500,000	30,500,000	25,000,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	414,310	439,174	453,449	456,686	477,900	477,900	477,900
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	15,389,883	15,611,005	16,227,482	16,166,628	17,671,700	17,671,700	17,671,700
Medicare Part B	Post Employment Medicare Part B Benefit (note 4)	2,333,042	2,675,407	2,950,397	2,905,323	3,403,300	3,403,300	3,403,300
Total Union		\$43,145,416	\$43,729,945	\$44,631,328	\$47,390,993	\$52,052,900	\$52,052,900	\$46,552,900
Non-Union								
Pension UAAL Expense (note 3)	Current year portion of 10 years funding of UAAL	5,498,557	5,495,885	5,500,000	2,369,486			5,500,000
Retiree Life Insurance Premiums	Retiree Life Insurance Premiums	58,009	63,779	68,429	66,883	74,600	74,600	74,600
Retiree Medical/Medicare/Dental	Post Employment Medical/Dental Benefits	2,016,793	2,111,251	2,204,236	2,123,875	2,390,500	2,390,500	2,390,500
Total Non-Union		\$7,573,359	\$7,670,915	\$7,772,665	\$4,560,244	\$2,465,100	\$2,465,100	\$7,965,100
Professional & Technical	Service contracts for retirement plans	63,424	143,994	300,000	166,228	200,000	200,000	400,000
Capitalized Fringe	Capital grant fringe reimbursement	-1,163,250	-1,376,366	-1,564,974	-1,104,919	-1,774,800	-1,774,800	-1,759,634
Total Other Post Employment Benefits		\$49,618,949	\$50,168,488	\$51,139,019	\$51,012,546	\$52,943,200	\$52,943,200	\$53,158,366

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 (or until fully funded) beginning with FY2014.
3. Penions assumptions: non-union defined benefit pension unfunded liability funded over 10 years (or until fully funded) 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	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,409,670	1,543,049	820,380	762,379	853,437	853,437	853,325
Materials & Services	312,171	622,368	132,500	109,396	134,000	134,000	100,900
Total	\$1,721,841	\$2,165,417	\$952,880	\$871,775	\$987,437	\$987,437	\$954,225

General Manager Division

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Office of General Manager Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	674,602	591,573	524,035	491,907	544,375	544,375	544,319
Materials & Services	121,363	96,305	131,000	107,900	132,500	132,500	99,400
Total	\$795,965	\$687,878	\$655,035	\$599,807	\$676,875	\$676,875	\$643,719

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 contracts.

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.

Performance Measures:

- 1) Approval rating at or above 80% Attitude & Awareness Survey.
- 2) All Board objectives for General Manager completed FY2021.
- 3) GM objectives to increase executive diversity are met.
- 4) 50% or more of key positions included in succession plans have candidates identified as "ready now" or "ready soon" FY2021.

Office of General Manager Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	267,690	464,469	407,691	406,102	428,659
Fringe	406,912	127,104	116,344	85,805	115,660
Total	\$674,602	\$591,573	\$524,035	\$491,907	\$544,319

Office of General Manager Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
General Manager	1.00	313,425	30	265,630	398,447
Executive Assistant, Senior (GM & Board)	1.00	88,026	13	65,896	98,844
Total	2.00	401,451			

Office of General Manager Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal	9,596	3,813			
Audits	19,450	-22,250			
Professional & Technical-Gen & Adm			3,000	750	3,000
Other Services- Gen & Adm	5,900	713	4,000	1,033	4,000
Office Supplies	4,690	6,868	5,000	2,100	5,100
Other Materials- Gen & Adm	5,390	2,248	9,000	3,436	9,100
Unreconciled Mastercard Expense				17,764	
Telephone	927	269	1,000	412	1,000
NU-Dues & Subscriptions		7,610	1,000	5,595	1,000
NU-Local Travel & Meetings	9,102	8,758	9,000	5,956	9,100
NU-Education & Training - Gen & Adm	1,211	1,577	9,000	15,295	9,100
NU-Out-Of-Town Travel	21,179	22,538	35,000	16,220	3,600
Official Meeting Expense	26,583	51,559	40,000	30,858	40,400
Board Recognition	8,928	905	5,000	4,051	4,600
Employee Development	1,353	6,311	5,000	3,037	4,800
Employee Recognition	4,079	5,386	5,000	1,393	4,600
Awards & Banquets	2,975				
Total	\$121,363	\$96,305	\$131,000	\$107,900	\$99,400

Diversity & Transit Equity Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	459,613	711,085					
Materials & Services	185,479	517,834					
Total	\$645,092	\$1,228,919					

Diversity & Transit Equity Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	322,075	533,560			
Fringe	138,372	231,995			
Capitalized Labor-Fringe	-834	-54,470			
Total	\$459,613	\$711,085			

Diversity & Transit Equity Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
First Step Youth	81,500	80,000			
Other Services- Gen & Adm	38,790	336,677			
Other Materials- Gen & Adm	2,407	1,100			
Community Outreach	44,413	61,750			
Telephone	3,371	5,564			
NU-Dues & Subscriptions	500	6,910			
NU-Local Travel & Meetings	1,735	5,028			
NU-Education & Training - Gen & Adm	6,376	9,206			
NU-Out-Of-Town Travel	6,387	11,599			
Total	\$185,479	\$517,834			

Internal Audit Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	275,455	240,391	296,345	270,472	309,062	309,062	309,006
Materials & Services	5,329	8,229	1,500	1,496	1,500	1,500	1,500
Total	\$280,784	\$248,620	\$297,845	\$271,968	\$310,562	\$310,562	\$310,506

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:

Internal Business Practices

Goal #1 Deliver Safe, efficient, and Equitable Service

Objective #13 Increase personal safety

People & Innovation

Goal #2 TriMet is Where Diverse and Talented People

Want to Come, Stay, and Thrive

Objective #28 Foster sense of community and cross-functional camaraderie.

Financial

Goal #2 Fiscally sound and compliant

Objective #33 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	198,140	189,132	212,466	198,159	228,384
Fringe	77,315	68,310	83,879	72,313	80,622
Capitalized Labor-Fringe		-17,051			
Total	\$275,455	\$240,391	\$296,345	\$270,472	\$309,006

Internal Audit Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Internal Audit	1.00	137,384	18	100,571	150,857
Internal Auditor, Senior	1.00	91,000	15	78,233	117,350
Total	2.00	228,384			

Internal Audit Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Services- Gen & Adm	404	602	1,500	442	1,500
Other Materials- Gen & Adm		76		72	
Telephone	116	106		87	
NU-Dues & Subscriptions	725	1,573		640	
NU-Local Travel & Meetings		20			
NU-Education & Training - Gen & Adm	4,084	2,629		255	
NU-Out-Of-Town Travel		3,223			
Total	\$5,329	\$8,229	\$1,500	\$1,496	\$1,500

CHIEF OPERATING OFFICER DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			11,327,406	10,340,132	11,357,413	11,357,413	11,280,749
Materials & Services			852,470	870,545	2,275,800	2,275,800	2,047,500
Total			\$12,179,876	\$11,210,677	\$13,633,213	\$13,633,213	\$13,328,249

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Office of Chief Operating Officer Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			531,510	396,929	549,804	549,804	551,492
Materials & Services			397,420	294,056	474,500	474,500	432,700
Total			\$928,930	\$690,985	\$1,024,304	\$1,024,304	\$984,192

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			421,071	316,386	438,720
Fringe			110,439	80,543	112,772
Total			\$531,510	\$396,929	\$551,492

Office of Chief Operating Officer Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Chief Operating Officer	1.00	227,425	26	189,916	284,874
Executive Administrative Assistant	1.00	66,019	11	55,343	83,016
Total	2.00	293,444			

Office of Chief Operating Officer Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal			10,000	40,295	11,100
Professional & Technical-Gen & Adm			110,000	54,195	114,100
Temporary Help-Gen & Adm			5,500	1,376	6,000
Other Services- Gen & Adm			10,500	5,643	14,000
Office Supplies			6,600	2,362	14,200
Other Materials- Gen & Adm			6,000	2,568	9,000
Telephone			27,900	19,958	35,000
NU-Dues & Subscriptions			7,400	2,292	74,100
NU-APTA & OTA Dues			139,520	121,730	92,500
NU-Local Travel & Meetings			6,000	4,738	26,700
NU-Education & Training - Gen & Adm			11,000	5,523	25,000
NU-Out-Of-Town Travel			50,000	31,001	4,000
Employee Recognition			7,000	2,375	7,000
Total			\$397,420	\$294,056	\$432,700

Operations Planning & Development Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			1,378,644	1,228,844	1,339,940	1,339,940	1,351,374
Materials & Services			37,600	43,190	38,000	38,000	38,000
Total			\$1,416,244	\$1,272,034	\$1,377,940	\$1,377,940	\$1,389,374

Responsibilities:

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

Goals & Objectives:

- 1) Direct operations planning and innovations for future growth and changes.
- 2) Facilitate operations coordination and data-driven decision making to achieve operations excellence.
- 3) Lead advances toward a cohesive and user friendly business intelligence model.

Business Plan:

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic Financial Plan guidelines

Internal Business Practices 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 #25 Develop and pursue strategic partnerships to optimize and innovate practices and processes

Performance Measures:

- 1) Operations plans for new transit services and annual operations budget completed on schedule to meet state and federal requirements.
- 2) Successful implementation cross-departmental initiatives to improve operations processes.
- 3) Timely reporting of service performance and ridership data and analysis to support operations improvements.

Operations Planning & Development Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			1,020,112	963,975	1,036,594
Fringe			358,532	313,939	314,780
Capitalized Labor-Fringe				-49,070	
Total			\$1,378,644	\$1,228,844	\$1,351,374

Operations Planning & Development Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Operations Planning & Development	1.00	158,227	20	118,457	177,684
Manager, Rail Operations Planning	1.00	122,897	16	85,121	127,682
Manager, Service Performance & Analysis	1.00	106,401	16	85,121	127,682
Analyst, Operations	5.00	389,469	13	65,896	98,844
Business Process Analyst	1.00	107,842	16	85,121	127,682
Analyst, Senior Operations & Finance Planning	1.00	94,246	15	78,233	117,350
Assistant, Senior Administrative	1.00	57,512	9	46,342	69,512
Total	11.00	1,036,594			

Operations Planning & Development Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal			18,000	35,430	18,200
Professional & Technical-Gen & Adm			10,000	2,501	10,100
Other Services- Gen & Adm			5,500	1,630	5,600
Other Materials- Gen & Adm			4,100	3,575	4,100
Computer Equip under \$5,000				54	
Total			\$37,600	\$43,190	\$38,000

Business Planning & Asset Management Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			911,717	912,071	1,058,640	1,058,640	925,716
Materials & Services			285,750	205,724	1,706,300	1,706,300	1,519,800
Total			\$1,197,467	\$1,117,795	\$2,764,940	\$2,764,940	\$2,445,516

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.

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 improvement

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

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.

Business Planning & Asset Management Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			664,295	684,921	699,064
Fringe			247,422	227,150	226,652
Total			\$911,717	\$912,071	\$925,716

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	167,960	21	128,420	192,631
Analyst, Bus Stops Planner	1.00	79,847	12	60,415	90,621
Analyst, Business Planning & Asset Management	1.00	82,144	12	60,415	90,621
Analyst, GIS Data	2.00	143,593	12	60,415	90,621
Electronic Survey Developer & Analyst	1.00	85,615	14	71,823	107,735
Manager, Mobility & Location-Based Services	1.00	139,906	19	109,195	163,794
Total	7.00	699,065			

Business Planning & Asset Management Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			150,000	78,372	1,478,100
Other Services- Gen & Adm			131,300	126,215	16,500
Other Materials- Gen & Adm			4,450	1,137	3,500
NU-Out-Of-Town Travel					21,700
Total			\$285,750	\$205,724	\$1,519,800

Operations Training & Planning Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			8,505,535	7,802,288	8,409,029	8,409,029	8,452,167
Materials & Services			131,700	327,575	57,000	57,000	57,000
Total			\$8,637,235	\$8,129,863	\$8,466,029	\$8,466,029	\$8,509,167

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 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 and more.

Operations Training & Planning Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			5,948,880	5,614,616	6,060,150
Fringe			2,556,655	2,196,261	2,392,017
Capitalized Labor-Fringe				-8,589	
Total			\$8,505,535	\$7,802,288	\$8,452,167

Operations Training & Planning-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Coordinator, Training and Development	1.00	69,000	11	55,343	83,016
Director, Operational Training and Development	1.00	136,000	20	118,457	177,684
Sr. Manager, Training	1.00	111,357	18	100,571	150,857
Manager, Bus Operator Training	1.00	95,298	15	78,233	117,350
Manager, Operations Training (Bus & Rail)	1.00	83,416	15	78,233	117,350
Assistant Manager, Transportation Training	1.00	77,505	14	71,823	107,735
Assistant, Operations Training	1.00	53,435	7	38,682	58,024
Specialist, Operations	2.00	125,736	9	46,342	69,512
Supervisor, Training Field Operations	3.00	238,888	0840	64,418	85,883
Training Supervisor	28.00	2,327,283	0832	61,360	81,806
Training Supervisor Rail	12.00	985,005	0775	61,360	81,806
Supervisor, Maintenance Training	2.00	186,016	14	71,823	107,735
Maintenance Trainer	8.00	663,395	0918	79,830	79,830
Assistant, Senior Administrative	1.00	61,640	9	46,342	69,512
Manager, Maintenance Training	1.00	106,628	16	85,121	127,682
Supervisor, Engineering Training	5.00	437,656	13	65,896	98,844
Total	69.00	5,758,258			

Operations Training & Planning Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Accident Investigations				750	
Temporary Help-Transp Adm			5,000	1,249	5,100
Other Services- Gen & Adm			2,500	1,515	2,500
Other Services-Transp Adm			4,500	12,093	4,500
Uniforms- Rev Veh Op			25,500	17,136	25,800
Office Supplies			9,000	6,358	
Other Materials- Gen & Adm			4,500	8,370	4,500
Other Materials- Transp Adm			4,500	12,527	4,500
Unreconciled Mastercard Expense				4,945	
Computer Equip under \$5,000			10,000	16,157	10,100
UN-Oper Training Materials_A5049501				58,149	
Telephone			8,000	29,392	
NU-Local Travel & Meetings			12,000	3,000	
UN-Local Travel & Meetings			2,500	626	
NU-Education & Training - Gen & Adm			17,700	138,842	
NU-Out-Of-Town Travel			23,000	8,315	
UN-Education & Training - Gen & Adm				7,245	
Operator Rodeo			3,000	906	
Total			\$131,700	\$327,575	\$57,000



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TRANSPORTATION DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	178,268,625	186,676,015	198,113,182	192,755,025	201,089,220	201,089,220	200,965,061
Materials & Services	53,951,344	54,762,045	57,294,984	58,951,711	61,681,400	61,681,400	61,052,000
Total	\$232,219,969	\$241,438,060	\$255,408,166	\$251,706,736	\$262,770,620	\$262,770,620	\$262,017,061

Transportation Division Summary

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Transportation Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,579,752	1,882,668	574,064	528,264	707,653	707,653	794,583
Materials & Services	825,788	837,217	315,450	411,772	383,900	383,900	329,400
Total	\$2,405,540	\$2,719,885	\$889,514	\$940,036	\$1,091,553	\$1,091,553	\$1,123,983

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, Service Delivery, and Portland Streetcar Operations.

Goals & Objectives:

- 1) Oversee actions to reduce employee injuries.
- 2) Oversee actions to improve on-time performance.
- 3) Oversee actions to increase 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,109,136	1,417,366	486,011	304,687	526,707
Fringe	528,681	512,766	88,053	223,577	267,876
Capitalized Labor-Fringe	-58,065	-47,464			
Total	\$1,579,752	\$1,882,668	\$574,064	\$528,264	\$794,583

Transportation Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Transportation	1.00	188,193	23	150,554	225,832
Administrative Assistant, Executive	1.00	73,133	11	55,343	83,016
Total	2.00	261,326			

Transportation Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal	63,664	178,847		14,520	
Professional & Technical-Gen & Adm	173,406	87,100	56,600	19,067	96,100
DOTS Renewal Medical Svcs	172,029	165,848	92,000	69,229	72,900
Temporary Help-Trans Adm					18,100
Other Services- Gen & Adm	157,895	68,624	20,500	22,146	20,700
Uniforms - Veh Ops	388				
Office Supplies	4,278	1,792	3,250	17,433	13,500
Winter Supplies-Snow & Ice Impl					15,200
Equip/Furn < \$5,000-Fac/Eq Maint	7,584	579			
Other Materials- Gen & Adm	29,207	58,146	6,000	24,091	6,100
Unreconciled Mastercard Expense				1,457	
Telephone	5,672	10,860	61,000	103,098	61,600
NU-Dues & Subscriptions	5,846	-1,505		80	
NU-APTA & OTA Dues	149,651	143,841		25,774	
NU-Local Travel & Meetings	1,219	1,035	900	5,108	900
NU-Education & Training - Gen & Adm	22,284	15,554	52,700	27,842	5,000
NU-Out-Of-Town Travel	21,691	35,423	6,500	40,579	3,100
Employee Recognition	10,974	19,349	16,000	26,332	16,200
Awards & Banquets		51,724		15,016	
Total	\$825,788	\$837,217	\$315,450	\$411,772	\$329,400

Bus Transportation Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	124,807,932	131,203,172	150,476,888	145,046,760	153,058,225	153,058,225	152,807,287
Materials & Services	2,591,931	2,503,923	3,811,350	4,469,460	3,202,900	3,202,900	3,192,900
Total	\$127,399,863	\$133,707,095	\$154,288,238	\$149,516,220	\$156,261,125	\$156,261,125	\$156,000,187

Responsibility:

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

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.

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 Satisfaction

Goal #1: Satisfied Riders

Objective #3 Improve overall customer experience

People & Innovation

Goal 3: Foster Service Excellence and Innovation

Objective #35 Foster employee innovation, including process improvements

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.

Bus Transportation Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	86,191,519	90,764,678	104,307,685	101,226,812	106,417,793
Fringe	38,617,293	40,447,703	46,169,203	43,819,948	46,389,494
Capitalized Labor-Fringe	-880	-9,209			
Total	\$124,807,932	\$131,203,172	\$150,476,888	\$145,046,760	\$152,807,287

Bus Transportation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Bus Operations (FO and Transportation)	1.00	142,500	19	109,195	163,794
Manager, Bus Operations (Transportation) Center	1.00	103,073	16	85,121	127,682
Assistant Manager, Bus Operations (Transportation)	11.00	1,041,798	15	78,233	117,350
Assistant, Administrative	2.00	102,939	7	38,682	58,024
Mini Run Operator	238.50	13,743,793	0881	31,533	64,834
Operator	1104.00	68,855,734	0880	35,693	64,834
Manager, Bus Operations (Transportation) Powell	1.00	102,707	16	85,121	127,682
Assistant, Operations	1.00	49,421	7	38,682	58,024
Manager, Bus Operations (Transportation) Merlo	1.00	113,405	16	85,121	127,682
Chief Station Agent	4.00	355,057	0830	64,418	85,883
Station Agent	26.00	2,117,544	0835	61,360	81,806
Manager, Bus & Rail Operations (Field Ops)	1.00	105,336	16	85,121	127,682
Assistant Manager, Bus & Rail Ops (Field Ops)	2.00	195,030	15	78,233	117,350
Lead Supervisor	6.00	519,979	0489	64,418	85,883
Road Supervisor	32.00	2,635,113	0834	61,360	81,806
Coordinator, Field Operations	2.00	175,094	0819	64,418	85,883
Dispatcher	20.00	1,658,235	0836	61,360	81,806
Supervisor, Bus (Certifications)	3.00	244,941	0837	61,360	81,806
Total	1456.50	92,261,699			

Bus Transportation Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Quality Assurance / ADA			2,000	499	2,000
Temporary Help-Transp Adm	16,851	15,115	16,500	45,167	
Photo Copier Maint-Doc Svcs	5,547	21,205			
Vehicle Control Sys Maint			649,200	523,918	491,900
Laundry	4,333	9,802	4,500	2,591	4,500
Backup Cab Service	2,427	2,283	3,500	3,503	3,500
Other Services- Gen & Adm	44,249	7,657			
Other Services-Transp Adm	146,408	294,688	107,200	78,822	98,200
Uniforms- Rev Veh Op	450,663	404,111	593,500	541,692	617,300
Office Supplies	38,729	40,965	18,925	19,815	
Winter Supplies-Snow & Ice Impl	31,542	3,745	15,000	5,060	500
Other Materials- Gen & Adm		180		8	
Other Materials- Transp Adm	53,017	25,411	58,500	86,935	59,000
Unreconciled Mastercard Expense	8,065	50		576	
Postage - Gen & Admin	97,660	115,436		-225	
Computer Equip under \$5,000			625	4,325	
Doc Svcs Supplies	14,245	22,218			
Telephone	34,970	32,539		12,727	
Data Communication Services			197,000	272,724	199,000
PI/PD Expense	1,466,992	1,345,591	2,000,000	2,676,714	1,700,000
NU-Dues & Subscriptions	754	1,099		220	
NU-Local Travel & Meetings	1,291	12		4	
NU-Education & Training - Gen & Adm	7,745	6,147		95	
NU-Out-Of-Town Travel	65,916	61,687	1,000	7,263	
Driver Accommodations			56,900	80,498	
CDL Renewals	5,027	8,007	13,500	5,185	14,000
Employee Recognition	622	199		259	
Employee Awards	46		3,000	753	3,000
Operator Recognition	82,566	75,551	54,500	93,017	
Special Events Serv	12,266	10,225	16,000	7,315	
Total	\$2,591,931	\$2,503,923	\$3,811,350	\$4,469,460	\$3,192,900

Field Operations Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	16,465,269	17,755,668					
Materials & Services	1,678,799	1,211,378					
Total	\$18,144,068	\$18,967,046					

Field Operations Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	11,794,146	12,771,145			
Fringe	4,671,168	4,984,678			
Capitalized Labor-Fringe	-45	-155			
Total	\$16,465,269	\$17,755,668			

Field Operations Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	255,851	4,502			
Temporary Help-Transp Adm	268,108				
Vehicle Control Sys Maint	454,959	571,123			
Other Services-Transp Adm	138,388	89,848			
Uniforms - Veh Ops	3,990				
Uniforms- Rev Veh Op	53,628	37,926			
Office Supplies	14,966	38,468			
Computer Supplies - Trans Admin	990				
OCC Equip & Supplies	44,288	47,104			
Other Materials- Transp Adm	96,909	45,786			
Default Expense		107			
Telephone	65,375	73,699			
Data Communication Services	244,042	211,359			
NU-Local Travel & Meetings		10			
NU-Education & Training - Gen & Adm	710	9,978			
NU-Out-Of-Town Travel	1,686	10,676			
Driver Accommodations	32,571	67,887			
CDL Renewals	1,455	813			
Employee Recognition	883	2,092			
Total	\$1,678,799	\$1,211,378			

Service Delivery Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,600,567	1,554,093	2,315,993	2,503,452	2,137,634	2,137,634	2,137,363
Materials & Services	46,981	126,913	24,700	511,395	253,500	253,500	195,500
Total	\$1,647,548	\$1,681,006	\$2,340,693	\$3,014,847	\$2,391,134	\$2,391,134	\$2,332,863

Responsibility:

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

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,142,016	1,119,471	1,681,081	1,911,533	1,582,982
Fringe	458,551	434,622	634,912	684,343	554,381
Capitalized Labor-Fringe				-92,424	
Total	\$1,600,567	\$1,554,093	\$2,315,993	\$2,503,452	\$2,137,363

Service Delivery Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Bus & Rail Operations (Service Delivery)	1.00	129,262	18	100,571	150,857
Manager, Bus & Rail Operations (C&WU)	1.00	93,164	15	78,233	117,350
Manager, Bus & Rail Operations (SM, S & P)	1.00	98,472	16	85,121	127,682
Assistant Manager, Bus & Rail Operations (ORPI)	1.00	92,775	15	78,233	117,350
Assistant Manager, Bus & Rail Ops (SIPS)	1.00	94,000	15	78,233	117,350
Coordinator, Employee Programs	1.00	67,746	10	50,671	76,005
Coordinator, Operations	2.00	127,088	10	50,671	76,005
Planner III	1.00	91,537	13	65,896	98,844
Schedule Data Technician	3.00	251,451	0867	61,360	81,806
Schedule Writer II	5.00	419,224	0874	61,360	81,806
Manager, Bus & Rail Ops (Ops Plan and Projects)	1.00	97,623	16	85,121	127,682
Total	18.00	1,562,342			

Service Delivery Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm		101,273	14,000	313,316	114,600
Other Services-Transp Adm	28,647	7,545	6,000	5,695	6,200
Other Services- Revenue Veh.Maint				81	
Office Supplies		245	1,200	19,325	
Equip/Furn < \$5,000-Rev Eq Maint				2,932	
Other Materials- Gen & Adm				1,579	
Other Materials- Transp Adm	10,044	4,816	2,500	4,963	2,500
Unreconciled Mastercard Expense				132	
Computer Equip under \$5,000				1,448	
Microcomputer Mtc Mat'l		1,970	1,000	876	1,000
Telephone	2,612	2,999		124,768	
NU-Dues & Subscriptions				5,843	
NU-Local Travel & Meetings				2,128	
NU-Education & Training - Gen & Adm	2,850	640		11,082	
NU-Out-Of-Town Travel	2,828	7,425		12,168	
Employee Recognition				5,059	
Operator Recognition					55,000
Special Events Serv					16,200
Total	\$46,981	\$126,913	\$24,700	\$511,395	\$195,500

Accessible Transportation Programs Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,350,379	1,369,201	1,315,223	1,376,045	1,354,663	1,354,663	1,362,375
Materials & Services	36,569,096	36,348,068	38,985,400	37,656,956	40,142,000	40,142,000	40,135,100
Total	\$37,919,475	\$37,717,269	\$40,300,623	\$39,033,001	\$41,496,663	\$41,496,663	\$41,497,475

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. LIFT also has a contract in place with Broadway Cab to provide overflow service when capacity is met with TriMet vehicles.

Goals & Objectives:

- 1) Develop a strategic plan for LIFT.
- 2) Implement Interactive voice response software.
- 3) Launch 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, including process improvements

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	955,713	980,864	978,428	985,940	1,035,864
Fringe	394,666	388,337	336,795	390,105	326,511
Total	\$1,350,379	\$1,369,201	\$1,315,223	\$1,376,045	\$1,362,375

Accessible Transportation Programs Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Accessible Transportation Programs	1.00	124,967	18	100,571	150,857
Manager, Lift Eligibility & Community Relations	1.00	80,000	15	78,233	117,350
Manager, Lift Service Delivery	1.00	105,062	16	85,121	127,682
Assistant Manager, Lift Service Delivery	1.00	84,938	13	65,896	98,844
Administrator, Lift Service Quality	1.00	73,541	11	55,343	83,016
Assistant, ATP	3.00	153,192	7	38,682	58,024
Coordinator, Lift Eligibility	4.00	272,180	11	55,343	83,016
Specialist, Senior, Eligibility	1.00	75,518	12	60,415	90,621
Analyst, Business (Lift)	1.00	66,466	11	55,343	83,016
Total	14.00	1,035,864			

Accessible Transportation Programs Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Contracted Dispatch	2,347,590	2,298,066	2,488,170	2,359,054	2,562,800
Contracted Eligibility Assessment	347,765	363,015	384,150	378,604	392,500
Professional & Technical-Gen & Adm	315	2,506	9,000	17,812	20,000
Temporary Help-Trans Adm			8,000	1,999	10,000
Equipment Repair & Mtc - Gen & Adm	136	17	2,000	929	3,000
ATP Central Maintenance	2,396,852	2,344,290	2,794,720	2,658,073	2,878,600
Background Check Services	15,513	18,646	18,000	17,981	20,000
Printing/Bindery Services	15,837	17,257	28,000	17,657	30,000
Other Services- Gen & Adm	43,093	9,392	25,000	13,077	35,000
Other Services- Revenue Veh.Maint	6,112		44,500	12,876	44,900
Diesel Fuel- Rev Vehicle Oper	1,507,743	1,704,879	1,681,040	1,527,083	1,733,200
Oil & Lubricants	40,451	61,697	79,000	64,223	40,000
Gasoline - Rev Veh Operations	53,637	4,646	80,000	19,999	40,000
Tires - Rev Vehicle Oper	143,855	120,615	146,400	109,162	152,300
Office Supplies	18,949	25,915	25,000	25,165	23,100
Equip/Furn < \$5,000-Gen & Adm	13,535	1,460	12,000	6,939	20,000
Other Materials- Gen & Adm	13,276	5,856	12,000	13,311	15,000
Other Materials- Transp Adm				3,248	
Unreconciled Mastercard Expense	568				
Postage - Gen & Admin	24,697	28,598	31,000	42,049	38,000
ATP Maintenance Materials	22,086	16,539	16,000	7,177	25,000
Telephone	64,989	60,800	56,000	71,795	60,000
Data Communication Services	37,603	47,333	33,000	106,299	127,300
Physical Damage Ins-Region 1	722,912	773,097	865,830	775,256	891,800
ATP Direct Srvc Provider - Mult.	24,130,737	23,920,669	25,945,770	25,388,578	26,724,100
ATP Backup Cabs	4,211,529	4,150,940	3,800,000	3,597,534	4,018,500
Eligibility Transportation	206,999	180,802	210,000	263,384	210,000
NU-Local Travel & Meetings	80	24			
NU-Education & Training - Gen & Adm	1,862	9,566			
NU-Out-Of-Town Travel	7,786	5,074		253	
Employee Recognition	996	1,135			
Cat Committee	13,183	16,824	18,000	9,146	20,000
Office Leases	158,410	158,410	172,820	148,293	
Total	\$36,569,096	\$36,348,068	\$38,985,400	\$37,656,956	\$40,135,100

Rail Transportation Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	23,059,058	23,321,383	33,402,865	33,167,227	33,443,967	33,443,967	33,528,686
Materials & Services	371,127	668,772	683,500	2,651,754	1,983,700	1,983,700	1,983,700
Total	\$23,430,185	\$23,990,155	\$34,086,365	\$35,818,981	\$35,427,667	\$35,427,667	\$35,512,386

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) Reduce employee injuries.
- 2) Reduce rail rule violations.
- 3) Reduce customer complaints.
- 4) Develop and implement a rail access program.
- 5) Increase on-time performance.
- 6) 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 Satisfaction

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	16,300,015	16,732,237	23,697,320	24,094,997	23,950,880
Fringe	6,759,043	6,589,146	9,705,545	9,072,230	9,577,806
Total	\$23,059,058	\$23,321,383	\$33,402,865	\$33,167,227	\$33,528,686

Rail Transportation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Operations, Field Ops & OCC	1.00	120,905	20	118,457	177,684
Manager, Bus & Rail Operations (Field Ops)	1.00	104,155	16	85,121	127,682
Manager, Bus & Rail Operations (Ops Cmd Ctr)	1.00	108,000	16	85,121	127,682
Manager, Rail Operations (Transportation) Elmo	1.00	101,168	16	85,121	127,682
Manager, Rail Operations (Transportation) RJ	1.00	112,134	16	85,121	127,682
Assistant Manager, Bus & Rail Ops (Ops Cmd Ctr)	6.00	569,404	15	78,233	117,350
Assistant Manager, Rail Ops (Transportation)	1.00	97,791	15	78,233	117,350
Specialist, Operations	3.00	190,674	9	46,342	69,512
Rail Supervisor	35.00	2,887,626	0536	81,806	81,806
Coordinator, Field Operations	2.00	175,510	0819	64,418	85,883
Rail Controller	29.00	2,390,106	0538	81,806	81,806
Supervisor, Rail (Certifications)	2.00	163,613	0535	81,806	81,806
Rail Operator	196.00	13,239,636	0580	50,294	67,142
Total	279.00	20,260,722			

Rail Transportation Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Temporary Help-Trans Adm			1,500	375	
Other Services- Gen & Adm	14,229	7,276	14,000	15,987	14,100
Other Services-Transp Adm	240	3,365		478	
Uniforms- Rev Veh Op	81,940	66,090	89,000	93,224	89,900
Office Supplies	18,794	26,986		9,383	
Computer Supplies - Trans Admin		225		1,896	
OCC Equip & Supplies			31,000	15,644	31,300
Other Materials- Gen & Adm	176,290	281,684	31,000	39,588	31,300
Other Materials- Transp Adm		1,464		1,591	
Unreconciled Mastercard Expense				6,882	
Default Expense		-80			
Telephone	2,794	2,361		1,371	
Data Communication Services			13,500	21,953	13,600
PI/PD Expense	69,543	244,739	500,000	2,438,350	1,800,000
NU-Local Travel & Meetings		65			
NU-Education & Training - Gen & Adm	75	310			
NU-Out-Of-Town Travel		29,584		2,450	
CDL Renewals	1,794	2,578	3,500	1,484	3,500
Employee Recognition	5,428	2,125		1,098	
Total	\$371,127	\$668,772	\$683,500	\$2,651,754	\$1,983,700

Commuter Rail Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,747,923	1,914,362	1,940,088	2,053,016	2,146,664	2,146,664	2,065,184
Materials & Services	4,191,945	4,136,532	4,505,964	4,277,504	5,316,200	5,316,200	5,316,200
Total	\$5,939,868	\$6,050,894	\$6,446,052	\$6,330,520	\$7,462,864	\$7,462,864	\$7,381,384

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 Satisfaction

- 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,289,532	1,419,702	1,392,331	1,458,027	1,407,600
Fringe	489,030	590,537	547,757	602,188	657,584
Capitalized Labor-Fringe	-30,639	-95,877		-7,199	
Total	\$1,747,923	\$1,914,362	\$1,940,088	\$2,053,016	\$2,065,184

Commuter Rail Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Operations (Commuter)	1.00	135,569	18	100,571	150,857
Manager, Rail Operations (Commuter)	1.00	108,500	16	85,121	127,682
Assistant Supervisor Commuter Rail Vehicle Maint	3.00	258,498	0872	79,830	79,830
Commuter Rail Vehicle Maint. Tech. Trainee	1.00	69,410	0875	69,410	69,410
Commuter Rail Vehicle Maint. Technician	7.00	505,210	0888	69,410	69,410
Service Worker	2.00	104,169	0944	37,482	54,267
Helper	2.00	130,291	0533	64,834	64,834
Total	17.00	1,311,647			

Commuter Rail Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Trans Adm	3,195	3,255		5,461	
Landscape Maint Services	26,196	34,800	4,400	25,251	4,400
Contracted Fac Mtc	7,410	46,290	6,000	20,773	6,100
Facilities Maint. Agreements - WES	37,599	38,430	45,320	24,808	45,300
Calibration & Tool Repair	8,037	5,725	4,900	1,226	4,900
Contr Maint - Type I LRV-Rev Eq Maint	204,556	36,296	97,704	103,785	63,100
Maintenance of Way - Commuter Rail	768,472	731,694	814,080	658,167	1,309,800
Laundry	4,946	5,863	6,500	5,752	6,600
Other Services- Revenue Veh.Maint	851	1,034	4,800	6,332	4,800
Waste Disposal Services	103		2,100	525	2,100
Uniforms- Rev Veh Op	1,834	2,930	1,700	1,228	1,700
Diesel Fuel- Rev Vehicle Oper	219,845	256,545	260,100	244,714	272,200
Office Supplies	9,864	5,811		1,635	
Maint Mat'l - Snow & Ice			1,200	300	1,200
Maint Mat'l - Rev Eq	171,375	285,691	257,000	366,437	259,600
Freight	32,182	24,045	30,000	25,143	30,300
Maint Material - Other	21,236	26,879	13,000	14,754	13,100
Shop Equip < \$5000 - Fac Eq Maint	29,791	41,977	12,500	20,108	12,600
Cleaning Suppl- Rev Equip Maint	4,230	11,915	13,500	6,655	11,600
Cleaning Suppl- Fac/Eq Maint			2,200	551	2,200
Small Hand Tools-Fac/Eq Maint	6,063	3,231	5,000	4,111	5,100
Other Materials- Rev Eq Maint	14,488	9,373	13,000	3,628	13,100
Unreconciled Mastercard Expense	153			276	
Default Expense		730			
Landscape Maint Material	1,024	92	4,000	2,886	4,000
Maint Matl Landscape				243	
Safety Supplies- Gen & Adm	15,655	3,586	7,000	4,328	7,100
Obsolete Inventory	14				
Invoice Price Variance	-51	-481		-207	
Average Cost Variance				-158	
Utilities - Electricity	35,278	36,038	42,910	35,520	43,300
Utilities - Gas	10,706	10,565	12,450	10,069	11,900

Commuter Rail Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Utilities - Water	13,854	19,495	15,000	19,168	17,400
Telephone	59,611	51,329	64,000	67,003	64,600
Data Communication Services	45,825	78,069	78,000	64,610	78,800
Utilities - Other	316	4,232	3,430	3,939	5,500
Network Access Services	31,002	31,301	33,500	17,159	33,800
Train Operations	2,095,884	2,003,016	2,329,670	2,199,972	2,649,400
On-Time Performance Incentive - Commuter Rail	305,497	321,227	320,000	310,309	329,600
NU-Local Travel & Meetings	677	465		486	
NU-Education & Training - Gen & Adm	875				
NU-Out-Of-Town Travel	3,134	3,786			
CDL Renewals	218		1,000	251	1,000
Employee Recognition		1,298		306	
Total	\$4,191,945	\$4,136,532	\$4,505,964	\$4,277,504	\$5,316,200

Portland Streetcar Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,657,745	7,675,468	8,088,061	8,080,261	8,240,414	8,240,414	8,269,583
Materials & Services	7,675,677	8,929,242	8,968,620	8,972,870	10,399,200	10,399,200	9,899,200
Total	\$15,333,422	\$16,604,710	\$17,056,681	\$17,053,131	\$18,639,614	\$18,639,614	\$18,168,783

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 Satisfaction

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 were achieved.

Portland Streetcar Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	5,365,281	5,312,591	5,661,133	5,625,258	5,660,381
Fringe	2,292,464	2,362,877	2,426,928	2,455,003	2,609,202
Total	\$7,657,745	\$7,675,468	\$8,088,061	\$8,080,261	\$8,269,583

Portland Streetcar-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Rail Operations (Streetcar)	1.00	93,600	16	85,121	127,682
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	3,770,433	0488	50,294	67,142
Streetcar Journeyman Mechanic	10.00	716,196	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	5,244,539			

Portland Streetcar Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Portland Streetcar	7,675,379	8,929,225	8,968,620	8,972,670	9,899,200
Safety Supplies - Fac/Eq Maint	298	17		200	
Total	\$7,675,677	\$8,929,242	\$8,968,620	\$8,972,870	\$9,899,200



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SAFETY & SECURITY DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,634,395	8,147,359	4,027,633	3,600,622	5,295,576	5,295,576	5,331,139
Materials & Services	18,347,415	21,077,715	25,444,448	20,708,187	25,778,500	25,778,500	26,081,100
Total	\$25,981,810	\$29,225,074	\$29,472,081	\$24,308,809	\$31,074,076	\$31,074,076	\$31,412,239

Safety & Security Division

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Safety & Security Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			573,047	519,180	623,706	623,706	630,257
Materials & Services			12,000	23,288	12,100	12,100	12,100
Total			\$585,047	\$542,468	\$635,806	\$635,806	\$642,357

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) Manage division contracts and Intergovernmental Agreements.
- 5) Perform grants administration and reporting.

Business Plan:

Financial Goals Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage financial performance within Strategic Financial Plan Guidelines

Performance Measures:

- 1) Ensure Department of Homeland Security grants compliance.
- 2) Accurate and timely communication with Finance & Administrative Services division.
- 3) Produce accurate and timely financial reports for Executive Director.
- 4) Ensure division budget is consistent with Finance & Administrative Services division'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 needs.

Safety & Security Administration Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			421,990	385,299	465,197
Fringe			151,057	133,881	165,060
Total			\$573,047	\$519,180	\$630,257

Safety & Security Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Safety & Security	1.00	183,000	22	139,093	208,641
Assistant, Safety & Security - Environmental	1.00	45,302	7	38,682	58,024
Senior Administrative Assistant	1.00	58,871	9	46,342	69,512
Senior Administrator, Safety & Security Programs	1.00	86,479	13	65,896	98,844
Total	4.00	373,652			

Safety & Security Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Office Supplies				3,175	
Other Materials- Gen & Adm			1,500	7,013	1,500
Unreconciled Mastercard Expense				-1	
Computer Equip under \$5,000			2,000	3,348	1,000
Telephone			1,000	3,118	2,000
NU-Local Travel & Meetings			1,500	1,124	1,500
NU-Education & Training - Gen & Adm			1,000	1,920	1,000
NU-Out-Of-Town Travel			5,000	3,350	5,100
Employee Recognition				241	
Total			\$12,000	\$23,288	\$12,100

Safety & Environmental Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,253,933	1,552,414	1,341,971	1,245,010	1,353,757	1,353,757	1,346,739
Materials & Services	2,436,352	2,210,217	1,779,900	1,539,433	1,792,700	1,792,700	1,758,100
Total	\$3,690,285	\$3,762,631	\$3,121,871	\$2,784,443	\$3,146,457	\$3,146,457	\$3,104,839

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) Conduct audits, inspections and corrective action reports (assurance).
- 3) Conduct hazard identification, evaluation and analysis.
- 4) Maintain compliance with all regulatory mandates.
- 5) Provide safety technical assistance to the Engineering & Construction Division with construction-related products.

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) Conduct safety job audits and enhance operational efficiencies.

Safety & Environmental Services Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	972,566	1,146,732	1,038,028	988,659	1,109,740
Fringe	326,339	457,691	390,608	345,801	395,206
Capitalized Labor-Fringe	-44,972	-52,009	-86,665	-89,450	-158,207
Total	\$1,253,933	\$1,552,414	\$1,341,971	\$1,245,010	\$1,346,739

Safety and Environmental Services-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Dir, Safety Management Sys & Environmental Svcs.	1.00	129,705	19	109,195	163,794
Manager, Environmental Services	1.00	106,623	15	78,233	117,350
Administrator, Drug & Alcohol Testing Program	1.00	71,585	13	65,896	98,844
Coordinator, Environmental	1.00	82,263	12	60,415	90,621
Specialist, Drug & Alcohol Program	1.00	57,927	9	46,342	69,512
Specialist, Senior, System Safety	2.00	188,620	14	71,823	107,735
Specialist, System Safety	4.00	312,673	13	65,896	98,844
Manager, Safety Systems	1.00	105,000	16	85,121	127,682
Specialist, Safety and Security Data Management	1.00	55,343	11	55,343	83,016
Total	13.00	1,109,739			

Safety & Environmental Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	1,133,008	730,633	440,000	508,447	491,200
Drug & Alcohol Testing	93,824	128,441	143,500	196,408	145,000
Safety Occupational Serv	169	375			
Environmental Consulting	94,145	251,562	210,000	103,320	178,100
Temporary Help-Trans Adm			47,000	11,749	10,000
Contracted Maint - Environmental	848,351	629,090	650,000	486,391	670,000
Other Services- Gen & Adm	37,040	35,354	7,400	10,921	7,500
Waste Disposal Services	150,560	294,073	200,000	140,077	200,000
Office Supplies	4,301	5,334	10,000	3,056	8,000
Other Materials- Gen & Adm	6,936	13,942	13,000	33,949	8,000
Computer Equip under \$5,000	9,219	27,188	12,000	13,080	10,000
Environmental Material	635	25			
Safety Supplies- Gen & Adm	118	29			
Telephone	7,174	6,732	9,000	5,104	7,000
NU-Dues & Subscriptions	3,828	6,912	4,000	4,616	4,000
NU-Local Travel & Meetings	440	654	1,000	3,135	2,000
NU-Education & Training - Gen & Adm	13,623	50,411	15,000	7,726	13,000
NU-Out-Of-Town Travel	32,139	28,135	17,000	11,129	4,300
Employee Recognition	842	1,327	1,000	325	
Total	\$2,436,352	\$2,210,217	\$1,779,900	\$1,539,433	\$1,758,100

Security & Emergency Management Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	653,741	764,411	2,112,615	1,836,432	3,318,113	3,318,113	3,354,143
Materials & Services	15,735,734	18,468,721	23,652,548	19,145,466	23,973,700	23,973,700	24,310,900
Total	\$16,389,475	\$19,233,132	\$25,765,163	\$20,981,898	\$27,291,813	\$27,291,813	\$27,665,043

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.

Goals & Objectives:

- 1) Coordinate and manage the TriMet Transit Police, transit security officers, deputy district attorney contracts and activities.
- 2) Incorporate Crime Prevention through Environmental Design (CPTED) into TriMet projects and system.
- 3) Manage fare enforcement, security and Transit Police contracts, including coordination of fare enforcement controls and oversight.
- 4) Conduct high-visibility patrols, including fare and code of conduct enforcement missions.

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

Performance Measures:

- 1) Improve TriMet's customer perception of safety and security.
- 2) Provide additional presence on the system.
- 3) Reduce fare evasion rates on MAX trains.

Security & Emergency Management Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	414,184	530,691	1,450,154	1,315,570	2,394,889
Fringe	239,557	233,720	662,461	520,862	959,254
Total	\$653,741	\$764,411	\$2,112,615	\$1,836,432	\$3,354,143

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	109,195	163,794
Manager, Security and Emergency Management	1.00	91,799	15	78,233	117,350
Assistant, Administrative	1.00	23,899	7	38,682	58,024
Coordinator, Exclusions	1.00	68,931	10	50,671	76,005
Security Access Control Specialist/Coordinator	1.00	57,927	9	46,342	69,512
Chief Fare Inspector	2.00	171,766	0341	64,418	85,883
Coordinator, Crime Prevention & Data Analysis	1.00	71,049	0437	58,947	78,582
Fare Inspector	18.00	1,477,938	0342	61,360	81,806
Assistant Manager, Fare Enforcement	2.00	150,450	12	60,415	90,621
Manager, Fare Enforcement	1.00	97,712	16	85,121	127,682
Total	29.00	2,345,289			

Security & Emergency Management Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			13,600	26,027	70,300
Temporary Help-Trans Adm		13,714	15,000	17,216	10,000
Security Services	11,514,946	10,887,035	15,119,500	11,796,376	15,406,300
Deputy DA Contract	-79,968	190,297	236,578	268,770	246,000
Other Security Services	2,890,801	5,785,313	6,687,720	5,368,240	7,041,900
Building Security Maintenance	137,890	139,241	200,000	137,000	215,800
Exclusion & Tow Hearings	25,902	3,515	35,000	16,936	30,000
Security Services - Canine Unit	635,872	695,376	697,500	634,754	697,500
Security Services - Anit-Terrorism Team	310,436	233,858	340,800	265,685	340,800
Security Services - Gang Outreach	76,863	111,932	138,350	140,891	130,900
Other Services- Gen & Adm	94,540	227,673	32,600	266,066	33,000
Uniforms- Rev Veh Op			3,400	10,769	3,500
Office Supplies	7,347	11,446	3,000	11,459	2,000
Other Materials- Gen & Adm	58,621	135,617	100,500	117,569	62,400
Computer Equip under \$5,000	9,804	5,647	2,000	27,777	2,000
Telephone	8,542	12,200	8,000	18,767	9,500
NU-Dues & Subscriptions	2,690	78	2,000	499	1,500
NU-Local Travel & Meetings	2,361	2,105	6,000	2,746	4,500
NU-Education & Training - Gen & Adm	7,411	970	3,000	13,997	3,000
NU-Out-Of-Town Travel	31,001	11,704	6,000	3,423	
Assault Rewards	675	1,000	2,000	499	
Total	\$15,735,734	\$18,468,721	\$23,652,548	\$19,145,466	\$24,310,900

Bus Transporation Training Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	4,085,205	4,171,078					
Materials & Services	128,607	259,996					
Total	\$4,213,812	\$4,431,074					

Bus Transportation Training Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	2,940,850	3,058,501			
Fringe	1,144,355	1,112,577			
Total	\$4,085,205	\$4,171,078			

Bus Transportation Training Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Accident Investigations	6,390	3,503			
Temporary Help-Transp Adm		10,398			
Other Services-Transp Adm	595	89,549			
Uniforms- Rev Veh Op	381	8,521			
Office Supplies	7,403	10,233			
Other Materials- Transp Adm	22,289	16,737			
Computer Equip under \$5,000	4,263	2,560			
UN-Oper Training Materials_A5049501	126	3,507			
Telephone	27,103	34,460			
NU-Local Travel & Meetings	446	284			
NU-Education & Training - Gen & Adm	43,859	72,687			
NU-Out-Of-Town Travel	6,257	4,472			
Operator Rodeo	9,495	3,085			
Total	\$128,607	\$259,996			

Rail Transportation Training Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,641,516	1,659,456					
Materials & Services	46,722	138,781					
Total	\$1,688,238	\$1,798,237					

Rail Transportation Training Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,216,174	1,205,356			
Fringe	425,342	454,100			
Total	\$1,641,516	\$1,659,456			

Rail Transportation Training Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Services- Gen & Adm		80,539			
Uniforms- Rev Veh Op		4,211			
Office Supplies	9,866	5,035			
Other Materials- Gen & Adm	15,905	1,761			
Unreconciled Mastercard Expense	951				
Computer Equip under \$5,000	17,662	17,699			
Telephone	2,338	9,192			
NU-Education & Training - Gen & Adm		20,344			
Total	\$46,722	\$138,781			



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MAINTENANCE DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	77,865,291	83,010,789	87,761,640	81,241,699	88,221,413	88,221,413	100,606,401
Materials & Services	56,527,643	65,445,128	67,368,575	68,021,637	72,452,000	72,452,000	64,567,000
Total	\$134,392,934	\$148,455,917	\$155,130,215	\$149,263,336	\$160,673,413	\$160,673,413	\$165,173,401

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Maintenance Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			696,699	174,176	919,789	919,789	974,676
Materials & Services			531,300	132,822	650,300	650,300	774,100
Total			\$1,227,999	\$306,998	\$1,570,089	\$1,570,089	\$1,748,776

Responsibilities:

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

Goals & Objectives:

- 1) Procure and deliver a pilot fleet of fully-electric battery powered buses and charging facilities and to develop a strategy about how and when to shift toward clean fuel buses.
- 2) Support and leverage technology and tools to improve safety and efficiency in all maintenance departments.
- 3) Provide quality, cost-effective and value-added training designed to increase employee and organizational safety, enhance knowledge, develop skills and boost productivity.
- 4) Promote an organizational environment that values diversity, development, and growth opportunities for all maintenance employees.
- 5) Analyze the possibility of hiring a diverse demographic for entry-level positions (possibly new classification) to fill future training programs.
- 6) Continue HR partnerships to expand outreach efforts to organizations, such as community colleges, Women in Trades, veteran organizations and more.

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) Reduce greenhouse gas (GHG).
- 2) Safety compliance improvements.
- 3) Continue to improve preventative maintenance conformance in all Maintenance Departments.
- 4) Continue to improve the Mean Distance between Failures (MDBF) - all all modes
- 5) Improve all modes of service and elevator interruptions for riders.

Maintenance Administration Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			671,331	167,834	846,659
Fringe			147,912	36,978	256,527
Capitalized Labor-Fringe			-122,544	-30,636	-128,510
Total			\$696,699	\$174,176	\$974,676

Maintenance Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Maintenance Operations	1.00	189,339	22	139,093	208,641
Project Manager, Bus Electrification	1.00	124,308	17	92,563	138,844
Supervisor, Maintenance	1.00	86,763	14	71,823	107,735
Executive Administrative Assistant	1.00	75,499	11	55,343	83,016
Total	4.00	475,909			

Maintenance Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Services- Revenue Veh.Maint			210,800	52,699	213,800
Office Supplies			60,800	15,199	103,800
Equip/Furn < \$5,000-Rev Eq Maint					5,000
Telephone			157,100	39,274	356,600
NU-Dues & Subscriptions			2,500	626	2,500
NU-Local Travel & Meetings			3,800	949	3,800
NU-Education & Training - Gen & Adm			55,100	13,774	54,200
NU-Out-Of-Town Travel			27,000	6,750	15,000
Employee Recognition			14,200	3,551	19,400
Total			\$531,300	\$132,822	\$774,100

Bus Maintenance Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	33,287,512	37,143,977	38,131,114	35,217,040	38,134,815	38,134,815	43,952,424
Materials & Services	24,298,497	27,202,559	27,175,690	27,093,891	31,105,800	31,105,800	28,724,600
Total	\$57,586,009	\$64,346,536	\$65,306,804	\$62,310,931	\$69,240,615	\$69,240,615	\$72,677,024

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	22,318,300	25,486,850	25,591,063	24,255,357	30,214,922
Fringe	10,969,212	11,730,910	12,540,051	10,962,182	13,737,502
Capitalized Labor-Fringe		-73,783		-499	
Total	\$33,287,512	\$37,143,977	\$38,131,114	\$35,217,040	\$43,952,424

Bus Maintenance Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Bus Maintenance	1.00	143,940	19	109,195	163,794
Apprentice Mechanic	21.00	1,332,692	0934	46,259	64,834
Assistant, Senior Administrative	1.00	60,466	9	46,342	69,512
Manager, Bus Maintenance	3.00	320,651	16	85,121	127,682
Supervisor, Maintenance	19.00	1,673,800	14	71,823	107,735
Supervisor, Maintenance Cleaning	2.00	115,854	9	46,342	69,512
Assistant Supervisor	10.00	849,726	0566	87,547	87,547
Cleaner	4.00	169,728	0940	31,616	49,421
Cleaner Bus	50.00	1,929,594	0945	37,482	54,267
Journeyman Mechanic	195.00	13,907,006	0931	69,410	69,410
Maintenance Mechanic	9.00	595,733	0532	37,627	66,123
MMIS Clerk	7.00	455,624	0543	34,403	63,690
Service Worker	103.00	4,966,932	0944	37,482	54,267
Service Worker Spotter	4.00	229,549	0946	40,706	57,491
Spotter	4.00	273,333	0936	66,123	66,123
Tireman	5.00	419,994	0941	68,536	68,536
Helper	4.00	265,110	0533	64,834	64,834
Total	442.00	27,709,732			

Bus Maintenance Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	8,994	15,490	155,000	82,014	177,000
Contracted Bus Mtc - Maf	167,625	670,769	1,000,000	622,359	1,000,000
Cont EV charger Maint and Monitoring				74,729	
Body Repair - NRV	16,251	14,188	10,000	15,778	10,100
Laundry	95,770	104,399	111,380	94,640	153,700
Other Services- Revenue Veh.Maint	150,640	235,807	56,140	113,384	74,800
Diesel Fuel- Rev Vehicle Oper	10,892,557	11,368,767	12,507,500	11,294,308	13,146,700
Diesel Fuel- NRV Maintenance	43,343	45,763	45,000	40,765	45,500
Oil & Lubricants	460,474	786,992	514,870	503,926	535,800
Gasoline - NRV Maintenance	414,651	428,020	400,000	447,386	404,000
Tires - Rev Vehicle Oper	1,130,402	1,184,146	1,300,000	1,450,792	1,252,400
Tires Serv Vehicle-Rev Equip Maint	40,458	59,274	32,000	31,822	32,300
Office Supplies	90,504	101,989	42,000	56,219	
Repair Mat'l - Rev Eq	72,119	182,462	125,630	80,583	130,600
Repair Mat'l - Fac Mtc		84			
Maint Material - Serv Veh	357,478	346,805	250,000	304,496	285,800
Maint Mat'l - Rev Eq	8,616,274	9,943,376	10,078,670	10,357,177	10,828,200
Freight	26,084	42,645	1,130	319	1,100
Equip/Furn < \$5,000-Rev Eq Maint	63,612	55,164	25,000	24,122	26,100
Cleaning Suppl- Rev Equip Maint	255,202	308,128	247,100	335,444	257,000
Small Hand Tools-Rev Eq Maint	61,456	29,992	26,820	33,074	45,100
Inventory Adjustments	715,900	718,665		613,642	
Other Materials- Rev Eq Maint	29,663	44,225	26,720	54,072	27,900
Unreconciled Mastercard Expense	3,407			619	
Default Expense		14,062		-1,157	
Safety Supplies-Rev Eq Maint	169,161	212,959	103,730	156,962	125,900
Winter Supplies	305,586	136,892	70,000	206,403	72,900
Obsolete Inventory	553	243		553	
Invoice Price Variance	-1,528	-23,192		2,680	
Average Cost Variance	-2,902	731		255	

Bus Maintenance Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Propulsion Power				25,181	82,800
Telephone	45,729	45,835	31,500	36,691	
NU-Local Travel & Meetings	62	430		180	
NU-Education & Training - Gen & Adm	21,392	25,850	3,500	4,263	
NU-Out-Of-Town Travel	27,995	44,863		12,510	
CDL Renewals	7,146	10,497	7,000	6,039	7,200
Employee Recognition	9,743	44,749	5,000	10,266	
Rental	2,696	1,490		1,395	1,700
Total	\$24,298,497	\$27,202,559	\$27,175,690	\$27,093,891	\$28,724,600

Facilities Management Bus-Rail Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	8,630,533	9,301,758	11,041,712	10,151,504	11,077,609	11,077,609	13,600,865
Materials & Services	10,634,724	11,523,224	10,809,220	11,145,558	11,268,000	11,268,000	11,305,200
Total	\$19,265,257	\$20,824,982	\$21,850,932	\$21,297,062	\$22,345,609	\$22,345,609	\$24,906,065

Responsibilities:

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

Goals & Objectives:

- 1) Maintenance of transit centers, MAX station platforms, park and rides, layover facilities, operations and administration facilities, bus stops and shelters to insure riders enjoy functional, clean and welcoming facilities.
- 2) Meet or exceed Federal Transit Administration (FTA) State of Good Repair and Asset Management standards for TriMet facilities.
- 3) Set clear expectations and insure equitable treatment by issuing and training upon SOP's for core activities.
- 4) Provide regular communication and updates on agency initiatives and values for all staff.
- 5) Insure management is present in shops and in the field on a regular basis.

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 confirm 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	5,936,920	6,594,468	7,836,159	7,430,519	9,515,939
Fringe	2,693,613	2,707,290	3,491,882	2,989,596	4,391,020
Capitalized Labor-Fringe			-286,329	-268,611	-306,094
Total	\$8,630,533	\$9,301,758	\$11,041,712	\$10,151,504	\$13,600,865

Facilities Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Facilities Management	1.00	138,800	19	109,195	163,794
Manager, Facilities Management	2.00	204,545	16	85,121	127,682
Manager, Maintenance Project Management	1.00	115,704	17	92,563	138,844
Supervisor, Facilities Management	7.00	599,630	13	65,896	98,844
Supervisor, Facilities Management (CMMS)	1.00	82,370	13	65,896	98,844
Analyst, Operations Maintenance	2.00	138,358	11	55,343	83,016
Program Administrator, Space Planning	1.00	80,696	12	60,415	90,621
Project Coordinator, Maintenance	1.00	75,042	11	55,343	83,016
Project Manager, Maintenance	1.00	105,340	15	78,233	117,350
Technician, Engineering	1.00	68,226	10	50,671	76,005
Assistant Supervisor	1.00	84,198	0566	87,547	87,547
Assistant Supervisor Facilities	3.00	251,308	0964	79,830	79,830
Apprentice Plant Maint Mech	10.00	637,773	0572	46,259	64,834
Facilities Maintenance Trainer	2.00	168,456	0915	79,830	79,830
Maintenance Technician	5.00	337,741	0965	66,123	66,123
Plant Maintenance Mechanic	27.00	1,914,398	0557	69,410	69,410
Assistant, Senior Administrative	2.00	124,154	9	46,342	69,512
Supervisor, Electrical, Facilities Management	1.00	87,130	13	65,896	98,844
Supervisor, Landscape	1.00	81,075	12	60,415	90,621
Supervisor, Maintenance Cleaning	1.00	57,927	9	46,342	69,512
Cleaner Rail	24.00	926,205	0945	37,482	54,267
Helper	12.00	801,299	0533	64,834	64,834
Landscaper	5.00	350,002	0974	49,587	66,123
Service Worker	26.00	1,235,880	0944	37,482	54,267
Service Worker Pressure Washer	4.00	229,549	0947	40,706	57,491
Wayside Cleaner	6.00	404,023	0537	66,123	66,123
Total	148.00	9,299,829			

Facilities Management Bus-Rail Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	71,318	5,363	40,000	21,628	139,900
Professional & Technical - Fac Eq Mtc	19,516	1,006	10,000	2,501	10,100
Mech/Structural Consult	20,828	19,899		6,036	
Temporary Help-Gen & Adm	4,170	12,518		25,937	
Landscape Maint Services	781,796	800,972	952,000	823,157	963,400
Transit Mall Services	1,836,047	1,888,967	1,844,800	1,866,786	1,936,100
Contracted Build Maint	457,229	442,612	580,000	418,776	596,900
Cont ROW Mtc Station	12,901	21,447	18,000	4,500	18,200
Contracted Fac Mtc	776,128	591,913	410,000	411,241	414,100
Cont ROW Mtc Elevator	356,807	432,361	352,000	362,636	355,500
Hillsboro Parking Garage IGA		67,432	30,200	7,549	30,000
Shelter Services			186,400	143,947	191,900
Office Maint Custodial	593,876	746,032	640,670	672,494	647,100
Shelter Cleaning	675,985	687,037	735,000	625,242	756,500
Shelter Cleaning - Vandlsm	38,389	45,940	34,000	28,754	35,000
Transit Center Cleaning	327,430	320,469	320,000	313,252	329,300
Office Maintance - Other		4,321			
Laundry	6,621	7,830	15,000	14,515	29,600
Other Services-Facility/Eq Maint	20,282	286,615	39,600	179,304	40,800
Waste Disposal Services		384	25,000	6,251	25,800
Office Supplies	6,390	10,056		4,914	
Maint Mat'l - Snow & Ice	38,055	146,186	40,000	110,073	40,800
Maint Material - Other	414,767	324,450	190,000	314,090	195,500
Mtc Matl Outside Plant	127,969	196,449	140,000	163,427	141,400
Mtc Material Shop	96,013	90,203	70,000	75,525	70,700
Equip/Furn < \$5,000-Fac/Eq Maint				10,695	
Shop Equip < \$5000 - Fac Eq Maint	5,207	5,542	5,000	5,573	5,100
Shelter Materials	523	14,098	124,700	120,843	30,500
Bus Stop Poles/Signage	411	25,541	14,000	104,202	19,600
Park & Ride Materials		116		999	
Cleaning Suppl- Fac/Eq Maint	109,172	122,450	135,000	159,406	137,100
Small Hand Tools-Fac/Eq Maint	54,802	72,322	58,000	45,134	68,200

Facilities Management Bus-Rail Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Materials- Rev Eq Maint	9,222	2,689	9,000	3,945	9,100
Other Materials- Fac/Eq Maint	2,148	6,415	7,000	6,698	7,200
Unreconciled Mastercard Expense				35,582	
Computer Equip under \$5,000	622	4,300		5,191	
Landscape Maint Material	9,935	14,733	15,000	15,102	15,500
Maint Matl Landscape	9,730	7,378	20,000	7,655	20,200
On-Street Amenities Materials	22,348	40,661	15,000	8,750	15,500
Facility Moving Expenses	10,377	14,551	7,100	39,653	7,200
Safety Supplies - Fac/Eq Maint	19,484	31,027	22,100	28,365	31,500
Transit Center Materials				135	
Bikes On Transit Material				1,800	
Utilities - Electricity	806,262	793,969	825,800	804,624	818,800
Utilities - Gas	258,452	252,855	270,100	294,872	266,300
Utilities - Water	1,018,808	1,129,292	1,047,600	1,095,125	1,204,900
Building Util Electric	1,124,097	1,279,086	1,181,000	1,304,326	1,235,400
VT Utilities - Electric - Fac/Eq Maint	10,744	11,828	11,150	13,556	13,600
Electricity - Shelters	15,230	19,998	20,100	18,364	19,900
Telephone	37,500	55,371		25,470	
Utilities - Other	131,163	162,303	120,200	147,314	158,600
Building Util Other	125,240	131,251	115,000	128,264	139,400
Utilities Parking	35,679	33,894	35,000	33,966	35,100
Tunnel Sewer/Storm Water Runoff	1,657	1,428	4,500	2,129	3,000
NU-Dues & Subscriptions	476	1,227		353	
NU-Local Travel & Meetings	1,316	2,838		497	
NU-Education & Training - Gen & Adm	15,056	6,205		2,603	
Apprenticeship Training	73,619	70,423	34,000	23,549	34,300
NU-Out-Of-Town Travel	6	1,999		1,511	
CDL Renewals	62	62	2,000	502	2,000
Employee Recognition	1,712	1,181		95	
Rental	41,147	55,729	38,200	46,175	38,600
Total	\$10,634,724	\$11,523,224	\$10,809,220	\$11,145,558	\$11,305,200

Rail Maintenance of Way Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,137,687	10,636,489	12,334,135	10,982,469	13,533,362	13,533,362	13,636,157
Materials & Services	7,174,082	7,528,882	6,834,300	7,318,075	7,255,400	7,255,400	7,255,400
Total	\$17,311,769	\$18,165,371	\$19,168,435	\$18,300,544	\$20,788,762	\$20,788,762	\$20,891,557

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. Perform heavy maintenance activities during non-revenue time.
- 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	7,121,886	7,644,255	8,446,390	7,888,412	9,680,306
Fringe	3,022,443	2,992,502	3,887,745	3,105,289	3,955,851
Capitalized Labor-Fringe	-6,642	-268		-11,232	
Total	\$10,137,687	\$10,636,489	\$12,334,135	\$10,982,469	\$13,636,157

Rail Maintenance of Way Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, MOW Operations	1.00	122,330	19	109,195	163,794
Manager, Rail Maintenance of Way (MOW)	3.00	334,351	16	85,121	127,682
Supervisor, Rail MOW	10.00	917,791	14	71,823	107,735
Coordinator, MOW Projects	2.00	168,984	13	65,896	98,844
Engineer, MOW	1.00	115,704	17	92,563	138,844
Assistant Supervisor	3.00	271,378	0566	87,547	87,547
Assistant Supervisor MOW	2.00	172,973	0564	83,574	83,574
Assistant Supervisor Signals	3.00	259,224	0556	83,574	83,574
Maintenance of Way Laborer	11.00	696,428	0561	38,771	68,058
MMIS Clerk	1.00	65,042	0543	34,403	63,690
Overhead Traction Apprentice	2.00	129,667	0569	46,467	64,834
Power Maintainer	21.00	1,629,142	0531	76,128	76,128
Signal Maintainer Apprentice	7.00	435,261	0568	46,259	64,834
Signals Maintainer	24.00	1,765,802	0541	72,675	72,675
Track Maintainer	17.00	1,260,469	0540	72,675	72,675
Traction Substation Technician	10.00	788,478	0779	76,128	76,128
Traction Substation Technician Apprentice	2.00	129,667	0570	46,467	64,834
Assistant, Senior Administrative	1.00	60,466	9	46,342	69,512
Total	121.00	9,323,157			

Rail Maintenance of Way Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	7,463	278	4,300	2,246	129,300
Landscape Maint Services	12,284	10,357	12,000	25,710	12,100
Cont ROW Mtc Power Fac			2,500	626	2,500
Cont ROW Mtc Signals	9,148	3,035	50,000	12,499	50,500
Cont ROW Mtc Track	281,516	248,567	195,000	209,574	197,000
Cont ROW Mtc OCS	34,872	4,898	25,000	12,751	25,300
Cont ROW Mtc Bridge	10,823	12,423	54,000	45,467	54,500
Cont ROW Mtc Substations	11,947	85,100	60,000	54,340	60,600
Street Light Maintenance -- Hillsboro IGA	35,215		10,500	2,625	10,600
Calibration & Tool Repair	11,605	20,381	15,000	10,931	15,200
Laundry			5,000	1,249	11,200
Other Services-Facility/Eq Maint	5,203	1,173	11,000	3,880	11,100
Office Supplies	14,028	15,606		5,567	
Computer Supplies - Trans Admin	5,374	13,478	6,000	9,505	21,100
Freight	9	3,588	2,200	1,842	2,200
Mtc Material Shop	69				
Cleaning Suppl- Fac/Eq Maint	505				
Small Hand Tools-Fac/Eq Maint	96,589	127,337	41,000	110,667	44,000
Other Materials- Gen & Adm	16,874				
Other Materials- Rev Eq Maint	13,520	12,971	20,000	22,667	20,200
Unreconciled Mastercard Expense	41				
Safety Supplies - Fac/Eq Maint	81,232	47,056	36,000	34,793	39,400
Obsolete Inventory	37				
Materials - Track	172,781	309,851	170,000	136,020	171,700
Maint Matl Signals	361,273	541,094	170,000	648,163	171,700
Maint Materials Comm/Video	54,989				
Maint Materials OCS	82,650	115,669	60,000	93,743	60,600
Maint Matl Substations	33,169	148,633	40,000	149,384	40,400
Propulsion Power	5,249,751	5,272,389	5,407,200	5,276,322	5,713,500
Telephone	156,377	176,547		25,218	

Rail Maintenance of Way Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PI/PD Expense	16,248	-10,120	100,000	25,001	
NU-Dues & Subscriptions	551	865		1,637	
NU-Local Travel & Meetings	19,530	90		755	
NU-Education & Training - Gen & Adm	13,007	22,475		3,545	
NU-Out-Of-Town Travel	11,480	5,027		1,726	
Steel Bridge Sublease	348,646	338,117	329,600	382,347	382,600
CDL Renewals	720		1,000	251	1,000
Employee Recognition	2,634	1,997		606	
Rental	1,922		7,000	6,418	7,100
Total	\$7,174,082	\$7,528,882	\$6,834,300	\$7,318,075	\$7,255,400

Rail Equipment Maintenance Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	25,809,559	25,928,565	25,557,980	24,716,510	24,555,838	24,555,838	28,442,279
Materials & Services	14,420,340	19,190,463	22,018,065	22,331,291	22,172,500	22,172,500	16,507,700
Total	\$40,229,899	\$45,119,028	\$47,576,045	\$47,047,801	\$46,728,338	\$46,728,338	\$44,949,979

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) Ensure TriMet's Light Rail Vehicle fleet is safe, reliable, compliant, and is in a state of good repair.
- 2) Provide superior customer satisfaction for TriMet's customers as they ride our light rail service.
- 3) Hire and promote a diverse workforce.
- 4) Promote the Continuous Improvement Program within REM, providing the necessary resources and guidance to guarantee the success of the Continuous Improvement project teams.

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	18,198,893	18,114,968	17,461,969	17,318,831	19,377,374
Fringe	7,610,666	7,813,597	8,096,011	7,400,603	9,064,905
Capitalized Labor-Fringe				-2,924	
Total	\$25,809,559	\$25,928,565	\$25,557,980	\$24,716,510	\$28,442,279

Rail Equipment Maintenance Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Rail Equipment Maintenance	1.00	137,127	20	118,457	177,684
Manager, Rail Equipment Maintenance	3.00	323,520	16	85,121	127,682
Supervisor, Maintenance Cleaning	3.00	173,781	9	46,342	69,512
Supervisor, Rail Maintenance	14.00	1,249,602	14	71,823	107,735
Inspector, REM	1.00	89,779	14	71,823	107,735
Project Manager, Assistant, REM	2.00	188,708	14	71,823	107,735
Technician CAD	1.00	70,429	11	55,343	83,016
Assistant Supervisor Rail	6.00	488,862	0529	79,830	79,830
Cleaner Rail	50.00	1,929,594	0945	37,482	54,267
Helper	3.00	199,597	0533	64,834	64,834
LRV Apprentice	19.00	1,083,243	0573	46,259	64,834
LRV Mechanic	115.00	8,203,874	0551	69,410	69,410
LRV Vehicle Body & Paint Technician	4.00	268,392	0553	52,770	67,392
Maintenance Mechanic	2.00	132,246	0532	37,627	66,123
MMIS Clerk	1.00	63,690	0543	34,403	63,690
MMIS Timekeeper Clerk	3.00	173,555	0543	34,403	63,690
Service Worker	52.00	2,553,785	0944	37,482	54,267
Wheel True Technician	8.00	590,137	0552	69,846	69,846
Assistant, Senior Administrative	2.00	112,590	9	46,342	69,512
Engineer, REM	2.00	208,596	17	92,563	138,844
Manager, REM Technical Support	1.00	113,933	18	100,571	150,857
Technical Support Assistant, REM	1.00	57,235	11	55,343	83,016
Total	294.00	18,412,275			

Rail Equipment Maintenance Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	127,715	251,109	4,000	133,934	150,000
Temporary Help-Trans Adm			1,000	251	1,000
Calibration & Tool Repair	19,512	11,352	14,500	15,812	14,600
Contr Maint - Type I LRV-Rev Eq Maint	800	1,683,367	11,845,300	8,958,516	7,407,200
Contr Maint - Type 2 LRV-Rev Eq Maint				305	
Laundry	132,837	151,088	120,220	116,641	151,600
Other Services- Gen & Adm	17,268	11,847	5,000	9,633	5,100
Other Services- Revenue Veh.Maint	5,032	7,546	16,000	5,650	16,200
Graphics Material	333	427	1,000	769	1,000
Office Supplies	39,007	37,121		14,289	
Computer Supplies - Trans Admin	33,654	51,823	13,000	20,189	13,100
Maint Mat'l LRV 1 Overhaul	6,781,508				
VT Maint Material - Rev Eq Mtc		1,227			
Repair Mat'l - Rev Eq	4,382	42,317	24,000	30,109	24,200
Rep Mat'l Rev Eq Vndlsm	32,148	19,821	43,500	25,965	43,900
Maint Material - Serv Veh	4,362	4,556		2,969	
Maint Mat'l - Rev Eq	5,782,852	15,812,223	9,257,000	12,078,526	7,973,600
Freight	206,227	166,399	100,000	145,373	101,000
Equip/Furn < \$5,000-Rev Eq Maint	5,081	3,914		4,660	
Equip/Furn < \$5,000-Gen & Adm	29,265	3,817		19,664	
Shop Equip < \$5000 - Fac Eq Maint	104,099	108,903	107,000	125,852	108,100
Cleaning Suppl- Rev Equip Maint	177,501	218,312	130,400	181,159	131,700
Small Hand Tools-Fac/Eq Maint	78,692	65,160	58,000	76,366	72,300
Inventory Adjustments	177,345	107,499		17,340	
Other Materials- Gen & Adm	49				
Other Materials- Transp Adm	222	293			
Other Materials- Rev Eq Maint	200,949	228,841	195,000	207,506	197,000
Unreconciled Mastercard Expense	6,683			1,599	
Default Expense		195			
Computer Equip under \$5,000			2,500	1,994	

Rail Equipment Maintenance Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Safety Supplies- Gen & Adm	122,316	104,461	78,600	90,313	94,000
Obsolete Inventory		28,336		772	
Invoice Price Variance	-2,772	358		-3,311	
Average Cost Variance	-553	1,279		-77	
Maint Matl Fare Equip	1,320	140			
Telephone	23,256	34,186		20,848	
NU-Local Travel & Meetings	287	503			
Local Travel & Meetings Non Training		121			
NU-Education & Training - Gen & Adm	25,370	17,075		16,745	
NU-Out-Of-Town Travel	4,519	11,331		6,227	
UN-Out-Of-Town Travel				2,911	
Out-Of-Town Travel Non Training				550	
Freight Expense				-25	
Inventory Adjustment Expense	270,825				
CDL Renewals	688	720	2,045	513	2,100
Employee Recognition	7,561	2,796		754	
Total	\$14,420,340	\$19,190,463	\$22,018,065	\$22,331,291	\$16,507,700



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INFORMATION TECHNOLOGY DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	6,570,821	8,323,011	10,394,030	10,301,920	12,079,615	12,079,615	11,938,683
Materials & Services	4,535,516	5,103,990	7,865,605	6,723,556	8,169,000	8,169,000	8,097,500
Total	\$11,106,337	\$13,427,001	\$18,259,635	\$17,025,476	\$20,248,615	\$20,248,615	\$20,036,183

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IT Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	6,570,821	8,323,011	689,676	470,065	788,639	788,639	888,583
Materials & Services	4,535,516	5,103,990	6,700,355	5,487,194	7,319,200	7,319,200	7,272,700
Total	\$11,106,337	\$13,427,001	\$7,390,031	\$5,957,259	\$8,107,839	\$8,107,839	\$8,161,283

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	5,088,308	6,306,388	586,589	373,374	669,575
Fringe	1,836,782	2,157,149	103,087	96,691	219,008
Capitalized Labor-Fringe	-354,269	-140,526			
Total	\$6,570,821	\$8,323,011	\$689,676	\$470,065	\$888,583

IT Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Chief Information Officer	1.00	222,688	26	189,916	284,874
Executive Administrative Assistant	1.00	75,774	11	55,343	83,016
Total	2.00	298,462			

IT Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PCI Compliance Audit	47,550	3,867			
Professional & Technical-Gen & Adm	455,097	607,525	150,000	153,236	165,900
Temporary Help-Gen & Adm	364,962	566,674	60,800	107,391	10,300
Microcomputer Mtc Serv	903	788			
Communication Systems Maintenance	400,305	414,462			
Computer Hardware Maint-Fac Maint	155,958	138,468			
Software Maintenance	40,503	20,252			
Warranty Costs	294,436	410,966	1,054,620	505,066	35,200
Other Services- Gen & Adm	3,275	3,253	3,500	2,679	8,300
Office Supplies	949	941	1,100	558	1,000
Other Materials- Gen & Adm	11,030	62,751	8,060	7,864	8,100
Unreconciled Mastercard Expense	326				
Microcomputer Software	7,926	4,630	8,000	4,688	8,100
PCI Compliance Equipment	4,290	3,584			
Microcomputer Mtc Mat'l	12,827	18,092			
Telephone	14,340	21,817	17,500	16,372	20,000
Network Access Services	59,893	69,387			
NU-Dues & Subscriptions	10,645	6,850	8,000	9,622	8,100
NU-Local Travel & Meetings	312	2,533	1,000	1,420	2,000
NU-Education & Training - Gen & Adm	36,158	24,689	33,800	21,085	50,000
NU-Out-Of-Town Travel	24,142	20,326	26,840	17,856	3,600
Employee Recognition	1,011	986	1,000	381	1,000
Software License Fees	2,588,678	2,701,149	5,326,135	4,638,976	6,951,100
Total	\$4,535,516	\$5,103,990	\$6,700,355	\$5,487,194	\$7,272,700

IT Operations & Infrastructure Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			2,292,051	2,599,325	3,134,867	3,134,867	2,936,729
Materials & Services			744,150	736,379	512,300	512,300	502,300
Total			\$3,036,201	\$3,335,704	\$3,647,167	\$3,647,167	\$3,439,029

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			1,995,885	2,069,482	2,412,400
Fringe			701,254	651,516	770,888
Capitalized Labor-Fringe			-405,088	-121,673	-246,559
Total			\$2,292,051	\$2,599,325	\$2,936,729

IT Operations & Infrastructure Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, IT Operations & Infrastructure	1.00	158,590	21	128,420	192,631
Manager, Network Communications	1.00	62,135	18	100,571	150,857
Manager, Physical Infrastructure	1.00	131,547	18	100,571	150,857
Manager, Technical Services	1.00	108,096	17	92,563	138,844
Systems Engineer (Server Administration)	1.00	93,087	15	78,233	117,350
Network Engineer, Senior (Communications)	3.00	368,931	18	100,571	150,857
Network Engineer (Communications)	1.00	93,994	16	85,121	127,682
Network Engineer (Fiber)	3.00	298,456	16	85,121	127,682
Senior Desktop Engineer	1.00	73,062	15	78,233	117,350
Senior Mobile Device Engineer	1.00	48,333	15	78,233	117,350
Specialist, Technical Support	5.00	341,293	12	60,415	90,621
Systems Engineer, Senior (Server Administration)	5.00	435,912	16	85,121	127,682
Telecommunications Engineer	2.00	189,394	16	85,121	127,682
Total	26.00	2,402,830			

IT Operations & Infrastructure Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			8,200	7,957	9,400
Temporary Help-Gen & Adm			130,000	194,056	225,000
Microcomputer Mtc Serv			1,500	833	1,000
Communication Systems Maintenance			405,000	333,041	50,100
Computer Hardware Maint-Fac Maint			110,000	116,678	80,800
Office Supplies				2,003	
Other Materials- Gen & Adm			5,000	6,662	36,000
Microcomputer Mtc Mat'l			12,500	7,177	10,000
Network Access Services			71,950	67,972	90,000
Total			\$744,150	\$736,379	\$502,300

Information Security Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			499,719	492,604	688,687	688,687	615,236
Materials & Services			87,700	171,678	115,000	115,000	110,000
Total			\$587,419	\$664,282	\$803,687	\$803,687	\$725,236

Responsibility:

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

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			369,685	381,911	520,665
Fringe			130,034	110,693	157,790
Capitalized Labor-Fringe					-63,219
Total			\$499,719	\$492,604	\$615,236

Information Security Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Information Security	1.00	160,526	21	128,420	192,631
Analyst, Cybersecurity	1.00	44,374	14	71,823	107,735
Analyst, Senior, Network Ops & Cybersecurity	3.00	315,765	17	92,563	138,844
Total	5.00	520,665			

Information Security Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PCI Compliance Audit			87,700	171,678	100,000
Other Materials- Gen & Adm					10,000
Total			\$87,700	\$171,678	\$110,000

Enterprise Systems Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			4,687,482	4,404,384	4,903,789	4,903,789	4,984,937
Materials & Services			277,900	299,101	191,000	191,000	186,000
Total			\$4,965,382	\$4,703,485	\$5,094,789	\$5,094,789	\$5,170,937

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:

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

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			3,486,937	3,359,320	3,775,440
Fringe			1,263,835	1,112,390	1,238,710
Capitalized Labor-Fringe			-63,290	-67,326	-29,213
Total			\$4,687,482	\$4,404,384	\$4,984,937

Enterprise Systems Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Enterprise Systems	1.00	173,867	22	139,093	208,641
Manager, Enterprise Systems Development	1.00	135,000	18	100,571	150,857
Manager, Oracle Technology	1.00	136,494	19	109,195	163,794
Manager, Strategic Planning & PMO	1.00	133,000	19	109,195	163,794
Analyst, IT Systems	6.00	524,525	15	78,233	117,350
Database Architect	2.00	266,778	18	100,571	150,857
Enterprise Architect	1.00	106,401	16	85,121	127,682
Oracle Applications DBA	3.00	399,726	17	92,563	138,844
Oracle Developer	3.00	375,424	17	92,563	138,844
Project Manager, IT	2.00	229,094	17	92,563	138,844
Software Engineer	7.00	711,254	15	78,233	117,350
Software Engineer, Senior	3.00	366,949	18	100,571	150,857
Software Engineer, Senior (Dev/Ops)	1.00	128,910	18	100,571	150,857
Technical Writer	1.00	88,019	14	71,823	107,735
Total	33.00	3,775,441			

Enterprise Systems Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			210,000	247,143	120,000
Temporary Help-Gen & Adm			62,900	47,076	50,000
Other Materials- Gen & Adm			5,000	4,882	16,000
Total			\$277,900	\$299,101	\$186,000

Intelligent Transportation Systems Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			2,225,102	2,335,542	2,563,633	2,563,633	2,513,198
Materials & Services			55,500	29,204	31,500	31,500	26,500
Total			\$2,280,602	\$2,364,746	\$2,595,133	\$2,595,133	\$2,539,698

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 ParaTransit 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			1,771,826	1,818,347	2,073,374
Fringe			588,215	559,114	598,806
Capitalized Labor-Fringe			-134,939	-41,919	-158,982
Total			\$2,225,102	\$2,335,542	\$2,513,198

Intelligent Transportation Systems Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Intelligent Transportation Systems	1.00	170,619	21	128,420	192,631
Manager, OCC Systems	1.00	130,000	19	109,195	163,794
Software Engineer, Senior	3.00	381,575	18	100,571	150,857
Systems Engineer	1.00	105,421	16	85,121	127,682
Systems Engineer (ATP)	1.00	118,078	16	85,121	127,682
Systems Engineer (LMR)	2.00	252,331	18	100,571	150,857
Systems Engineer (Safety & Security)	1.00	40,712	13	65,896	98,844
Systems Engineer, Associate	1.00	82,144	13	65,896	98,844
Systems Engineer, Senior (CAD/AVL)	1.00	115,453	18	100,571	150,857
Systems Engineer, Senior (Fare Systems)	2.00	232,399	18	100,571	150,857
Systems Engineer, Senior (Rail)	2.00	230,136	18	100,571	150,857
Systems Engineer, Senior (Safety & Security)	1.00	92,038	16	85,121	127,682
Systems Engineer, Senior (Vehicle Technologies)	1.00	122,468	18	100,571	150,857
Total	18.00	2,073,374			

Intelligent Transportation Systems Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			48,000	21,406	15,000
Other Materials- Gen & Adm			5,000	6,597	11,500
Microcomputer Mtc Mat'l			2,500	1,201	
Total			\$55,500	\$29,204	\$26,500



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PUBLIC AFFAIRS DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	7,878,266	8,326,581	9,928,344	9,601,239	10,142,733	10,142,733	10,005,975
Materials & Services	7,465,608	7,100,782	8,065,994	6,551,102	8,820,700	8,820,700	8,570,300
Total	\$15,343,874	\$15,427,363	\$17,994,338	\$16,152,341	\$18,963,433	\$18,963,433	\$18,576,275

Public Affairs Division

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Public Affairs Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	467,857	475,226	671,689	595,758	815,908	815,908	815,823
Materials & Services	179,240	79,869	356,570	254,437	374,300	374,300	296,500
Total	\$647,097	\$555,095	\$1,028,259	\$850,195	\$1,190,208	\$1,190,208	\$1,112,323

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 Policy & Planning.

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 disadvantaged communities.
- 5) Manage relations with local, regional, state and federal legislative and administrative officials.
- 6) Plan TriMet services and amenities 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	317,890	375,303	552,393	477,159	679,085
Fringe	149,967	99,923	119,296	118,900	136,738
Capitalized Labor-Fringe				-301	
Total	\$467,857	\$475,226	\$671,689	\$595,758	\$815,823

Public Affairs Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Public Affairs	1.00	218,203	24	162,823	244,235
Executive Administrative Assistant	1.00	70,803	11	55,343	83,016
Specialist, Administrative	1.00	56,971	9	46,342	69,512
Total	3.00	345,977			

Public Affairs Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal	3,298	12,162	10,600	2,651	5,000
Professional & Technical-Gen & Adm	104,905	39,281	73,600	21,296	94,400
Temporary Help-Gen & Adm			7,400	1,849	1,500
Other Services- Gen & Adm	6,340	511	18,600	17,013	18,800
Office Supplies	6,465	4,730	7,700	7,936	7,800
Other Materials- Gen & Adm	3,997	699	4,800	1,944	4,800
Unreconciled Mastercard Expense				530	
Telephone	654	418	66,800	70,886	67,500
NU-Dues & Subscriptions	20,431	5,869	29,500	34,691	29,800
NU-Local Travel & Meetings	10,725	3,087	18,170	9,861	18,400
NU-Education & Training - Gen & Adm	1,804	230	38,400	25,909	28,000
NU-Out-Of-Town Travel	20,190	8,017	80,000	58,829	19,500
Employee Recognition	431	4,865	1,000	1,042	1,000
Total	\$179,240	\$79,869	\$356,570	\$254,437	\$296,500

Policy & Planning Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,157,877	1,280,228	1,181,619	1,314,690	1,225,827	1,225,827	1,252,667
Materials & Services	4,260,883	3,927,111	4,299,254	3,223,125	4,151,400	4,151,400	4,287,900
Total	\$5,418,760	\$5,207,339	\$5,480,873	\$4,537,815	\$5,377,227	\$5,377,227	\$5,540,567

Responsibility:

The Policy & Planning Department provides proactive, informative, responsive and effective service planning. This is consistent with the Regional Transportation Plan and TriMet's budget priorities. The department strives for policy development and review, planning and conceptual design of access to transit, especially by pedestrians and bicyclists. The department plans for bus stop locations and amenities, outreach for service and budget priorities and a transit improvement processes. This includes fostering and improving partnerships for transit growth, including the STIF/STF process, grant management and agency-wide grant submissions.

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 bus stop amenities, and the bike and pedestrian network.
- 4) Management of STIF/STF processes and funding.

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 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.
- 5) Receive approval for FY2022-2023 STIF Plan.

Policy & Planning Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	889,540	1,005,986	957,906	986,365	1,041,767
Fringe	316,027	316,418	371,796	366,017	385,700
Capitalized Labor-Fringe	-47,690	-42,176	-148,083	-37,692	-174,800
Total	\$1,157,877	\$1,280,228	\$1,181,619	\$1,314,690	\$1,252,667

Policy & Planning Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Mobility Planning & Policy	1.00	138,765	20	118,457	177,684
Manager, Service Planning and Development	2.00	201,340	16	85,121	127,682
Assistant, Administrative	0.75	29,952	7	38,682	58,024
Coordinator, Operating Projects	1.00	81,943	14	71,823	107,735
Coordinator, Strategic Planning	1.00	85,375	14	71,823	107,735
Planner I	1.00	52,603	9	46,342	69,512
Planner II	3.00	210,010	12	60,415	90,621
Planner III	1.00	81,198	13	65,896	98,844
Planner III, STP	1.00	82,370	13	65,896	98,844
Specialist, Grant Development	1.00	78,210	13	65,896	98,844
Total	12.75	1,041,766			

Policy & Planning Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	677,982	163,721	298,200	88,710	519,700
Metro Unified Work Prog	183,750	242,839	250,100	244,232	250,100
Job Access Program Services				8,734	
Ride Connection Program	2,177,113	1,886,927	1,502,100	952,032	1,002,100
Accessibility Services - State Program (5310)	247,980	139,549	677,654	169,444	1,006,000
Accessibility Services - Federal (Program)	915,156	1,448,390	1,272,900	1,668,909	1,272,900
Other Services- Gen & Adm	10,135	14,097	277,200	69,801	214,800
Other Materials- Gen & Adm	382	4,144	20,100	5,717	20,300
Computer Equip under \$5,000	270	2,385	1,000	1,880	2,000
Telephone	3,478	3,431		878	
NU-Dues & Subscriptions	630	740			
NU-APTA & OTA Dues				11,000	
NU-Local Travel & Meetings	19	37			
NU-Education & Training - Gen & Adm	238	314		114	
NU-Out-Of-Town Travel	43,750	20,537		1,674	
Total	\$4,260,883	\$3,927,111	\$4,299,254	\$3,223,125	\$4,287,900

GIS & Location Based Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	498,620	483,194					
Materials & Services	24,135	72,418					
Total	\$522,755	\$555,612					

GIS & Location Based Services Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	397,779	372,876			
Fringe	142,693	124,205			
Capitalized Labor-Fringe	-41,852	-13,887			
Total	\$498,620	\$483,194			

GIS & Location Based Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Services- Gen & Adm	5,000	63,666			
Other Materials- Gen & Adm	3,337	90			
Telephone	15,798	8,662			
Total	\$24,135	\$72,418			

Transit Equity Inclusion & Community Affairs Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	-3,543		1,411,253	1,272,733	1,238,209	1,238,209	1,249,993
Materials & Services			1,072,900	573,639	2,129,000	2,129,000	1,834,000
Total	-3,543		\$2,484,153	\$1,846,372	\$3,367,209	\$3,367,209	\$3,083,993

Responsibility:

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

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) Support the implementation of TriMet's Language Assistance Plan.
- 7) Support the development and implementation of TriMet's equity plan.
- 8) Support targeted community engagement strategy and share TriMet' story.
- 9) Support and staff Transit Equity Advisory Committee (TEAC) and Safety and Security, Small Business, LAP and the youth 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			1,584,266	1,502,229	1,574,081
Fringe	-3,543		644,150	550,009	554,402
Capitalized Labor-Fringe			-817,163	-779,505	-878,490
Total	-3,543		\$1,411,253	\$1,272,733	\$1,249,993

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	147,164	20	118,457	177,684
Manager, Multicultural Programs	1.00	94,864	14	71,823	107,735
Program Manager, Low Income Fare	1.00	90,320	14	71,823	107,735
Administrator, Title VI and Equity Programs	1.00	94,754	14	71,823	107,735
Assistant, Administrative	1.00	48,353	7	38,682	58,024
Coordinator, Community Affairs	1.00	78,952	13	65,896	98,844
Coordinator, Outreach Programs and Events	2.00	135,144	11	55,343	83,016
Coordinator, Senior, Community Engagement Programs	1.00	77,002	13	65,896	98,844
Representative, Community Affairs	5.00	342,670	12	60,415	90,621
Administrator, DBE & Workforce Equity Program	1.00	82,402	14	71,823	107,735
Specialist, Administrative	1.00	57,824	9	46,342	69,512
Specialist, Community Affairs	1.00	57,582	10	50,671	76,005
Specialist, Senior, Communications	1.00	72,806	12	60,415	90,621
Manager, Senior, Community Affairs & Comm.	1.00	109,245	16	85,121	127,682
Supervisor, Community Affairs	1.00	85,000	14	71,823	107,735
Total	20.00	1,574,082			

Transit Equity Inclusion & Community Affairs Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
First Step Youth			72,500	23,409	73,200
Ride Connection Program			23,800	5,951	
Other Services- Gen & Adm			544,100	330,448	1,679,500
Office Supplies				2,510	
Other Materials- Gen & Adm			65,000	22,394	
Unreconciled Mastercard Expense				56	
Community Outreach			367,500	182,848	81,300
Telephone				310	
NU-Local Travel & Meetings				1,867	
NU-Out-Of-Town Travel				3,846	
Total			\$1,072,900	\$573,639	\$1,834,000

Government Services and Public Affairs Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	302,766	309,471	556,544	557,677	546,310	546,310	546,197
Materials & Services	285,983	325,935	483,300	375,272	458,000	458,000	458,000
Total	\$588,749	\$635,406	\$1,039,844	\$932,949	\$1,004,310	\$1,004,310	\$1,004,197

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:

Research analysis on regional needs. Provide accurate and detailed analysis of TriMet rider preferences to support customer friendly initiatives. Manage TriMet's fare policies to support revenue generation, access, ridership development and equity, including overseeing partner agreements

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 and maximize benefits and potential of Hop Fastpass Introduced Hop Fastpass. Develop higher capacity bus services Division Transit Project (DTP)

Goal #3 Ensure strong support for transit and TriMet and increase funding for regional mobility expansion.

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	224,210	232,841	401,857	413,868	413,628
Fringe	78,556	76,630	154,687	143,809	132,569
Total	\$302,766	\$309,471	\$556,544	\$557,677	\$546,197

Government Services and Public Affairs Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Public Affairs	1.00	142,449	19	109,195	163,794
Manager, Governmental Affairs	1.00	99,365	15	78,233	117,350
Analyst, Senior, Research	1.00	88,651	13	65,896	98,844
Coordinator, Senior Fare Policy Program	1.00	83,163	13	65,896	98,844
Total	4.00	413,628			

Government Services and Public Affairs Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	216,140	233,412	275,500	190,468	278,300
Student Pass/BETC Program			39,800	11,487	10,000
Consumer Research & Eval			102,500	101,159	103,500
Other Services- Gen & Adm	6,343	18,819	6,200	19,297	6,300
Other Materials- Gen & Adm	449	412	1,000	251	1,000
Telephone	796	106		798	
NU-Dues & Subscriptions	2,020	10,411			
NU-APTA & OTA Dues	55,700	55,700	58,300	51,709	58,900
NU-Local Travel & Meetings	1,813	3,094		103	
NU-Education & Training - Gen & Adm	117				
NU-Out-Of-Town Travel	2,605	3,981			
Total	\$285,983	\$325,935	\$483,300	\$375,272	\$458,000

Communications & Marketing Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,676,507	2,682,506	2,898,432	2,780,377	3,025,362	3,025,362	2,878,032
Materials & Services	2,084,298	1,914,170	1,249,370	1,517,424	1,153,000	1,153,000	1,138,900
Total	\$4,760,805	\$4,596,676	\$4,147,802	\$4,297,801	\$4,178,362	\$4,178,362	\$4,016,932

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,935,750	1,998,080	2,303,811	2,213,565	2,170,984
Fringe	744,897	734,274	905,665	823,803	775,858
Capitalized Labor-Fringe	-4,140	-49,848	-311,044	-256,991	-68,810
Total	\$2,676,507	\$2,682,506	\$2,898,432	\$2,780,377	\$2,878,032

Communications & Marketing Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Managing Director, Comms, Mrkting & Custmr Exp	1.00	160,761	21	128,420	192,631
Manager, Creative Services	1.00	108,355	15	78,233	117,350
Manager, Employee Communications	1.00	98,357	15	78,233	117,350
Manager, Marketing & Outreach Services	1.00	96,000	15	78,233	117,350
Manager, Marketing & Rider Communications	1.00	96,348	15	78,233	117,350
Manager, Media Relations & Communications	1.00	111,362	16	85,121	127,682
Coordinator, Outreach Programs and Events	5.00	285,880	11	55,343	83,016
Coordinator, Outreach Services	1.00	77,592	11	55,343	83,016
Coordinator, Senior, Employee Communications	1.00	75,000	12	60,415	90,621
Coordinator, Transportation Options	1.00	76,724	11	55,343	83,016
Coordinator, Video Production	1.00	50,627	8	42,359	63,538
Coordinator, Web & Social Media	1.00	70,713	11	55,343	83,016
Designer, Graphics	3.00	194,403	10	50,671	76,005
Designer, Web/Developer	2.00	139,668	11	55,343	83,016
Production Coordinator, Media Planner/Buyer	1.00	67,132	10	50,671	76,005
Public Information Officer	2.00	161,745	13	65,896	98,844
Representative, Transportation Options	2.00	129,724	10	50,671	76,005
Specialist, Transportation Options	2.00	99,245	9	46,342	69,512
Coordinator, Marketing Communications	1.00	71,349	11	55,343	83,016
Total	29.00	2,170,985			

Communications & Marketing Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Production	285,058	107,771	138,700	173,765	140,100
Professional & Technical-Gen & Adm	153,903	226,988	129,000	192,523	280,300
Temporary Help-Gen & Adm	16,937				
Software Hosting/Subscription Services	44,769	54,937		78,416	
Other Services- Gen & Adm	28,387	35,783	35,600	14,400	36,000
Graphics Material	10,046	5,688	8,200	8,381	8,300
Office Supplies				3,243	
Unreconciled Mastercard Expense				3,725	
Computer Equip under \$5,000	7,559	4,665			5,000
Promotions	408,700	381,846	349,000	284,365	150,500
Publications	334	1,674	1,000	1,065	1,000
Outreach/Promotions	267,928	233,956	86,200	255,900	87,100
Van Pool	14,265	17,273	48,800	13,850	35,200
Sales Programs	33,377	23,378	18,300	32,875	18,500
Telephone	11,362	8,802		5,679	
NU-Dues & Subscriptions	2,403	1,596		80	
Chamber Dues & Fees	5,909	11,548	5,800	8,051	5,900
NU-Local Travel & Meetings	6,096	1,132		119	
NU-Education & Training - Gen & Adm	10,555	8,237		3,146	
NU-Out-Of-Town Travel	32,329	50,267		917	
Media Fees	714,602	716,657	424,770	432,782	227,000
Employee Communications	29,779	21,972	4,000	4,142	4,000
Employee Recognition					140,000
Total	\$2,084,298	\$1,914,170	\$1,249,370	\$1,517,424	\$1,138,900

Customer Information Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,778,182	3,095,956	3,208,807	3,080,004	3,291,117	3,291,117	3,263,263
Materials & Services	631,069	781,279	604,600	607,205	555,000	555,000	555,000
Total	\$3,409,251	\$3,877,235	\$3,813,407	\$3,687,209	\$3,846,117	\$3,846,117	\$3,818,263

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.
- 5) Provide accessible information regarding service improvements and fare program.

Customer Information Services Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,917,679	2,136,720	2,183,558	2,151,439	2,271,893
Fringe	864,206	960,790	1,025,249	932,572	1,020,060
Capitalized Labor-Fringe	-3,703	-1,554		-4,007	-28,690
Total	\$2,778,182	\$3,095,956	\$3,208,807	\$3,080,004	\$3,263,263

Customer Information Services Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Customer Information	1.00	83,257	13	65,896	98,844
Manager, Customer Service	1.00	79,500	13	65,896	98,844
Manager, Senior, Customer Information	1.00	90,230	16	85,121	127,682
Analyst, Business Customer Experience	1.00	60,395	11	55,343	83,016
Coordinator, On-Street Customer Service	1.00	62,504	10	50,671	76,005
Coordinator, Service Information	2.00	104,292	9	46,342	69,512
Representative, Field Outreach & Comm. Rels.	8.25	273,519	0715	33,280	41,600
Supervisor, Customer Service Center	2.00	162,677	0710	60,258	80,350
Customer Experience Agent	11.00	525,096	0714	38,355	50,752
Customer Service Representative	5.00	344,344	0731	51,563	68,744
Specialist, Information Development	5.00	391,636	0732	58,427	77,896
Senior Administrative Assistant	1.00	50,037	9	46,342	69,512
Total	39.25	2,227,487			

Customer Information Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Production		7,278			
Professional & Technical-Gen & Adm	1,796	106	7,200	5,814	7,300
Student Pass/BETC Program	2,703	3,275			
Consumer Research & Eval	110,804	125,696			
Other Services- Gen & Adm	287	1,456	2,500	2,016	2,500
Uniforms - Veh Ops	1,351				
Uniforms- Rev Veh Op			2,500	3,401	2,500
Graphics Material	466	133			
Schedule & service information	190,445	190,771	188,000	208,718	189,900
Office Supplies	2,559	5,322		874	
Other Materials- Gen & Adm	2,793	3,458	2,500	5,198	2,500
Unreconciled Mastercard Expense	76				
Postage - Gen & Admin	54				
Promotions		9,983			
Schedule Books & Map	9,071	8,938	10,800	2,700	10,900
Outreach/Promotions	5,000				
On Street Customer Service	24,661	12,085	23,500	40,224	23,700
Van Pool		1,151			
Customer Info Material	30,809	6,573	11,300	10,284	11,400
Sales Programs	193				
Customer information & signage	177,703	226,506	214,500	249,153	216,600
Call Center Operations	15,646	108,851	85,000	49,064	85,900
Customer Information Materials			55,000	13,901	
Telephone	53,371	64,825		8,648	
NU-Dues & Subscriptions		95		2,800	
NU-Education & Training - Gen & Adm	1,281	2,223			
Customer Service Training		2,554	1,800	4,410	1,800
Total	\$631,069	\$781,279	\$604,600	\$607,205	\$555,000

FINANCE & ADMINISTRATIVE SERVICES DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	10,545,049	11,507,543	16,573,041	15,633,588	17,880,579	17,880,579	17,800,254
Materials & Services	8,579,333	8,831,595	9,101,918	9,839,855	11,385,300	11,385,300	11,227,800
Total	\$19,124,382	\$20,339,138	\$25,674,959	\$25,473,443	\$29,265,879	\$29,265,879	\$29,028,054

Finance & Administrative Services Division

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Finance & Administrative Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	360,708	409,053	649,619	541,370	817,674	817,674	806,954
Materials & Services	148,685	685,372	483,633	399,330	377,100	377,100	276,500
Total	\$509,393	\$1,094,425	\$1,133,252	\$940,700	\$1,194,774	\$1,194,774	\$1,083,454

Responsibility:

The Finance & Administrative Services 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 Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	277,372	306,273	540,665	408,450	680,898
Fringe	83,336	102,780	108,954	132,920	126,056
Total	\$360,708	\$409,053	\$649,619	\$541,370	\$806,954

Finance & Administration Services Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Exec Director, Finance & Administrative Services	1.00	241,421	26	189,916	284,874
Executive Administrative Assistant	1.00	72,010	11	55,343	83,016
Receptionist	1.00	40,893	4	29,328	43,992
Total	3.00	354,324			

Finance & Administrative Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal		5,108	25,000	7,720	125,000
Professional & Technical-Gen & Adm		9,269	244,000	221,117	21,400
Recruitment Expense		135	1,000	260	1,000
Temporary Help-Gen & Adm	43,834	2,574			
Equipment Repair & Mtc - Gen & Adm		884			
Other Services- Gen & Adm	8,137	8,097	15,300	16,631	18,500
Office Supplies	667	915	17,000	7,334	14,200
Equip/Furn < \$5,000-Gen & Adm	716	139,369		25,198	12,000
Other Materials- Gen & Adm			2,500	1,250	2,500
Unreconciled Mastercard Expense		-44		63	
Telephone	590	138	7,100	9,237	7,200
NU-Dues & Subscriptions	1,900	577	18,100	15,054	16,000
NU-Local Travel & Meetings		31	2,100	565	
NU-Education & Training - Gen & Adm	874	4,994	48,133	18,422	38,000
NU-Out-Of-Town Travel	90,510	48,261	100,400	52,455	10,700
Employee Recognition	1,457	4,595	3,000	3,214	10,000
Office Leases		460,469		20,810	
Total	\$148,685	\$685,372	\$483,633	\$399,330	\$276,500

Financial Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,210,725	2,344,103	2,526,711	2,474,796	2,629,395	2,629,395	2,629,662
Materials & Services	475,449	446,818	500,000	390,039	595,000	595,000	592,400
Total	\$2,686,174	\$2,790,921	\$3,026,711	\$2,864,835	\$3,224,395	\$3,224,395	\$3,222,062

Responsibility:

The Financial Services Department is responsible for accounting and reporting on the day-to-day financial activities of TriMet. The department includes the major functions of accounts payable, receivable, financial accounting & payroll.

Goals & Objectives:

- 1) In connection with the annual external financial audit, lead and direct financial audit, single audit, statewide transportation improvement fund (STIF) procedures and debt compliance.
- 2) Maintain annual and monthly financial reporting.
- 3) Prepare accounting reports for all grants, including STIF.
- 4) Accounting, reporting and compliance with long-term debt.
- 5) Develop and evaluate self-insurance reserves in conjunction with Risk Management and Legal departments.
- 6) Accounting, reporting and inventories over capital assets.
- 7) Manage cash and investments as well as cash flow analysis.
- 8) Manage accounts receivable and revenue accounting.
- 9) Ensure timely processing and payment for accounts payable disbursements.
- 10) Accounting and reporting for pension plans and Other Post-Employment Benefits.
- 11) Accounting and reporting for employer payroll tax and self-employment tax revenues.
- 12) Compliance with federal and state payroll tax reporting.
- 13) Compliance with annual wage reporting (W2).
- 14) Process bi-weekly in-house payroll.
- 15) Support annual budget process for long-term debt, Workers Compensation, PIPD and leasee.

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) Governmental Accounting Standards Board (GASB) pronouncements implemented timely and effectively.
- 2) No material audit findings noted by external auditors for financial statements.
- 3) Monthly financial reports prepared timely.
- 4) Principal and interest on long-term debt and lease-leaseback paid timely.
- 5) Cash and investment management controls in place and operating effectively.
- 6) Timely vendor payments/processing of accounts payable transactions.
- 7) Accurate and timely accounting and reporting of payroll tax revenues and related tax revenues.
- 8) Accurate and timely accounting and financial reporting over federal, state and local grants awards.
- 9) Bi-weekly in house payroll processed accurately and timely.
Collaborate with IT and other departments to implement technology to ensure financial business processes are effective and efficient.

Financial Services Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,583,681	1,704,066	1,828,064	1,808,346	1,906,501
Fringe	628,336	640,587	698,647	666,450	723,161
Capitalized Labor-Fringe	-1,292	-550			
Total	\$2,210,725	\$2,344,103	\$2,526,711	\$2,474,796	\$2,629,662

Financial Services-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Financial Services	1.00	159,634	21	128,420	192,631
Manager, Accounting	1.00	116,808	16	85,121	127,682
Manager, Payroll	1.00	101,021	15	78,233	117,350
Accountant, Financial	1.00	56,219	11	55,343	83,016
Accountant, Senior (Long-Term Liabilities)	1.00	83,947	13	65,896	98,844
Accountant, Senior (Treasury & Cash Management)	1.00	87,345	13	65,896	98,844
Assistant, Finance	1.00	48,797	7	38,682	58,024
Business Analyst, Senior (Financial Systems)	1.00	129,297	16	85,121	127,682
Business Analyst (Financial Systems)	1.00	44,374	14	71,823	107,735
Financial Analyst III, Senior (Grants)	1.00	88,342	13	65,896	98,844
Revenue Accountant, Senior	1.00	80,317	12	60,415	90,621
Revenue Accountant	1.00	62,515	10	50,671	76,005
Specialist, Accounts Receivable	1.00	54,080	9	46,342	69,512
Finance Clerk	6.00	392,606	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	117,250	0336	63,253	84,344
Total	23.50	1,853,473			

Financial Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal		593	8,000	3,322	8,000
Audits		236,654	315,000	261,114	315,000
Professional & Technical-Gen & Adm	11,390	15,870	30,000	26,214	28,000
Banking Charges	43,079	65,459	85,000	56,854	175,000
Temporary Help-Gen & Adm	40,346	77,875	11,000	10,093	17,400
Software Hosting/Subscription Services	957		14,000	3,499	14,000
Other Services- Gen & Adm	35,708	15,187	26,000	7,968	24,000
Office Supplies	13,603	8,032		4,582	
Equip/Furn < \$5,000-Gen & Adm	27,332	6,115	6,000	1,989	6,000
Other Materials- Gen & Adm	7,830	7,044	4,000	12,389	4,000
Telephone	1,153	1,113			
NU-Dues & Subscriptions	4,690	6,321		1,288	
NU-Local Travel & Meetings	1,250	95			
NU-Education & Training - Gen & Adm	4,896	7,670		168	
Fines and Penalties - Payroll	283,215	-1,800	1,000	559	1,000
Employee Recognition		590			
Total	\$475,449	\$446,818	\$500,000	\$390,039	\$592,400

Budget & Grants Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	781,427	924,148	1,065,437	1,037,497	1,112,855	1,112,855	1,117,014
Materials & Services	50,840	260,009	159,400	118,635	161,100	161,100	159,500
Total	\$832,267	\$1,184,157	\$1,224,837	\$1,156,132	\$1,273,955	\$1,273,955	\$1,276,514

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 #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

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) 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 assets.
- 4) Respond to requests for information/analysis from colleagues with 24 hours with an estimate of when the analysis can be completed.
- 5) Prepare Capital Improvement Program by early-January each year to align with the budget process.
- 6) Accurately and on timely manner prepared and delivered monthly performance report statistics and dashboard to the Board.
- 7) Monthly and Annual NTD reports prepared and submitted on schedule to meet FTA requirements.

Budget & Grants Administration Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	569,040	697,438	777,363	785,526	831,101
Fringe	214,764	226,710	288,074	251,971	285,913
Capitalized Labor-Fringe	-2,377				
Total	\$781,427	\$924,148	\$1,065,437	\$1,037,497	\$1,117,014

Budget & Grants Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Budget & Grants	1.00	178,000	21	128,420	192,631
Manager, Financial Analysis and Forecasting	1.00	107,313	17	92,563	138,844
Administrator, Grants	1.00	92,483	16	85,121	127,682
Analyst, Financial	1.00	67,594	11	55,343	83,016
Analyst, Financial, Senior (Budget & Forecasting)	1.00	101,338	15	78,233	117,350
Fin Analyst III, Senior (Budget & Forecasting)	1.00	94,071	14	71,823	107,735
Financial Analyst IV, Senior (IT Specialist)	1.00	100,303	14	71,823	107,735
Analyst, Senior, Grants Compliance	1.00	90,000	14	71,823	107,735
Total	8.00	831,102			

Budget & Grants Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	8,830	204,912	85,600	49,079	84,900
Economic Forecasts	31,320	32,544	32,600	39,233	32,000
Ridership Counts/Surveys			25,000	12,451	25,000
Other Services- Gen & Adm	3,301	10,512	15,000	4,063	15,000
Office Supplies	2,460	1,683		9,750	
Other Materials- Gen & Adm		1,886	1,200	2,050	2,600
Telephone	347	318			
NU-Dues & Subscriptions	1,404	1,630		1,421	
NU-Local Travel & Meetings	16	43		39	
NU-Education & Training - Gen & Adm	3,162	6,481		549	
Total	\$50,840	\$260,009	\$159,400	\$118,635	\$159,500

Risk Management Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	585,535	687,101	718,271	716,753	727,007	727,007	726,808
Materials & Services	3,007,566	3,019,032	3,263,800	3,270,065	3,616,700	3,616,700	3,616,100
Total	\$3,593,101	\$3,706,133	\$3,982,071	\$3,986,818	\$4,343,707	\$4,343,707	\$4,342,908

Responsibility:

The Risk Management Department is responsible for managing Self-Insured Workers Comp, Light Duty Program and Risk Management.

Goals & Objectives:

- 1) Self-Insured Workers Comp. 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

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, should be equal to or less than the number of liability claims closed each month.
- 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.

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 Service

Objective #14 Increase Personal Safety

Risk Management Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	442,033	506,267	521,991	529,789	537,951
Fringe	143,502	180,834	196,280	186,964	188,857
Total	\$585,535	\$687,101	\$718,271	\$716,753	\$726,808

Risk Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Risk Management	1.00	135,000	19	109,195	163,794
Assistant, Administrative	1.00	50,669	7	38,682	58,024
Assistant, Claims	1.00	44,595	8	42,359	63,538
Claims Adjuster	2.00	158,641	11	55,343	83,016
Coordinator, Claims	1.00	88,456	12	60,415	90,621
Technician, Claims	1.00	60,590	9	46,342	69,512
Total	7.00	537,951			

Risk Management Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Claims Services	2,895	1,497	2,600	2,547	2,000
Temporary Help-Gen & Adm	5,420				
Other Services- Gen & Adm	26,575	-2,948	8,000	3,135	8,100
Office Supplies	10,181	8,601		5,768	
Other Materials- Gen & Adm	7,316	28	1,000	251	1,000
Telephone	517	371			
Phys Damage Ins - B,G &Eq	418,979	905,563	950,000	991,582	1,050,000
Railroad Protective Ins	555,067	165,248	200,000	147,978	215,000
Cyber Security Insurance	54,045	234,825	27,700	505,983	30,000
PMLR Insurance Costs	1,650,191	229,972	324,500	200,540	360,000
WES Insurance Costs		1,047,648	1,450,000	956,630	1,600,000
Public Entity Liability Insurance	275,394	423,490	300,000	455,601	350,000
NU-Dues & Subscriptions	260	485		50	
NU-Local Travel & Meetings	106				
NU-Education & Training - Gen & Adm	620	4,252			
Total	\$3,007,566	\$3,019,032	\$3,263,800	\$3,270,065	\$3,616,100

Procurement & Supply Chain Management Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	1,437,978	1,476,719	5,208,430	4,899,692	5,851,011	5,851,011	5,861,113
Materials & Services	283,632	208,529	229,385	180,369	400,300	400,300	398,000
Total	\$1,721,610	\$1,685,248	\$5,437,815	\$5,080,061	\$6,251,311	\$6,251,311	\$6,259,113

Responsibility:

The Procurement & 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.
- 8) Pursue warranty recollection for vehicle, infrastructure, facility and parts to ensure responsible parties are held accountable.

Business Plan:

Internal Business Practices Category

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 and Thrive.

- Objective #30 Ensure open and honest communication between management and front-line employees.
- Objective 35 Foster employee innovation, including process improvements.

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. utilizing factors such as quality, price, availability, lead-time (impact on inventory value), operating costs and disposal.
- 5) Implement Material Requirements Planning (MRP) process for rail reliability program to improve parts forecasting. Participate in Stores Continuous Improvement process with a goal of just-in-time arrival of needed repair parts and 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,007,330	1,096,312	3,616,333	3,457,032	4,180,459
Fringe	430,648	380,407	1,664,878	1,465,676	1,680,654
Capitalized Labor-Fringe			-72,781	-23,016	
Total	\$1,437,978	\$1,476,719	\$5,208,430	\$4,899,692	\$5,861,113

Procurement & Supply Chain Management-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Procurement and Supply Chain Management	1.00	128,000	19	109,195	163,794
Manager, Contracts	1.00	91,201	16	85,121	127,682
Manager, Purchasing	1.00	98,457	16	85,121	127,682
Manager, Stores & Warranty Programs	1.00	107,456	16	85,121	127,682
Administrator II, Contracts	3.00	204,908	11	55,343	83,016
Administrator III, Contracts	4.00	330,001	13	65,896	98,844
Coordinator, Warranty Programs	1.00	62,688	11	55,343	83,016
Assistant Storekeeper	5.00	387,359	0371	72,946	72,946
Assistant Storekeeper Inventory Control	1.00	74,714	0371	72,946	72,946
Buyer	2.00	154,981	0432	57,450	76,606
Partsman	19.00	1,249,827	0376	64,834	69,472
Senior Buyer	4.00	333,050	0373	80,246	80,246
Senior Partsman	4.00	299,219	0372	69,472	69,472
Senior Storekeeper	1.00	76,606	0368	76,606	76,606
Administrator, Senior Contracts/Equity	1.00	80,000	13	65,896	98,844
Analyst, Supply Chain	1.00	60,415	12	60,415	90,621
Assistant, Senior Administrative	1.00	48,922	9	46,342	69,512
Supervisor, Supply Chain	4.00	309,979	12	60,415	90,621
Total	55.00	4,097,783			

Procurement & Supply Chain Management Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Photocopier Maintenance	28,569	17,602	15,000	12,526	15,200
Laundry			4,030	1,007	6,500
Other Services- Gen & Adm	19,517	9,938	20,000	10,516	20,200
Procurement Advertising	153,995	70,000	75,000	18,750	74,800
Office Supplies	61,495	91,637	69,000	61,673	68,400
Freight			35,000	37,504	35,400
Equip/Furn < \$5,000-Rev Eq Maint			1,000	11,430	16,000
Other Materials- Gen & Adm	3,313	7,205	3,500	3,595	69,500
Other Materials- Rev Eq Maint			5,000	3,426	5,100
Unreconciled Mastercard Expense				1,655	
Default Expense		-617		1,157	
Facility Moving Expenses					85,000
Safety Supplies- Gen & Adm			1,400	374	1,400
Telephone	533	1,486			
NU-Dues & Subscriptions	11,829	6,179		5,752	
NU-Local Travel & Meetings	501	105		52	
NU-Education & Training - Gen & Adm	3,880	4,994		8,501	
NU-Out-Of-Town Travel				1,748	
CDL Renewals			455	114	500
Rental				589	
Total	\$283,632	\$208,529	\$229,385	\$180,369	\$398,000

Fare Revenue & Administrative Services Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	5,168,676	5,666,419	6,404,573	5,963,480	6,742,637	6,742,637	6,658,703
Materials & Services	4,613,161	4,211,835	4,465,700	5,481,417	6,235,100	6,235,100	6,185,300
Total	\$9,781,837	\$9,878,254	\$10,870,273	\$11,444,897	\$12,977,737	\$12,977,737	\$12,844,003

Responsibility:

The Fare Revenue & Administrative Services Department consists of fare revenue collection, processing, cash controls, sales and distribution of TriMet fares and agency-wide Business Process Improvement. Fare Revenue & Administrative Services manages the operations and maintenance of Hop Fastpass, Ticket Vending Machines (TVM) and platform communications. It's 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 Tickets App, Pass By Mail, Legacy, Field Trips, Online Sales, and Bike Locker rentals.
- 9) Manage the ordering of all fare revenue ticket/pass stock.
- 10) Oversee TriMet's payment card processing.
- 11) Maintain TriMet's TVMs, including ticket stock replacement, preventative maintenance, warranty and critical component inventories.
- 12) Manage inventory of agency business processes and lead Lean Six Sigma projects to identify and create efficiencies.

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?

People's Innovation

Goal #3 Foster Service Excellence and Innovation

Objective #35 Foster Employee Innovation, including process improvements

Customer

Goal #1 Satisfied Riders

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

Objective #3: Improve overall customer experience

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	3,622,463	4,062,928	4,620,581	4,417,336	4,747,926
Fringe	1,567,470	1,677,700	1,941,116	1,819,293	1,910,777
Capitalized Labor-Fringe	-21,257	-74,209	-157,124	-273,149	
Total	\$5,168,676	\$5,666,419	\$6,404,573	\$5,963,480	\$6,658,703

Fare Revenue & Administrative Services-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Fare Revenue & Administrative Services	1.00	125,000	19	109,195	163,794
Manager, Fare Revenue	1.00	90,594	15	78,233	117,350
Manager, Fare Revenue Systems	1.00	107,939	16	85,121	127,682
Accountant, Cash Control	1.00	66,414	10	50,671	76,005
Business Analyst, Fare Revenue	1.00	83,901	12	60,415	90,621
Document Svcs Operator/Mail Svcs Clerk	1.00	35,901	4	29,328	43,992
Senior Analyst, Business Process	1.00	103,283	16	85,121	127,682
Supervisor, Document Services	1.00	55,744	9	46,342	69,512
Mail Services Clerk	1.00	58,656	0356	42,973	57,304
Analyst, Senior, Fare Systems	3.00	273,748	14	71,823	107,735
Supervisor TTO	1.00	80,350	0716	60,258	80,350
Assistant Supervisor TTO	1.00	76,420	0736	55,827	74,443
Fare Revenue Specialist	9.00	614,644	0733	51,022	68,037
Moneyroom Supervisor	1.20	99,699	0330	63,253	84,344
Moneyroom Clerk	3.80	314,792	0331	61,360	81,806
Manager, Fare & Communication Equipment	1.00	95,000	16	85,121	127,682
Supervisor, Electronic Maintenance & Repair	1.00	92,505	13	65,896	98,844
Supervisor, Engineering Training	1.00	80,000	13	65,896	98,844
Supervisor, FEM Communications	1.00	87,385	13	65,896	98,844
Assistant Supervisor Field Technician	2.00	183,830	0590	87,547	87,547
Field Technician	18.00	1,419,737	0591	76,128	76,128
Field Technician Apprentice	5.00	386,139	0592	46,259	64,834
Total	57.00	4,531,681			

Fare Revenue & Administrative Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Audits	50,000	40,600	50,000	50,902	
Banking Charges	1,026,631	1,240,549	1,394,350	1,555,356	2,472,000
Money Transport	29,234	20,906	27,500	26,241	27,800
Ticket Vend & Servicing	133,497	129,760	135,000	120,318	126,600
Equipment Repair & Mtc - Gen & Adm	23,907	6,106	9,000	2,250	9,100
Photo Copier Maint-Doc Svcs			28,000	25,856	28,300
Cont ROW Mtc Comm	21,039		18,000	4,563	
Contracted Mtc-Fare Eq	53,511	142,667		345	2,000
Office Maint Custodial	70,812	32,528	285,000	85,769	63,700
Laundry	1,212	1,239	1,400	1,071	1,400
Other Services- Gen & Adm	47,629	6,306	58,000	211,998	159,600
Other Services-Transp Adm	150	667	3,000	3,206	4,000
Retail Network Commissions	1,697,299	1,335,451	447,100	686,763	602,200
Uniforms - Veh Ops	3,836	1,910	2,900	724	2,900
Tickets, Passes & Fare Media Cards	907,144	811,922	1,319,700	2,146,790	2,030,200
Office Supplies	28,529	17,772	14,000	24,994	27,100
Freight	489	1,987	2,000	502	2,000
Equip/Furn < \$5,000-Gen & Adm	4,013	2,355	4,000	3,866	6,000
Mobile Ticketing Equipment < \$5000	5,164	1,988			
Small Hand Tools-Fac/Eq Maint	7,967	8,946	8,000	3,495	8,000
Other Materials- Gen & Adm	58,240	42,826	49,100	40,980	49,600
Other Materials- Fac/Eq Maint	-341	10,775	9,000	6,285	11,600
Unreconciled Mastercard Expense	3,417	44	3,000	5,750	7,500
Postage - Gen & Admin	22,221	33,043	149,150	128,697	138,800
Default Expense		5,345			
Computer Equip under \$5,000				7,915	2,500
Doc Svcs Supplies			15,000	3,750	15,100
Safety Supplies - Fac/Eq Maint	9,716	9,784	7,000	8,155	8,000
Obsolete Inventory		13,015			
Maint Matl Fare Equip	243,366	188,805	325,500	239,953	332,400

Fare Revenue & Administrative Services Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Maint Materials Comm/Video	115,637	46,449	62,000	41,331	3,700
Telephone	36,405	47,426	15,000	29,945	15,100
NU-Dues & Subscriptions	3,925	2,025	2,000	499	2,000
NU-Local Travel & Meetings	41	61			
NU-Education & Training - Gen & Adm	8,471	7,214	14,000	9,845	16,600
CDL Renewals		139	1,000	251	1,000
Employee Recognition		217			
Rental		1,008	7,000	3,052	8,500
Total	\$4,613,161	\$4,211,835	\$4,465,700	\$5,481,417	\$6,185,300

LABOR RELATIONS & HUMAN RESOURCES DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,955,485	3,828,693	3,919,296	3,603,875	4,079,919	4,079,919	4,002,148
Materials & Services	1,326,674	1,303,465	1,755,440	1,225,875	2,207,600	2,207,600	2,184,500
Total	\$4,282,159	\$5,132,158	\$5,674,736	\$4,829,750	\$6,287,519	\$6,287,519	\$6,186,648

Labor Relations & Human Resources Division

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Human Resources Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	544,173	804,214	476,697	350,271	518,515	518,515	518,460
Materials & Services	159,030	211,173	589,300	310,575	630,800	630,800	607,700
Total	\$703,203	\$1,015,387	\$1,065,997	\$660,846	\$1,149,315	\$1,149,315	\$1,126,160

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 #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 #29 Invest Wisely in People

Goal #2: Foster Service Excellence and Innovation

Objective #35 Foster employee innovation

Financial Category

Goal #1 Fiscally Sound and Compliant

Objective #36 Manage Financial Performance with Strategic Financial Plan 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	424,273	360,674	381,835	293,110	407,439
Fringe	119,900	443,540	94,862	57,161	111,021
Total	\$544,173	\$804,214	\$476,697	\$350,271	\$518,460

Human Resources Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Labor Relations & Human Res.	1.00	206,100	25	175,847	263,771
Executive Administrative Assistant	1.00	72,821	11	55,343	83,016
Total	2.00	278,921			

Human Resources Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal	175,069	120,320	146,500	82,504	117,700
Professional & Technical-Gen & Adm	3,490	8,376			
Recruitment Expense	147	189		78	
Other Services- Gen & Adm	4,600	8,723	2,000	14,365	2,000
Office Supplies	3,218	5,694	5,700	6,600	5,000
Other Materials- Gen & Adm	271	4,437	2,100	20,891	10,000
Unreconciled Mastercard Expense				21,672	
Postage - Gen & Admin			1,000	251	1,000
Telephone	3,794	3,188	6,700	4,580	6,000
NU-Dues & Subscriptions	936	877	3,500	4,093	3,000
NU-Local Travel & Meetings	246	1,505	1,300	718	1,000
NU-Education & Training - Gen & Adm	1,619	2,352	35,500	12,696	30,000
NU-Out-Of-Town Travel	2,411		13,000	3,251	1,000
Union Contractual Services	-37,071	54,413	345,000	131,028	430,000
Employee Recognition	300	1,099		824	1,000
Employee Awards			12,000	3,000	
Awards & Banquets			15,000	4,024	
Total	\$159,030	\$211,173	\$589,300	\$310,575	\$607,700

Benefits & HRIS Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	837,198	1,133,999	841,248	834,164	831,109	831,109	830,888
Materials & Services	555,720	499,453	607,640	510,460	847,600	847,600	847,600
Total	\$1,392,918	\$1,633,452	\$1,448,888	\$1,344,624	\$1,678,709	\$1,678,709	\$1,678,488

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	600,027	815,424	604,381	631,119	629,803
Fringe	237,171	318,575	236,867	203,045	201,085
Total	\$837,198	\$1,133,999	\$841,248	\$834,164	\$830,888

Benefits & HRIS Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Benefits & HRIS	1.00	119,928	17	92,563	138,844
Administrator, Benefits	2.00	151,563	12	60,415	90,621
Administrator, Pension and Retirement	1.00	74,076	12	60,415	90,621
Analyst Senior HRIS	1.00	110,049	16	85,121	127,682
Specialist, Benefits	2.80	174,188	9	46,342	69,512
Total	7.80	629,804			

Benefits & HRIS Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	23,921	11,647	11,900	6,167	12,000
Union Long Term Disab. Program	-16		6,000	1,500	7,000
Health Benefit Consultant	134,340	77,413	282,240	94,560	253,100
BenefitHelp Solutions FSA 3rd Party Administrator	36,205	43,675	30,000	29,982	30,000
FMLA/OFLA 3rd Party Administrator	148,130	150,790	180,000	255,237	300,000
Temporary Help-Gen & Adm		6,590			
Compensation Survey Services	46,837	23,310			
Other Services- Gen & Adm	28,606	16,625	10,400	2,599	162,500
Office Supplies	136	1,399		1,155	
Other Materials- Gen & Adm	37,002	29,740	34,000	27,792	35,000
Postage - Gen & Admin	9,136	15,939	36,600	20,656	30,000
Computer Equip under \$5,000	340				
Telephone	405	371			
NU-Dues & Subscriptions	415	1,229			
NU-Local Travel & Meetings	74	321			
NU-Education & Training - Gen & Adm	4,145	22,616		1,295	
NU-Out-Of-Town Travel	651	1,631			
Employee Relations	73,040	85,013	16,500	69,517	18,000
Employee Awards	12,353	11,144			
Total	\$555,720	\$499,453	\$607,640	\$510,460	\$847,600

Talent Management Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	761,437	1,003,237	1,157,580	1,213,467	1,493,633	1,493,633	1,428,205
Materials & Services	573,731	540,300	514,400	345,520	660,800	660,800	660,800
Total	\$1,335,168	\$1,543,537	\$1,671,980	\$1,558,987	\$2,154,433	\$2,154,433	\$2,089,005

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

Objective #32 Achieve agency Affirmative Action goals

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	520,766	727,169	828,187	851,574	1,049,393
Fringe	240,671	276,068	329,393	361,893	378,812
Total	\$761,437	\$1,003,237	\$1,157,580	\$1,213,467	\$1,428,205

Talent Management Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Talent Management	1.00	143,058	19	109,195	163,794
Program Manager, Training & Development	1.00	98,089	14	71,823	107,735
Supervisor, Recruiting	1.00	81,233	13	65,896	98,844
Assistant, Administrative	1.00	39,250	7	38,682	58,024
Coordinator, Training and Development	1.00	68,500	11	55,343	83,016
HR Business Partner	1.00	109,318	17	92,563	138,844
HR Generalist	3.00	227,845	12	60,415	90,621
Management Recruiter	1.00	71,000	12	60,415	90,621
Recruiter, Operations-Maintenance	2.00	103,371	11	55,343	83,016
Recruiter, Operations-Transportation	1.00	56,000	11	55,343	83,016
Specialist, Recruiting	1.00	51,730	8	42,359	63,538
Total	14.00	1,049,394			

Talent Management Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	117,689	40,632	49,500	12,947	39,600
Recruitment Expense	152,323	95,089	109,300	66,891	218,600
Other Services- Gen & Adm	65,589	79,515	26,000	25,304	40,000
Office Supplies	80				
Other Materials- Gen & Adm		4,318		955	5,000
Unreconciled Mastercard Expense	5,035			12,991	
Telephone	253	318			
NU-Dues & Subscriptions	483	499			
NU-Education & Training - Gen & Adm	2,609	10,595		1,757	
Education Reimbursement	70,363	87,503	81,800	71,062	107,600
Agency Training	156,602	214,326	247,800	153,298	250,000
NU-Out-Of-Town Travel	2,705	7,474		276	
Employee Recognition		31		39	
Total	\$573,731	\$540,300	\$514,400	\$345,520	\$660,800

Labor Relations Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	812,677	887,243	1,052,817	816,782	843,706	843,706	830,443
Materials & Services	38,193	52,539	9,500	3,905	10,000	10,000	10,000
Total	\$850,870	\$939,782	\$1,062,317	\$820,687	\$853,706	\$853,706	\$840,443

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 #17 Ensure cost-effective service

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

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	537,992	665,327	776,787	613,397	634,254
Fringe	274,685	221,916	276,030	203,385	196,189
Total	\$812,677	\$887,243	\$1,052,817	\$816,782	\$830,443

Labor Relations Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Labor & Employee Relations	1.00	150,100	20	118,457	177,684
Analyst, Labor	1.00	83,153	12	60,415	90,621
HR Generalist	1.00	75,518	12	60,415	90,621
Representative, Senior, Labor Relations	1.00	88,540	15	78,233	117,350
Deputy General Counsel (Emp Law & Labor Relations)	1.00	131,000	19	109,195	163,794
Program Manager, Labor Relations	1.00	105,944	17	92,563	138,844
Total	6.00	634,255			

Labor Relations Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Other Services- Gen & Adm	26,873	38,620	9,500	2,386	10,000
Office Supplies	342	317		35	
Other Materials- Gen & Adm	304	4,244			
Unreconciled Mastercard Expense	3,709				
Computer Equip under \$5,000	170				
Telephone	1,425	2,748		1,484	
NU-Dues & Subscriptions	752	824			
NU-Local Travel & Meetings	412	80			
NU-Education & Training - Gen & Adm	1,742	3,168			
NU-Out-Of-Town Travel	2,464	2,538			
Total	\$38,193	\$52,539	\$9,500	\$3,905	\$10,000

Compensation Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			390,954	389,191	392,956	392,956	394,152
Materials & Services			34,600	55,415	58,400	58,400	58,400
Total			\$425,554	\$444,606	\$451,356	\$451,356	\$452,552

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

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			284,750	283,954	296,147
Fringe			106,204	105,237	98,005
Total			\$390,954	\$389,191	\$394,152

Compensation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Compensation	1.00	130,124	17	92,563	138,844
Analyst, Compensation	1.00	71,000	13	65,896	98,844
Analyst, Sr. Compensation	1.00	95,023	15	78,233	117,350
Total	3.00	296,147			

Compensation Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			6,000	7,030	6,100
Temporary Help-Gen & Adm			1,000	251	
Compensation Survey Services			25,700	47,614	50,400
Other Materials- Gen & Adm			1,900	520	1,900
Total			\$34,600	\$55,415	\$58,400



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LEGAL SERVICES DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,001,974	2,024,646	2,440,454	2,487,230	2,657,508	2,657,508	2,663,458
Materials & Services	227,383	251,684	2,577,970	2,170,756	3,619,600	3,619,600	3,586,000
Total	\$2,229,357	\$2,276,330	\$5,018,424	\$4,657,986	\$6,277,108	\$6,277,108	\$6,249,458

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Legal Services Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,001,974	2,024,646	1,208,409	1,119,754	1,305,908	1,305,908	1,309,207
Materials & Services	227,383	251,684	262,800	242,785	249,900	249,900	219,600
Total	\$2,229,357	\$2,276,330	\$1,471,209	\$1,362,539	\$1,555,808	\$1,555,808	\$1,528,807

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, 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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	1,571,643	1,620,447	936,649	892,614	1,089,338
Fringe	507,545	574,595	271,760	265,440	320,965
Capitalized Labor-Fringe	-77,214	-170,396		-38,300	-101,096
Total	\$2,001,974	\$2,024,646	\$1,208,409	\$1,119,754	\$1,309,207

Legal Services Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Exec Dir, Legal Services (General Counsel)	1.00	234,399	26	189,916	284,874
Manager, Records Governance	1.00	95,242	14	71,823	107,735
Analyst, Records	1.00	74,000	11	55,343	83,016
Analyst, Records Governance Liaison	1.00	74,000	11	55,343	83,016
Assistant, Legal	1.00	68,997	11	55,343	83,016
Business Analyst, ECM Systems	1.00	97,791	15	78,233	117,350
Deputy General Counsel, Senior (Governance)	1.00	164,322	20	118,457	177,684
Deputy General Counsel (Worker's Compensation)	1.00	104,909	18	100,571	150,857
Paralegal I	1.00	69,202	9	46,342	69,512
Total	9.00	982,862			

Legal Services Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal	101,323	120,557	74,800	87,116	65,000
Professional & Technical-Gen & Adm	13,769	7,504	3,000	5,462	3,200
Temporary Help-Gen & Adm		719			
Other Services- Gen & Adm	4,021	13,480	20,000	13,811	10,000
Office Supplies	1,134	3,414	3,000	3,268	3,000
Other Materials- Gen & Adm	4,360	5,036	15,000	9,005	20,200
Telephone	792	1,055		1,025	
NU-Dues & Subscriptions	73,953	66,736	85,000	85,931	85,900
NU-Local Travel & Meetings	1,978	764	2,000	1,382	2,000
NU-Education & Training - Gen & Adm	13,618	10,846	30,000	17,327	30,300
NU-Out-Of-Town Travel	12,269	21,123	30,000	18,342	
Employee Recognition	166	450		116	
Total	\$227,383	\$251,684	\$262,800	\$242,785	\$219,600

Litigation Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			922,851	910,859	942,485	942,485	945,350
Materials & Services			20,000	14,668	20,000	20,000	20,000
Total			\$942,851	\$925,527	\$962,485	\$962,485	\$965,350

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 #1 Fiscally Sound and Compliant

Internal Business Practices

Goal #1 Deliver Safe, Efficient and Equitable Service

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 and administrative proceedings.

Litigation Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			680,655	706,793	706,409
Fringe			242,196	204,066	238,941
Total			\$922,851	\$910,859	\$945,350

Litigation Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Legal Services	1.00	161,404	22	139,093	208,641
Deputy General Counsel	1.00	103,173	18	100,571	150,857
Deputy General Counsel, Senior	2.00	271,958	20	118,457	177,684
Paralegal Investigator	1.00	82,098	13	65,896	98,844
Specialist, Litigation	1.00	87,776	13	65,896	98,844
Total	6.00	706,409			

Litigation Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal			20,000	14,543	20,000
Other Services- Gen & Adm				125	
Total			\$20,000	\$14,668	\$20,000

Real Estate & Transit Oriented Development Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			309,194	456,617	409,115	409,115	408,901
Materials & Services			2,295,170	1,913,303	3,349,700	3,349,700	3,346,400
Total			\$2,604,364	\$2,369,920	\$3,758,815	\$3,758,815	\$3,755,301

Responsibility:

The Real Estate & Transit Oriented Development Department provides professional, competent, highly responsive and cost-effective legal assistance to the TriMet Board, Executive Team, and staff regarding TriMet's real estate and development needs. 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

Objective #27 Innovatively increase financial resources

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 Stakeholders and Employees

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

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 development projects, including management of TriMet's real estate needs.

Real Estate & Transit Oriented Development Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			676,990	606,040	906,939
Fringe			226,366	194,820	309,662
Capitalized Labor-Fringe			-594,162	-344,243	-807,700
Total			\$309,194	\$456,617	\$408,901

Real Estate & Transit Oriented Development Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Manager, Real Estate	1.00	111,234	16	85,121	127,682
Deputy General Counsel	1.00	125,714	18	100,571	150,857
Program Manager, Transit-Oriented Development	1.00	130,000	18	100,571	150,857
Right-of-Way Surveyor	1.00	89,779	14	71,823	107,735
Specialist, Property Acquisition & Relocation	2.00	173,306	13	65,896	98,844
Agency Architect - Transit Oriented Development	1.00	122,526	16	85,121	127,682
Director, Real Estate & Transit Oriented Devel	1.00	154,380	21	128,420	192,631
Total	8.00	906,939			

Real Estate & Transit Oriented Development Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Legal			100,000	49,030	10,700
Professional & Technical-Gen & Adm					235,800
Other Services- Gen & Adm					100,000
Other Materials- Gen & Adm				28	15,000
Property Taxes			54,400	28,116	51,600
Lease Agreements				131,185	
Office Leases			2,140,770	1,704,944	2,933,300
Total			\$2,295,170	\$1,913,303	\$3,346,400



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ENGINEERING & CONSTRUCTION DIVISION

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,427,266	2,153,349	3,372,395	2,452,953	3,513,848	3,513,848	3,489,270
Materials & Services	2,187,846	2,231,221	662,000	594,010	650,100	650,100	590,800
Total	\$4,615,112	\$4,384,570	\$4,034,395	\$3,046,963	\$4,163,948	\$4,163,948	\$4,080,070

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Project Development & Permitting	EC-14

Engineering & Construction Administration Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	329,766	347,595	1,016,430	798,856	1,133,499	1,133,499	1,131,796
Materials & Services	253,394	202,117	447,000	454,977	450,700	450,700	397,500
Total	\$583,160	\$549,712	\$1,463,430	\$1,253,833	\$1,584,199	\$1,584,199	\$1,529,296

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:

Customers Goal Category

Goal #1 Satisfied Community Stakeholders and Employers

Objective #1 Ease congestion by providing attractive travel options during peak periods

Internal Business Practices Category

Goal #1 Design and Deliver Successful Projects

Objective #1 Develop higher capacity bus service

Objective #2 Meet milestones for successful development of SW Corridor

Goal #2 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

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 construction activities for the Division Transit Project to ensure compliance with the FTA's single Year Grant Agreement.
- 5) Track Federal Transit Administration (FTA) project development activities for the SW Corridor and Redline Extension & Reliability Improvements Projects.
- 6) Support development of capital budget for design and construction projects.

Engineering & Construction Administration Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	240,318	257,578	1,609,084	1,344,395	1,791,046
Fringe	89,448	90,017	505,643	410,372	498,242
Capitalized Labor-Fringe			-1,098,297	-955,911	-1,157,492
Total	\$329,766	\$347,595	\$1,016,430	\$798,856	\$1,131,796

Engineering & Construction Administration Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Executive Director, Engineering & Construction	1.00	192,969	24	162,823	244,235
Director, Program Management	1.00	139,002	20	118,457	177,684
Manager, Cost Estimating	1.00	115,704	17	92,563	138,844
Manager, Quality Assurance	1.00	118,536	17	92,563	138,844
Program Manager, FTA & Eng & Const Programs	1.00	108,006	15	78,233	117,350
Administrator, Public Arts	1.00	95,472	14	71,823	107,735
Analyst, Senior, Cost Control	1.00	92,076	14	71,823	107,735
Coordinator, Quality Assurance	1.00	102,583	15	78,233	117,350
Cost Estimator	1.00	77,989	12	60,415	90,621
Cost Estimator II	1.00	84,369	14	71,823	107,735
Executive Administrative Assistant	1.00	74,217	11	55,343	83,016
Program Scheduler, Senior	1.00	122,495	17	92,563	138,844
Coordinator, Compliance	1.00	63,416	11	55,343	83,016
Total	13.00	1,386,834			

Engineering & Construction Administration Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Rail Volution Conference	15,000	16,045			
Professional & Technical-Gen & Adm			70,000	91,542	90,000
Contracted Conservation - ROW Art			100,000	99,457	100,000
Printing/Bindery Services	12,110	11,323	16,000	17,362	18,000
Other Services- Gen & Adm	773	1,524	10,000	11,261	10,000
Office Supplies	30,980	29,366	32,000	33,465	42,000
Other Materials- Gen & Adm	7,925	53		676	
Unreconciled Mastercard Expense	10			5,915	
Telephone	1,572	445	28,200	34,048	35,000
NU-Dues & Subscriptions	43,054	42,378	32,300	41,426	32,000
NU-Local Travel & Meetings	4,628	1,458	29,700	33,343	32,000
NU-Education & Training - Gen & Adm	45,147	38,626	48,300	25,798	34,000
NU-Out-Of-Town Travel	91,857	60,120	78,000	59,559	2,000
Employee Recognition	338	779	2,500	1,125	2,500
Total	\$253,394	\$202,117	\$447,000	\$454,977	\$397,500

Design & Construction Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services	2,097,500	1,805,754	1,537,923	869,086	1,798,827	1,798,827	1,776,873
Materials & Services	1,934,452	2,029,104	32,500	24,744	38,000	38,000	38,000
Total	\$4,031,952	\$3,834,858	\$1,570,423	\$893,830	\$1,836,827	\$1,836,827	\$1,814,873

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 Provide reliable performance

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	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor	7,526,758	8,153,778	4,428,764	4,037,766	4,664,485
Fringe	2,887,139	2,787,314	1,692,929	1,341,328	1,667,804
Capitalized Labor-Fringe	-8,316,397	-9,135,338	-4,583,770	-4,510,008	-4,555,416
Total	\$2,097,500	\$1,805,754	\$1,537,923	\$869,086	\$1,776,873

Design & Construction Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Managing Director, Design & Construction	1.00	187,748	21	128,420	192,631
Director, Building Projects	1.00	139,766	19	109,195	163,794
Director, Civil Construction	1.00	122,707	19	109,195	163,794
Director, Station Projects	1.00	128,425	19	109,195	163,794
Manager, CADD	1.00	90,693	14	71,823	107,735
Manager, Eng & Const Vehicle Engineering	1.00	133,307	19	109,195	163,794
Manager, Eng & Const Vehicles	1.00	96,759	17	92,563	138,844
Manager, Engineering and Construction	5.00	520,300	17	92,563	138,844
Assistant, Administrative	1.00	48,671	7	38,682	58,024
Engineer Structural - Agency	1.00	130,998	18	100,571	150,857
Manager, Eng & Const Rail Systems	1.00	136,671	19	109,195	163,794
Project Coordinator, Eng & Const	2.00	122,500	11	55,343	83,016
Project Manager, Assistant, Eng & Const	6.00	432,783	14	71,823	107,735
Project Manager, Assistant, Eng & Const Systems	1.00	90,304	14	71,823	107,735
Project Manager, Assistant, Eng & Const Vehicles	4.00	354,377	14	71,823	107,735
Project Manager, Eng & Const	11.00	1,044,654	15	78,233	117,350
Project Manager, Eng & Const Systems	3.00	319,136	16	85,121	127,682
Project Manager, Senior, Eng & Const	1.00	115,232	17	92,563	138,844
Project Manager, Senior, Eng & Const Vehicles	1.00	110,718	17	92,563	138,844
Project Mgr, Assistant, Eng & Const Rail Signals	1.00	89,045	14	71,823	107,735
Specialist, Administrative	3.00	179,190	9	46,342	69,512
Technician, CAD	1.00	70,502	11	55,343	83,016
Total	49.00	4,664,486			

Design & Construction Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm	160,015	103,149	30,000	15,335	30,300
Willamette Shore Line	30,000	65,130			
Contracted Conservation - ROW Art	92,513	72,021			
Shelter Services	90,110	135,962			
Printing/Bindery Services	1,200	5,320			
Other Services- Gen & Adm	10,632	11,803			
Office Supplies	22,220	12,387		8,075	
Equip/Furn < \$5,000-Gen & Adm	6,973				
Shelter Materials	58,231	90,917			
Bus Stop Poles/Signage		5,326			
Other Materials- Gen & Adm	16,529	5,869		150	5,200
Unreconciled Mastercard Expense		6			
Computer Equip under \$5,000	340	1,898			
Telephone	34,237	34,030			
Property Taxes	43,942	38,162			
NU-Dues & Subscriptions	220	210			
NU-Local Travel & Meetings	35,786	36,012			
NU-Education & Training - Gen & Adm	80	9			
Fines & Penalties	4,897				
Bid Advertising	1,697	814	2,500	1,184	2,500
Special Event Expenses	15,174	17,191			
Lease Agreements	32,400	9,220			
Office Leases	1,277,256	1,383,668			
Total	\$1,934,452	\$2,029,104	\$32,500	\$24,744	\$38,000

Major Projects Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			595,654	373,205	382,549	382,549	381,776
Materials & Services			67,500	53,016	45,500	45,500	39,400
Total			\$663,154	\$426,221	\$428,049	\$428,049	\$421,176

Responsibility:

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

Goals & Objectives:

- 1) Perform scoping, direct preliminary and final design of capital projects performed by staff and consultants, manage construction and safety certifications.
- 2) Advance construction activities for the Division Transit Project to maintain scope, schedule, and budget.
- 3) Achieve project readiness for MAX Redline Extension and Reliability Improvements Project (Red Line Project) and apply for a federally funded Small Starts Grant Agreement.
- 4) Complete the environmental phase of the WS Corridor Project; with published Final Environmental Impact Statement (FEIS) and Record of Decision (ROD). Complete Project Development (30%) design. Complete and submit required elements to the Federal Transit Administration (FTA) to request entry into the Project Engineering phase.

Business Plan:

Customers Goal Category

Goal #1 Satisfied Community Stakeholders and Employers

Objective #1 Ease congestion by providing attractive travel options during peak periods

Objective #2 Increase funding for regional mobility expansion

Internal Business Practices Category

Goal #1 Design and Deliver Successful Projects

Objective #1 Develop higher capacity bus services

Objective #2 Meet milestones for successful development of SW Corridor Project

Performance Measures:

- 1) Advance DTP construction and milestones to deliver Project by Fall 2022 in support of agency goals for high capacity bus service.
- 2) Complete the Red Line Project design and receive Small Starts Grant Agreement (SSGA) to allow construction to begin in Spring 2021.
- 3) Complete the FEIS for Southwest Corridor Project in Summer 2020 submit application for Project Engineering in Fall 2020.

Major Projects Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			1,961,313	1,670,008	2,377,004
Fringe			720,444	526,085	789,766
Capitalized Labor-Fringe			-2,086,103	-1,822,888	-2,784,994
Total			\$595,654	\$373,205	\$381,776

Major Projects Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Southwest Corridor	1.00	167,641	21	128,420	192,631
Manager, Design-Southwest Corridor	1.00	121,080	19	109,195	163,794
Manager, Division Transit Project	1.00	108,593	17	92,563	138,844
Manager, Programs - Southwest Corridor	1.00	118,493	19	109,195	163,794
Assistant, Administrative	1.00	46,509	7	38,682	58,024
Project Manager, Assistant, Eng & Const	3.00	266,007	14	71,823	107,735
Project Manager, Assistant, SW Corridor	1.00	88,283	14	71,823	107,735
Project Manager, Eng & Const	10.00	953,413	15	78,233	117,350
Project Manager, Senior, Design	1.00	115,704	17	92,563	138,844
Project Manager, Senior, Eng & Const	3.00	330,142	17	92,563	138,844
Senior Administrative Assistant	1.00	61,140	9	46,342	69,512
Total	24.00	2,377,005			

Major Projects Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Professional & Technical-Gen & Adm			10,000	5,501	10,100
Other Materials- Gen & Adm			22,500	8,853	
Special Event Expenses			35,000	38,662	29,300
Total			\$67,500	\$53,016	\$39,400

Project Development & Permitting Department

Summary	FY2018	FY2019	FY2020		FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Personnel Services			222,388	411,806	198,973	198,973	198,825
Materials & Services			115,000	61,273	115,900	115,900	115,900
Total			\$337,388	\$473,079	\$314,873	\$314,873	\$314,725

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, developing strategies and forwarding Small and New Starts projects, in addition to coordinating and developing local partnerships and strategies to help buses move more quickly through the system.

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 Satisfied Community Stakeholders and Employees

Objective #1 Help shape the future of cities and our region in line with Metro 2040 growth concept

Goal #2 Deliver Safe, Efficient, and Equitable Service

Objective #2 Develop partnerships to support faster and more reliable bus service
Objective #3 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 and preparing the Southwest Corridor Project for entry into Engineering.
- 3) Secure local land use approvals and permits in a timely manner through coordination with local jurisdictions.
- 4) Narrow the list of and ready projects for inclusion into the 2020 regional funding measure.

Project Development & Permitting Department-Personnel Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Labor			720,894	739,281	745,772
Fringe			247,620	206,411	224,032
Capitalized Labor-Fringe			-746,126	-533,886	-770,979
Total			\$222,388	\$411,806	\$198,825

Project Development and Permitting Department-Personnel Profile

Position Title	Total FTE	Base Salary Expense	Grade	Min	Max
Director, Project Development & Permitting	1.00	165,013	21	128,420	192,631
Manager, Capital Planning	1.00	104,315	16	85,121	127,682
Coordinator, Environmental Permits	1.00	91,351	14	71,823	107,735
Project Manager, Eng & Const	4.00	385,093	15	78,233	117,350
Total	7.00	745,772			

Project Development & Permitting Department-Materials & Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
Rail Volution Conference			15,000	18,750	15,000
Professional & Technical-Gen & Adm			70,000	34,978	70,900
Willamette Shore Line			30,000	7,500	30,000
Other Services- Gen & Adm				45	
Total			\$115,000	\$61,273	\$115,900



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CIP Resources

	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
State, Local Government & Private Contributions	2,840,261	3,036,417	26,573,543	15,303,714	38,486,295	38,486,295	37,008,008
Federal Transit Administration Grants, Programmed	8,743,341	37,040,636	21,829,785	21,159,223	46,584,252	46,584,252	64,371,461
Revenue Bond Proceeds	47,657,538	128,208,072	220,818,550	139,010,867	216,903,580	216,903,580	230,652,360
Operating Resources Dedicated for Capital*	69,924,062	16,363,644	31,221,056	28,385,967	27,730,052	27,730,052	45,760,060
Total CIP Resources	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889

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

CIP Requirements

Operating	FY2018	FY2019	FY2020	FY2020	FY2021		
	Actual	Actual	Budget	Estimate	Proposed	Approved	Adopted
Chief Operating Officer Division			1,139,749	528,746	4,026,150	4,026,150	4,356,737
Transportation Division	3,879,949	2,794,646	4,093,227	4,445,966	4,138,111	4,138,111	190,000
Safety & Security Division	13,583,028	4,617,611	9,839,601	7,389,822	5,507,745	5,507,745	10,165,271
Maintenance Division	58,618,398	85,577,597	143,296,964	112,129,038	132,257,412	132,257,412	151,096,829
Information Technology Division	8,770,527	6,252,473	2,687,776	1,746,524	7,783,749	7,783,749	9,016,211
Public Affairs Division	1,934,320	591,559	5,583,669	987,294	4,697,749	4,697,749	8,406,895
Finance & Administrative Services Division	2,492,734	2,395,210	11,414,650	1,960,909	11,242,192	11,242,192	19,208,862
Labor Relations & Human Resources Division	47,500						
Legal Services Division	233,205	629,815	1,898,267	581,605	824,086	824,086	824,086
Engineering & Construction Division	39,605,541	81,789,858	120,489,031	74,089,867	159,226,985	159,226,985	174,526,998
Total CIP Requirements	\$129,165,202	\$184,648,769	\$300,442,934	\$203,859,771	\$329,704,179	\$329,704,179	\$377,791,889

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2021	Comments
Chief Operating Officer Division							
PRJ_1139 Operator Training Equipment				29,500		29,500	
PRJ_1500 Enterprise Asset Management System					4,327,237	4,327,237	2018 & 2019 Bonds
Total Chief Operating Officer Division				\$29,500	\$4,327,237	\$4,356,737	
Transportation Division							
PRJ_7585 WES Vehicle & Shop Equipment Replacement			190,000			190,000	
Total Transportation Division			\$190,000			\$190,000	
Safety & Security Division							
PRJ_1112 Security Fencing			200,000			200,000	
PRJ_1124 Operator Safety & Rider Awareness	151,052		57,763			208,815	Fed Sec 5312
PRJ_1130 Vehicle Borne CCTV Systems			655,640	137,445		793,085	
PRJ_1151 Security Funds for Transit Enhancement	626,000	200,700				826,700	STIF Funds
PRJ_1154 Access Control Equipment & Mapping			79,000			79,000	
PRJ_2504 Safety & Security Facility Relocation					3,392,415	3,392,415	STIF Funds
PRJ_2507 Bus Operator Protective Barriers					2,534,983	2,534,983	2019 Bonds
PRJ_5606 Rail Pedestrian Safety Enhancements	825,506		1,104,267	200,500		2,130,273	Fed Sec 5312
Total Safety & Security Division	\$1,602,558	\$200,700	\$2,096,670	\$337,945	\$5,927,398	\$10,165,271	

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2021	Comments
Maintenance Division							
PRJ_3687 LRV Fleet Replacement/Expansion					27,158,589	27,158,589	2018 & 2019 Bonds
PRJ_4001 Non-Revenue Vehicle Replacement			25,000		250,000	275,000	2019 Bonds
PRJ_4006 Bus Shop Equipment - Center			295,079	615,000		910,079	
PRJ_4058 Diesel Bus Purchases & Rebuilds	8,483,194				15,826,462	24,309,656	Fed Sec 5339a/2018-19 Bonds/Fed STBG
PRJ_4059 Bus Refurbishments - Diesel to Diesel					6,232,500	6,232,500	2019 Bonds
PRJ_4060 Bus Refurbishments - Diesel to Electric					6,422,363	6,422,363	2019 Bonds
PRJ_4076 Powell Maintenance Facility					39,631,617	39,631,617	GARVEE 2018 & 2019 Bonds
PRJ_4604 HVAC Systems			231,500			231,500	
PRJ_4652 Building Area/Components Replacement			240,000			240,000	
PRJ_4653 Electrical Equipment & Systems Replacement			192,500			192,500	
PRJ_4654 Lifting Equipment & Systems Replacement			137,500			137,500	
PRJ_4655 Other Building Systems & Equipment			162,500			162,500	
PRJ_4657 Bldg. Area & Components - Layover			75,000			75,000	
PRJ_4658 Safety-Hazmat Systems			15,000			15,000	
PRJ_4659 Site-Property Systems			264,746			264,746	
PRJ_4662 Elevator End of Life Replacement/Refurbishment				844,332		844,332	
PRJ_4676 Cleveland Crew Room Renovation					2,068,873	2,068,873	2019 Bonds
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA)			60,000			60,000	
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]				926,364		926,364	
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement					498,772	498,772	2018 Bonds
PRJ_5508 Bus Stop Development	1,700,000	1,416,671	184,000			3,300,671	STIF Funds
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell	6,609,440	3,969,487				10,578,927	STIF Funds
PRJ_5626 Electric Bus Purchases & Rebuilds	4,789,585	23,019			441,504	5,254,108	Fed Sec 5339c/2019 Bonds/STIF Funds
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo			230,000			230,000	
PRJ_6402 Signal System Relay to PLC			25,000	81,600		106,600	
PRJ_6403 Track Rehab Program			2,300,000	70,000		2,370,000	
PRJ_6404 Arc Flash Implementation Program			352,000			352,000	
PRJ_7503 Light Rail Shop Equipment Repl.			265,593		5,773,990	6,039,583	2019 Bonds
PRJ_7535 Light Rail Electrification & Signaling Systems			1,755,000			1,755,000	
PRJ_7559 Light Rail Track and Structures			1,137,000			1,137,000	
PRJ_7587 Rail MOW Equipment Acquisition				295,094		295,094	
PRJ_7592 Ruby Junction Expansion					9,020,955	9,020,955	2019 Bonds
Total Maintenance Division	\$21,582,219	\$5,409,177	\$7,947,418	\$2,832,390	\$113,325,625	\$151,096,829	

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2021	Comments
Information Technology Division							
PRJ_1022 Lift Data Com Upgrade 3G to 4G				52,918		52,918	
PRJ_1042 Mobile Router Replacement					1,346,667	1,346,667	2019 Bonds
PRJ_1054 Bus Dispatch Replacement				259,611		259,611	
PRJ_1070 Servers Replacement			660,000			660,000	
PRJ_1091 Desktop Computing Replacement			528,582			528,582	
PRJ_1095 Data Communications System Replacement			1,115,500			1,115,500	
PRJ_1131 Communication Environment Replacement - capital			265,000			265,000	
PRJ_1152 Radio & Microwave Communication Systems					653,704	653,704	2019 Bonds
PRJ_1174 NextGen Transit Signal Priority	1,339,509	64,244			2,080,568	3,484,321	STIF Funds
PRJ_1177 DTP Fiber Betterment	45,220		604,688			649,908	Local
Total Information Technology Division	\$1,384,729	\$64,244	\$3,173,770	\$312,529	\$4,080,939	\$9,016,211	
Public Affairs Division							
PRJ_2045 MAX Station Optimization				458,117		458,117	
PRJ_2048 Garage, Layover, and TC Expansion	1,381,300	2,612,459				3,993,759	STIF Funds
PRJ_5621 Barber-99W Corridor Safety & Access to Transit				514,268		514,268	
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			95,000	59,784		154,784	
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	90,708	1,546,133	10,382	111,436		1,758,659	Fed STBG/Local
PRJ_6021 Transit Tracker Project	1,163,000	364,308				1,527,308	STIF Funds
Total Public Affairs Division	\$2,635,008	\$4,522,900	\$105,382	\$1,143,605		\$8,406,895	
Finance & Administrative Services Division							
PRJ_1166 TVM Refurbishment or Replacement					6,205,725	6,205,725	2019 Bonds
PRJ_1175 Fixed Route Bus Farebox Replacement			3,034,792			3,034,792	
PRJ_1176 Hop Fastpass 2.0			765,701	177,598		943,299	
PRJ_7544 eFare					7,143,846	7,143,846	2018 Bonds
PRJ_4705 TriMet Ticket Office Upgrades					1,881,200	1,881,200	2019 Bonds
Total Finance & Administrative Services Division			\$3,800,493	\$177,598	\$15,230,771	\$19,208,862	
Legal Services Division							
PRJ_1147 Information Governance Initiative				824,086		824,086	
Total Legal Services Division				\$824,086		\$824,086	

Project	External Contribution	External Carryover	TriMet Contribution	TriMet Carryover	Revenue Bonds	Total FY2021	Comments
Engineering & Construction Division							
PRJ_1146 Division Transit Project	44,037,910				20,101,071	64,138,981	Fed Sec 5309/Local/GARVEE Bonds
PRJ_3651 Portland-Milwaukie Light Rail Project	5,435,353	3,297,641				8,732,994	Fed Sec 5309 New Starts
PRJ_3673 162nd Ave Pedestrian Access Improvements	577,180					577,180	Fed Sec 5307/Local
PRJ_4638 Red Line Extension and Reliability Improvements	4,000,000		3,822,660		5,596,505	13,419,165	2019 Bonds/Fed STBG
PRJ_4639 Steel Bridge Transit Improvements			17,550,321	365,000		17,915,321	
PRJ_5025 Rail Reliability			1,050,693			1,050,693	
PRJ_5624 Southwest Corridor					36,400,000	36,400,000	GARVEE & 2019 Bonds
PRJ_7201 Third Party Recovery	125,000					125,000	Local
PRJ_7215 Enhanced Transit Concepts - Other Projects	5,303,000	1,201,850				6,504,850	STIF Funds
PRJ_7218 Enhanced Transit Concepts					1,252,470	1,252,470	GARVEE Bonds
PRJ_7591 Columbia Bus Base					24,410,344	24,410,344	2018 & 2019 Bonds
Total Engineering & Construction Division	\$59,478,443	\$4,499,491	\$22,423,674	\$365,000	\$87,760,390	\$174,526,998	
Total Capital Improvement Program (CIP) Requirements	\$86,682,957	\$14,696,512	\$39,737,407	\$6,022,653	\$230,652,360	\$377,791,889	

CIP - Chief Operating Officer

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1139 Operator Training Equipment			639,749	452,833	29,500
PRJ_1500 Enterprise Asset Management System			500,000	75,913	4,327,237
Total Chief Operating Officer			\$1,139,749	\$528,746	\$4,356,737

CIP - Transportation

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_4049 ATP Fleet Expansion / Replacement	1,000,355	2,425,331	3,808,829	4,026,478	
PRJ_4095 LIFT Shop Equipment Replacement		29,675	4,500		
PRJ_4671 WES ROW Maintenance Project (Track)	2,358,292				
PRJ_4689 LIFT Automated Customer Information	207,533	3,186	279,898	296,696	
PRJ_4707 WES Facility Stormwater Quality Compliance	1,438				
PRJ_6206 Back-up OCC		157,964		2,034	
PRJ_7585 WES Vehicle & Shop Equipment Replacement	312,332	178,490		120,758	190,000
Total Transportation	\$3,879,949	\$2,794,646	\$4,093,227	\$4,445,966	\$190,000

CIP - Safety & Security

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1112 Security Fencing					200,000
PRJ_1124 Operator Safety & Rider Awareness					208,815
PRJ_1129 Network CCTV Systems	693,544	1,096,838		947,640	
PRJ_1130 Vehicle Borne CCTV Systems	1,478,493	1,742,487	419,074	856,629	793,085
PRJ_1136 E-Citation	79,722	182,155	95,015	95,015	
PRJ_1139 Operator Training Equipment	114,424	16,599			
PRJ_1149 MAX Intrusion Dectection System	21,990	1,977			
PRJ_1150 Mobile Command Center-Elmonica		113,239			
PRJ_1151 Security Funds for Transit Enhancement			200,700		826,700
PRJ_1154 Access Control Equipment & Mapping					79,000
PRJ_2504 Safety & Security Facility Relocation	9,145,363	498,941	7,128,562	3,736,147	3,392,415
PRJ_2505 Roadway Workers Protection Plan - Technology	7,594	17,761			
PRJ_2506 Transit Police South Precinct Expansion	95,985	8,978			
PRJ_2507 Bus Operator Protective Barriers		409,066	527,165	493,551	2,534,983
PRJ_4557 Environmental Capital Maintenance	6,898				
PRJ_5606 Rail Pedestrian Safety Enhancements	1,886,190	463,336	1,256,710	883,372	2,130,273
PRJ_7563 Positive Train Control			212,375	373,980	
PRJ_7589 Vehicle Intrusions	52,825	66,234		3,488	
Total Safety & Security	\$13,583,028	\$4,617,611	\$9,839,601	\$7,389,822	\$10,165,271

CIP - Maintenance

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_3687 LRV Fleet Replacement/Expansion		302,872	18,706,273	15,460,696	27,158,589
PRJ_4001 Non-Revenue Vehicle Replacement	1,363,479	713,731	655,000	1,573,789	275,000
PRJ_4006 Bus Shop Equipment - Center	672,531	510,260	829,029	214,029	910,079
PRJ_4058 Diesel Bus Purchases & Rebuilds	28,261,343	33,888,782	41,382,594	38,162,870	24,309,656
PRJ_4059 Bus Refurbishments - Diesel to Diesel					6,232,500
PRJ_4060 Bus Refurbishments - Diesel to Electric					6,422,363
PRJ_4071 Hybrid Fixed Route Bus	134,700	137,096			
PRJ_4076 Powell Maintenance Facility	5,383,037	31,060,979	40,811,769	35,813,804	39,631,617
PRJ_4518 Workstations		51,675			
PRJ_4547 Hoist Equipment Rebuild/Refurbish	1,362,379	5,106	500,000	632,488	
PRJ_4581 Operator Layover Facilities		107,430			
PRJ_4604 HVAC Systems	-22,864	82,205		52,357	231,500
PRJ_4605 Merlo Maint - Operations Projects	407,965				
PRJ_4623 Light Rail Stations P&R TC (Park & Ride)		270			
PRJ_4651 Washington park - Station Finishes & Landscaping	1,129,023	7,306			
PRJ_4652 Building Area/Components Replacement	72,936	286,709		60,177	240,000
PRJ_4653 Electrical Equipment & Systems Replacement	87,036	255,360		34,674	192,500
PRJ_4654 Lifting Equipment & Systems Replacement	59,788	20,232		27,765	137,500
PRJ_4655 Other Building Systems & Equipment	97,899	591,872	222,383	23,588	162,500
PRJ_4657 Bldg. Area & Components - Layover		125,667		3,300	75,000
PRJ_4658 Safety-Hazmat Systems		40,069			15,000
PRJ_4659 Site-Property Systems	375,561	379,059		142,811	264,746
PRJ_4662 Elevator End of Life Replacement/Refurbishment	1,718,942	4,070,085	5,233,212	4,388,880	844,332
PRJ_4663 Facility System Remodel	25,116	2,543		44	
PRJ_4664 Jackson Terminus Landscape Rehab	5,054				
PRJ_4667 Mt Scott Antenna Backup Power Supply & Building Rehab	-1,989				
PRJ_4668 Nela Tenant Improvements	475				
PRJ_4669 MAX System Improvement Project	10,615				
PRJ_4670 Steel Bridge Electrical Rehabilitation (UPRR Project)	51,081				
PRJ_4671 WES ROW Maintenance Project (Track)		20,726			
PRJ_4672 Hollywood Transit Center Paving & Stormwater	9,018				
PRJ_4674 Center St Bike Shelter Replacement	562				
PRJ_4676 Cleveland Crew Room Renovation	1,025,046	2,082,762	4,538,123	4,549,371	2,068,873
PRJ_4677 Center Admin Cooling Tower/Reserve Replacement	320,769	7,585			

CIP - Maintenance

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_4678 Center Admin Money Room & Spotter Shack	34,847				
PRJ_4680 Gateway ATC Vehicle Access Gate Replacement	2,853				
PRJ_4682 Powell LIFT Relocation	7,424,144	1,059,250			
PRJ_4684 Blue & Red Line Stations Tactile Pavers Replacement (ADA)	262,209	1,167,665		119	60,000
PRJ_4685 Bus Maintenance Window System Replacements	1,240,728				
PRJ_4686 MAX Platform RP Valve Retrofits	1,606	17,956		26	
PRJ_4687 Platform Non-Skid Vault Lids Replacement	38,060	2,538			
PRJ_4688 Storeroom Master Plan, Renovation and Equipment	108,090	61,261			
PRJ_4690 Nela HVAC Control Replacement	59,688				
PRJ_4691 Bus Maintenance Bath/Lunch Rooms Refurbishments	28,820	80,593			
PRJ_4694 RJ Exterior Lighting Improvement	11,799	37,787	166,222	6,783	
PRJ_4695 Powell TEI Trailer Replacement	54,956				
PRJ_4696 Elmonica Maint. - Restroom	21,784	26,279			
PRJ_4697 HVAC Elmonica East Shop Air	149,723				
PRJ_4698 HVAC Elmonica Shop Welding Area	112,759	2,203			
PRJ_4699 Building Exterior Painting	584,751	15,289			
PRJ_4700 Building Interior Painting	27,894	58,249			
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	241,590			
PRJ_4705 TriMet Ticket Office Upgrades	6,339				
PRJ_4706 Water Intrusion Analysis	15,572	128,755		114,087	
PRJ_4708 Bus Hoist Units Replacement [Merlo 29, 30]		93,268	1,300,914	304,084	926,364
PRJ_4709 Center Vacuum Replacement		10,098			
PRJ_4710 Center & Merlo Bus Garage Steam Bay Lift Replacement			500,274	1,502	498,772
PRJ_4801 Merlo Yard Lighting Replacement		26,436			
PRJ_4802 Nela LIFT Parking Lot Lighting		133,495		101	
PRJ_4803 West Portal Lighting		51,485		26	
PRJ_4804 Vintage Trolley Barn Lot Security & Lighting		21,500			
PRJ_4805 Facilities System Masterplan		19,963	112,121	423,721	
PRJ_5507 MOW Central Shop - Trolley Barn	16,792				
PRJ_5508 Bus Stop Development			1,884,334	467,663	3,300,671
PRJ_5614 End-Of-Route Permanent Operator Restrooms	115,394	139,563	19,378	19,448	
PRJ_5615 Electric Vehicle Charging Infrastructure-Powell		206,856	5,700,112	1,730,625	10,578,927
PRJ_5626 Electric Bus Purchases & Rebuilds		737,537	5,978,363	1,042,140	5,254,108

CIP - Maintenance

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_5628 Electric Vehicle Charging Infrastructure-Merlo		512,842		438,077	230,000
PRJ_5629 Electric Vehicle Charging Infrastructure-Sunset		625,000			
PRJ_5630 Electric Vehicle Charging Infrastructure-Other		297,553		-1,150	
PRJ_6205 LRV Overhaul - Travel Only				41,220	
PRJ_6402 Signal System Relay to PLC		55,681	156,600	22,267	106,600
PRJ_6403 Track Rehab Program		2,854,433	2,596,771	2,276,771	2,370,000
PRJ_6404 Arc Flash Implementation Program		43,218	100,000	103,094	352,000
PRJ_6405 185th/Willow Creek P&R Repair		7,779	22,665	1,125	
PRJ_6406 Platform Water Svc Restoration - Parkrose & 102nd		82,912	17,371	15,531	
PRJ_7503 Light Rail Shop Equipment Repl.	2,078,759	72,822	2,902,457	65,767	6,039,583
PRJ_7504 Rail Maintenance Equipment	212,708	435,813		191,211	
PRJ_7535 Light Rail Electrification & Signaling Systems	327,003	267,958	1,365,242	546,315	1,755,000
PRJ_7559 Light Rail Track and Structures	2,663,770	471,576	1,575,075	1,291,164	1,137,000
PRJ_7561 MOW Equipment Replacement	13,427	20,344	20,000	30,319	
PRJ_7587 Rail MOW Equipment Acquisition			328,760	62,562	295,094
PRJ_7588 Ruby Junction Truck Shop Expansion	186,787	192,934	10,218	15,834	
PRJ_7590 Track Geometry & Testing	151,295				
PRJ_7592 Ruby Junction Expansion	12,914	514,345	5,661,704	1,719,097	9,020,955
PRJ_7593 WES Maintenance Pit Fall Protection		31,043		58,866	
Total Maintenance	\$58,618,398	\$85,577,597	\$143,296,964	\$112,129,038	\$151,096,829

CIP - Information Technology

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1014 Data communication - Cable Plant	273,782	59,110		2,336	
PRJ_1017 Voice Systems Replacement	60,297	50,619			
PRJ_1022 Lift Data Com Upgrade 3G to 4G		185,214	343,968	291,050	52,918
PRJ_1042 Mobile Router Replacement					1,346,667
PRJ_1054 Bus Dispatch Replacement	2,517,358		259,611		259,611
PRJ_1070 Servers Replacement	1,177,015	509,352	157,500	167,555	660,000
PRJ_1091 Desktop Computing Replacement	617,068	945,924		1,637	528,582
PRJ_1094 IT Security Systems Replacement	70,000	25,634			
PRJ_1095 Data Communications System Replacement	215,466	264,589			1,115,500
PRJ_1104 Inventory Management	142,789	73,932			
PRJ_1107 Open Source Multi-Modal Trip Planner	523,931	397,705			
PRJ_1108 FMIS / MMIS System	65,332	56,079		3,611	
PRJ_1131 Communication Environment Replacement - capital	15,351	162,538			265,000
PRJ_1152 Radio & Microwave Communication Systems	11,169	79,799	759,778	496,835	653,704
PRJ_1153 ROOT	245,782	228,917	69,842	42,744	
PRJ_1163 Office 2016 Upgrade	5,370				
PRJ_1165 Field Operations Coordinators Event Planning		141			
PRJ_1167 Alerts	82,454				
PRJ_1168 Control Technology Toolset	23,357	25,089			
PRJ_1169 Radio Tower Batter Back-up Replacement	63,184				
PRJ_1170 Turn by Turn Navigation		281,981			
PRJ_1171 Network ReDesign	2,660,822	2,731,087	550,000	540,000	
PRJ_1173 Fare Enforcement Administration Process-Technology Upgrades		150,849			
PRJ_1174 NextGen Transit Signal Priority		23,914	547,077	200,756	3,484,321
PRJ_1177 DTP Fiber Betterment					649,908
Total Information Technology	\$8,770,527	\$6,252,473	\$2,687,776	\$1,746,524	\$9,016,211

CIP - Public Affairs

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_2009 Customer Support Facilities & Equipment	25,363				
PRJ_2044 Bike & Ride eFare Integration	46,085	67,265		594	
PRJ_2045 MAX Station Optimization		46,765		102,470	458,117
PRJ_2046 Bus On-Street Layover Investments	59,256	6,964			
PRJ_2047 Downtown Layover Facility	14,225				
PRJ_2048 Garage, Layover, and TC Expansion			2,618,700	6,241	3,993,759
PRJ_2902 Bike to Transit Facilities	20,856	35,349		-11,000	
PRJ_5012 Bike Stations	336,202	52,275			
PRJ_5023 Westside Bike & Rides : Access to Jobs	1,426,253	369,242			
PRJ_5024 Orenco Bike & Ride	1,215				
PRJ_5621 Barber-99W Corridor Safety & Access to Transit			39,505	45,186	514,268
PRJ_5622 HWY 8 Corridor Safety & Access to Transit			80,000	20,216	154,784
PRJ_5623 Powell-Division Corridor Safety & Access to Transit			1,788,883	131,314	1,758,659
PRJ_6021 Transit Tracker Project	4,865	13,699	1,056,581	692,273	1,527,308
Total Public Affairs	\$1,934,320	\$591,559	\$5,583,669	\$987,294	\$8,406,895

CIP - Finance & Administrative Services

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1011 Finance Software Purchases	11,314				
PRJ_1021 Accpac Accounts Receivable system				8,000	
PRJ_1104 Inventory Management			175,522	111,655	
PRJ_1156 Fare Revenue Equipment Replacement		23,535			
PRJ_1160 Asset Management	274,464	140,118	185,000	188,615	
PRJ_1166 TVM Refurbishment or Replacement				12,000	6,205,725
PRJ_1172 Low Income Fare Program Startup	61,569	7,292		8,072	
PRJ_1175 Fixed Route Bus Farebox Replacement				23,429	3,034,792
PRJ_1176 Hop Fastpass 2.0			189,500	11,902	943,299
PRJ_2028 Copier Equipment	56,358				
PRJ_4688 Storeroom Master Plan, Renovation and Equipment			25,000	25,000	
PRJ_4705 TriMet Ticket Office Upgrades			1,360,970	220,562	1,881,200
PRJ_7544 eFare	2,089,029	2,224,265	9,478,658	1,351,674	7,143,846
Total Finance & Administrative Services	\$2,492,734	\$2,395,210	\$11,414,650	\$1,960,909	\$19,208,862

CIP - Labor Relations & Human Resources

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1006 HR/Payroll Software	47,500				
Total Labor Relations & Human Resources	\$47,500				

CIP - Legal Services

	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1147 Information Governance Initiative	233,205	629,815	1,898,267	581,605	824,086
Total Legal Services	\$233,205	\$629,815	\$1,898,267	\$581,605	\$824,086

CIP - Engineering & Construction

Expense Category	FY2018 Actual	FY2019 Actual	FY2020 Budget	FY2020 Estimate	FY2021 Budget
PRJ_1146 Division Transit Project	5,481,995	7,384,915	27,165,358	19,854,784	64,138,981
PRJ_3651 Portland-Milwaukie Light Rail Project	9,371,661	16,237,656	13,156,107	8,662,326	8,732,994
PRJ_3673 162nd Ave Pedestrian Access Improvements			309,409	306,605	577,180
PRJ_4073 Eastside MAX Projects	-2,046,706				
PRJ_4075 Blue Line Station Rehab	5,565,664	1,802,452	268,367	174,043	
PRJ_4638 Red Line Extension and Reliability Improvements	950,850	2,508,599	13,932,022	5,221,517	13,419,165
PRJ_4639 Steel Bridge Transit Improvements	1,275,485	1,051,252	6,638,413	7,010,912	17,915,321
PRJ_5025 Rail Reliability	1,650,165	1,058,013	1,420,750	648,838	1,050,693
PRJ_5026 Center Street Campus Master Plan	27,956				
PRJ_5508 Bus Stop Development	513,037	462,513			
PRJ_5563 Bus Stop Street Maint	132,219				
PRJ_5581 Willamette Shore Trolley	566,012	34,638			
PRJ_5588 Park & Ride Signage & Shared Use Support	2,126				
PRJ_5593 Neighborhood Shelter Refurb	3,800				
PRJ_5599 Lloyd District Transit Hub	6,226	7,182		13,096	
PRJ_5616 Land Aquisition		2,946		1,066	
PRJ_5619 ADA Requirements/Enhancements	78,669	256,079			
PRJ_5621 Barber-99W Corridor Safety & Access to Transit	25,268	26,307			
PRJ_5622 HWY 8 Corridor Safety & Access to Transit	14,307	25,053			
PRJ_5623 Powell-Division Corridor Safety & Access to Transit	22,188	205,325			
PRJ_5624 Southwest Corridor	10,661,298	15,690,442	16,950,796	22,801,988	36,400,000
PRJ_5625 Hogan Operations Facility	77,783	36,269			
PRJ_5626 Electric Bus Purchases & Rebuilds	417,319	3,200,264			
PRJ_5627 Hollywood Transit Center Memorial	207,986	13,523			
PRJ_7201 Third Party Recovery			80,000	51,702	125,000
PRJ_7215 Enhanced Transit Concepts - Other Projects			4,450,000	3,248,150	6,504,850
PRJ_7218 Enhanced Transit Concepts		1,218,800	2,780,000	2,432,530	1,252,470
PRJ_7563 Positive Train Control	3,300,070	1,309,093			
PRJ_7581 WES DMU Fleet	1,142,257	314,877			
PRJ_7590 Track Geometry & Testing		49,174		572	
PRJ_7591 Columbia Bus Base	157,906	28,524,700	33,285,057	3,608,986	24,410,344
PRJ_7594 Rail Reliability Vehicle Engineering		369,786	52,752	52,752	
Total Engineering & Construction	\$39,605,541	\$81,789,858	\$120,489,031	\$74,089,867	\$174,526,998

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%	75,005,268	-1.9%	2,424,432	3.1%	3,672,919	3.0%	2.00	1.5%
19	95,687,824	-0.4%	51.48	-1.4%	74,724,012	-0.4%	2,549,652	5.2%	3,825,507	4.2%	2.06	3.1%
20*	96,680,580	1.0%	51.45	-0.1%	75,499,270	1.0%	2,615,288	2.6%	3,851,236	0.7%	2.05	-0.4%

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	247.074	2.0%	\$113,619,068	0.8%	\$44.56	-4.2%	\$1.52	1.2%	\$2.50	\$100	23.47%	-6.1%
20*	251.768	1.9%	\$108,800,000	-4.2%	\$41.60	-6.6%	\$1.44	-5.2%	\$2.50	\$100	21.15%	-9.9%

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%	\$2,266,765	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%	\$49,026,929	2.5%	\$354,486,790	4.2%	\$190.73	3.1%	\$16,254,849	-2.2%	\$2,009,113	-2.6%
20*	0.7662%	0.010%	\$53,399,243	8.9%	\$389,650,000	9.9%	\$207.37	8.7%	\$19,495,000	19.9%	\$2,265,000	12.7%

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 20)	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	\$351,577,916	6.7%	\$139.47	6.0%	\$102.79	5.5%	\$358.42	7.8%	\$1,377.01	-1.1%
19	\$373,956,653	6.4%	\$143.93	3.2%	\$104.81	2.0%	\$388.20	8.3%	\$1,366.43	-0.8%
20*	\$388,331,180	3.8%	\$148.49	3.2%	\$106.54	1.7%	\$429.99	10.8%	\$1,446.25	5.8%

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 20)	Percent Change	System Costs ² /Boarding ride	Percent Change	System Costs/Boarding Ride (Adj. CPI 20)
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%	\$3.66	8.9%	\$4.70	11.2%	\$4.88
19	\$3.84	9.0%	\$3.91	6.8%	\$5.06	7.7%	\$5.16
20*	\$4.02	4.7%	\$4.02	2.8%	\$5.32	5.1%	\$5.32

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
87										
88										
89										
90										
91										
92	150,474		400,963		\$5,639,847		\$14.07		\$78,415	
93	180,569	20.0%	415,814	3.7%	\$6,391,020	13.3%	\$15.37	9.3%	\$81,751	4.3%
94	210,003	16.3%	462,053	11.1%	\$7,322,590	14.6%	\$15.85	3.1%	\$83,526	2.2%
95	236,986	12.8%	501,894	8.6%	\$8,486,412	15.9%	\$16.91	6.7%	\$125,322	50.0%
96	274,201	15.7%	553,874	10.4%	\$8,778,547	3.4%	\$15.85	-6.3%	\$141,085	12.6%
97	308,798	12.6%	613,755	10.8%	\$9,655,316	10.0%	\$15.73	-0.7%	\$215,607	52.8%
98	335,754	8.7%	649,996	5.9%	\$11,050,808	14.5%	\$17.00	8.1%	\$272,025	26.2%
99	366,902	9.3%	680,374	4.7%	\$11,913,345	7.8%	\$17.51	3.0%	\$380,257	39.8%
00	397,216	8.3%	735,792	8.1%	\$15,573,346	30.7%	\$21.17	20.9%	\$447,156	17.6%
01	422,812	6.4%	781,956	6.3%	\$14,979,168	-3.8%	\$19.16	-9.5%	\$541,761	21.2%
02	456,389	7.9%	845,496	8.1%	\$16,481,644	10.0%	\$19.49	1.8%	\$564,327	4.2%
03	485,659	6.4%	918,948	8.7%	\$17,797,497	8.0%	\$19.37	-0.6%	\$653,846	15.9%
04	513,625	5.8%	958,248	4.3%	\$21,395,262	20.2%	\$22.33	15.3%	\$686,825	5.0%
05	554,507	8.0%	1,026,156	7.1%	\$24,050,336	12.4%	\$23.44	5.0%	\$747,073	8.8%
06	578,184	4.3%	1,050,144	2.3%	\$26,236,840	9.1%	\$24.98	6.6%	\$971,326	30.0%
07	601,674	4.1%	1,084,056	3.2%	\$28,257,625	7.7%	\$26.07	4.3%	\$1,090,835	12.3%
08	623,150	3.6%	1,122,036	3.5%	\$30,890,457	9.3%	\$27.53	5.6%	\$1,171,184	7.4%
09	619,204	-0.6%	1,088,446	-3.0%	\$31,020,152	0.4%	\$28.50	3.5%	\$1,289,801	10.1%
10	593,030	-4.2%	1,072,704	-1.4%	\$30,700,651	-1.0%	\$28.62	0.4%	\$1,314,673	1.9%
11	582,804	-1.7%	1,063,942	-0.8%	\$30,887,658	0.6%	\$29.03	1.4%	\$1,360,396	3.5%
12	577,709	-0.9%	1,062,874	-0.1%	\$31,744,160	2.8%	\$29.87	2.9%	\$1,652,790	21.5%
13	567,202	-1.8%	1,037,700	-2.4%	\$32,094,099	1.1%	\$30.93	3.6%	\$1,707,337	3.3%
14	572,866	1.0%	1,036,824	-0.1%	\$33,173,764	3.4%	\$32.00	3.5%	\$1,365,613	-20.0%
15	580,777	1.4%	1,042,272	0.5%	\$33,861,160	2.1%	\$32.49	1.5%	\$1,220,757	-10.6%
16	612,565	5.5%	1,064,568	2.1%	\$35,271,600	4.2%	\$33.13	2.0%	\$1,127,992	-7.6%
17	605,422	-1.2%	1,017,647	-4.4%	\$36,561,928	3.7%	\$35.93	8.4%	\$1,112,992	-1.3%
18	593,280	-2.0%	1,009,080	-0.8%	\$37,919,472	3.7%	\$37.58	4.6%	\$1,093,141	-1.8%
19	599,213	1.0%	962,220	-4.6%	\$37,717,269	-0.5%	\$39.20	4.3%	\$9,336,664	754.1%
20***	605,205	1.0%	981,464	2.0%	\$40,300,623	6.8%	\$41.06	4.8%	\$9,349,664	0.1%

* Service provided prior to 1992 are not included.

** Effective FY19 LIFT and Cab Revenue including contract revenue

*** Data is 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	1,858,560	1.1%	841,773	2.0%	\$63,669	3.5%	\$353,470,370,000	9.1%	\$53,594,868,242	5.5%
20*	1,879,004	1.1%	858,608	2.0%	\$65,542	2.9%	\$388,817,407,000	10.0%	\$56,274,611,654	5.0%

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

* Data based on projection.

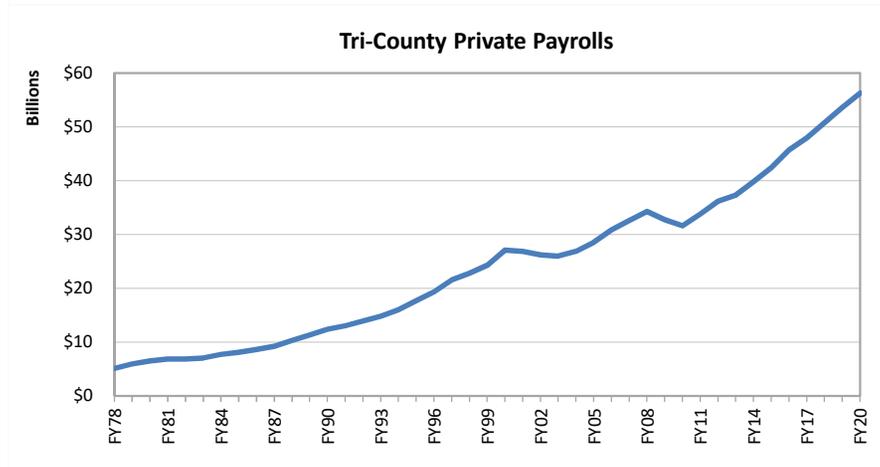
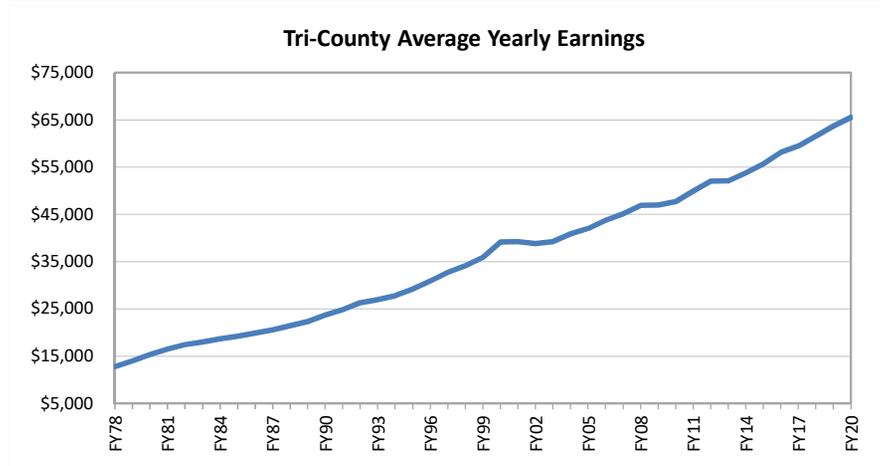
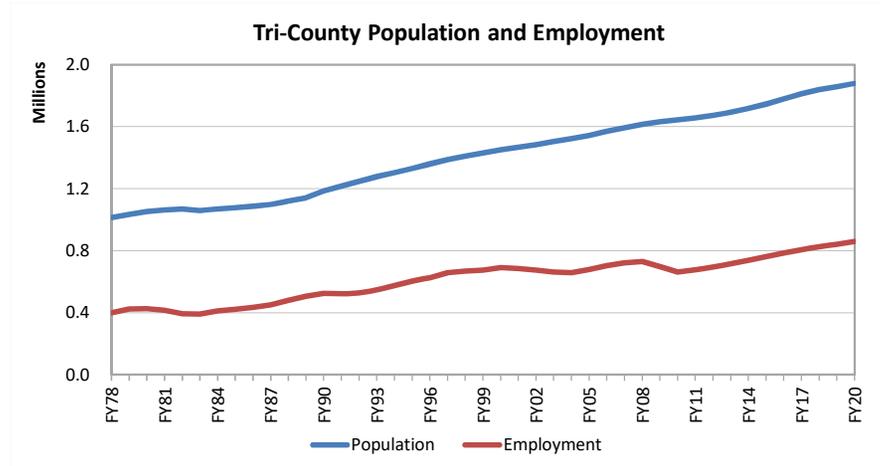
Exhibit 8. Debt and Capital Investment

Fiscal Year	Debt Service (Senior Lien)/Capita	Percent Change	Debt Service (Senior Lien)	Percent Change	Capital and Operating Projects ¹	Percent Change
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	\$16.80	22.1%	\$31,224,130	23.4%	\$86,619,333	-16.5%
20*	\$20.01	19.1%	\$37,601,657	20.4%	\$79,624,384	-8.1%

1) Excludes Rail, and Construction Projects.

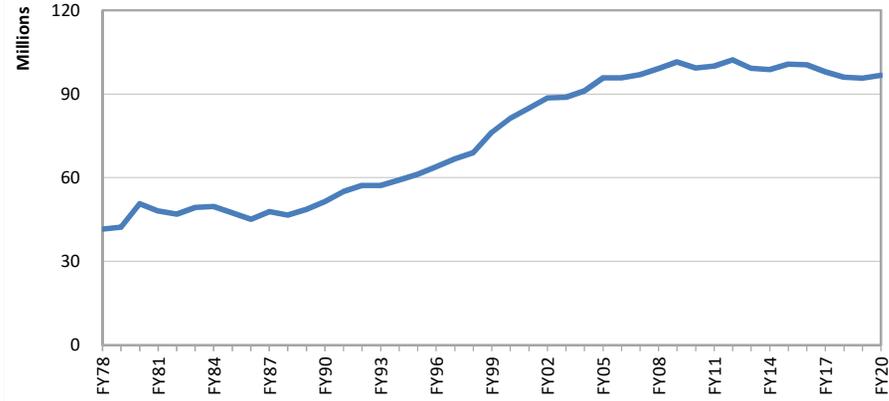
* Data based on Adopted Budget.

Local Economic Trends

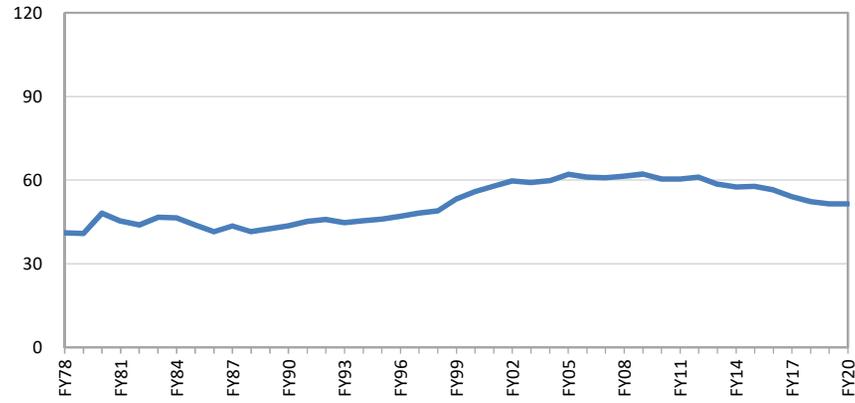


Ridership

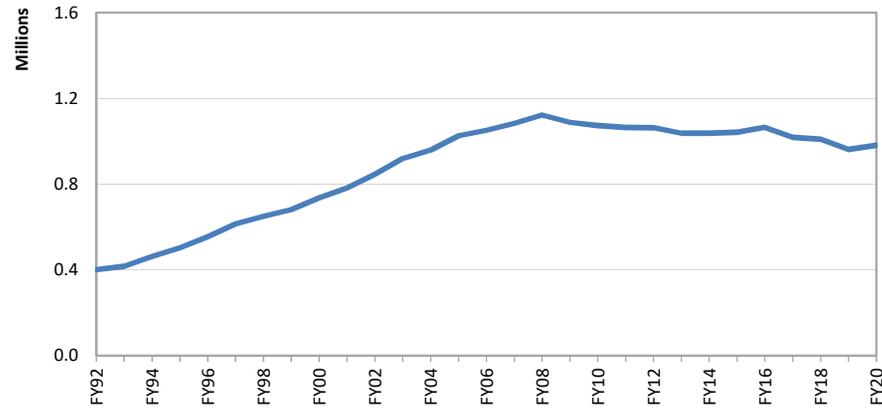
Fixed Route Boarding Rides



Fixed Route Boarding Rides per Capita

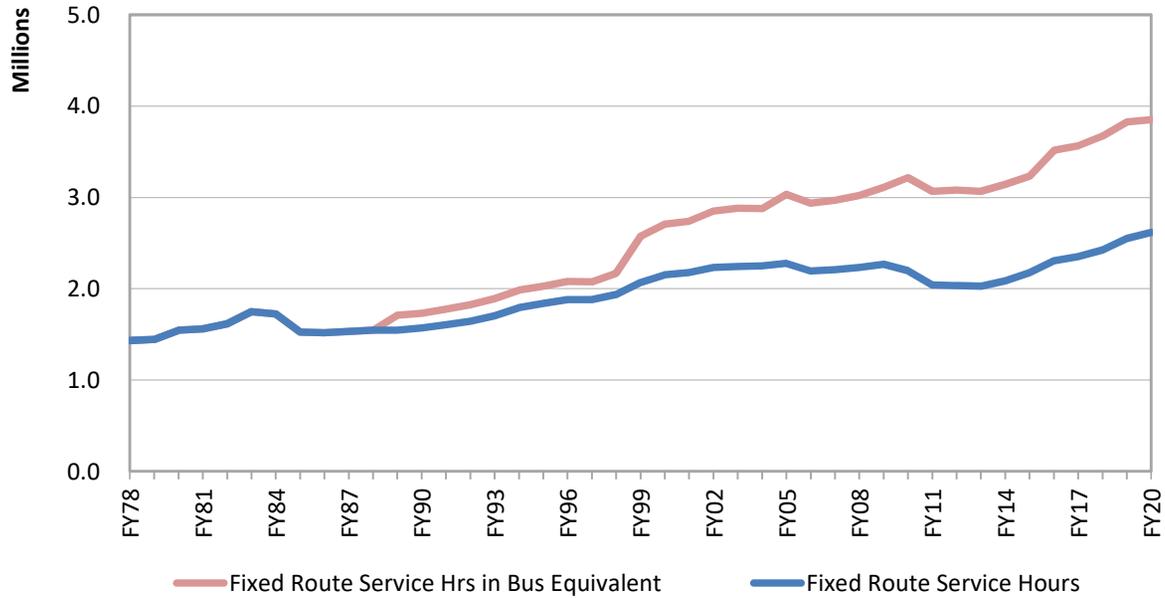


LIFT and Cab Boarding Rides

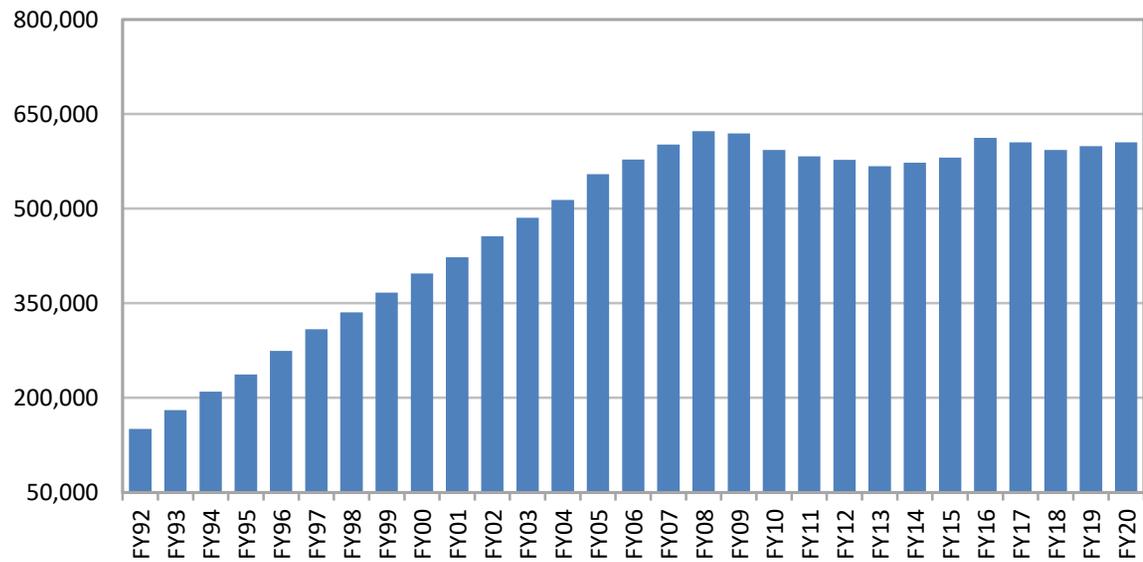


Service

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

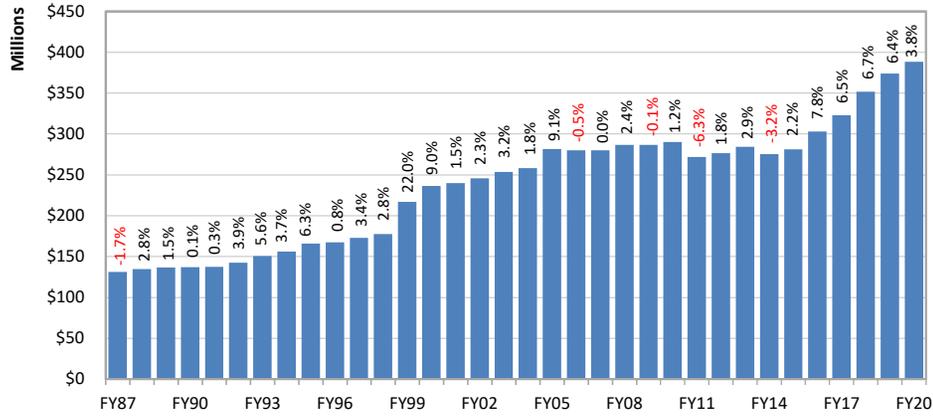


LIFT and Cab Service Vehicle Hours

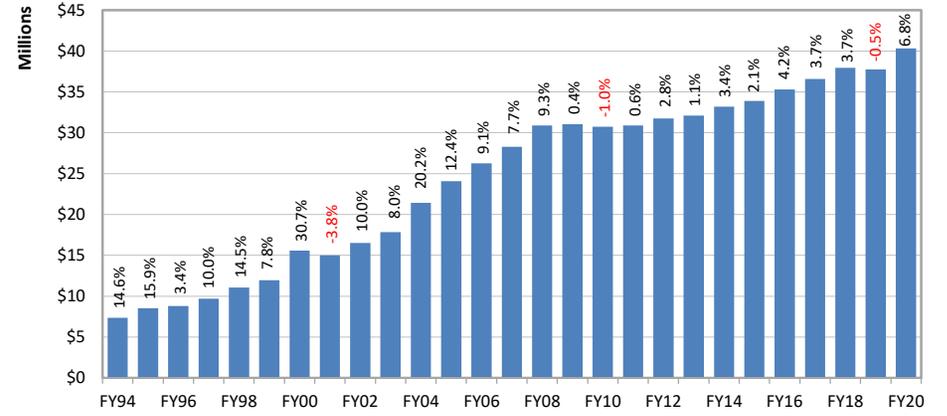


Expense

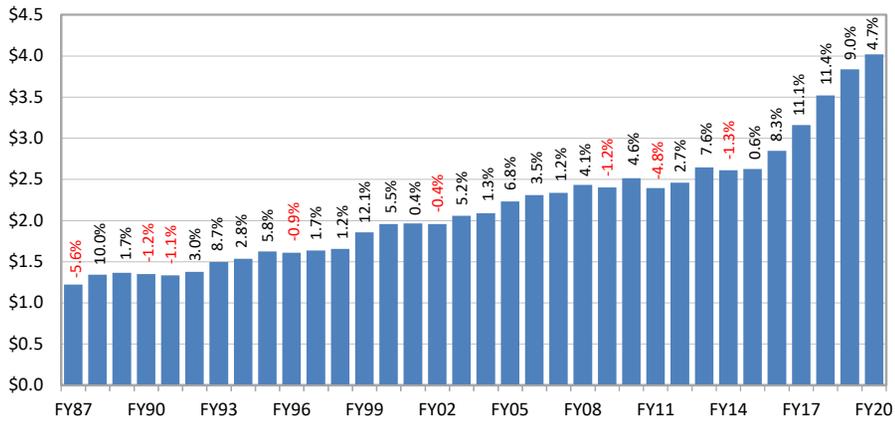
Fixed Route Operations Cost



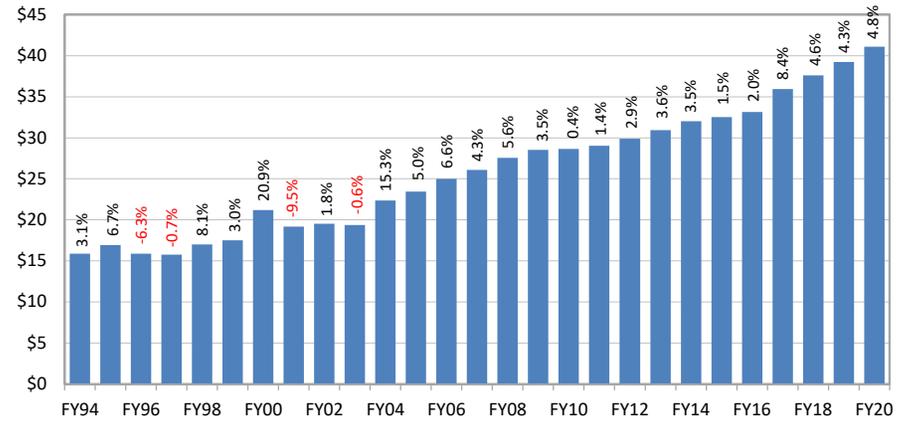
LIFT and Cab Operations Costs



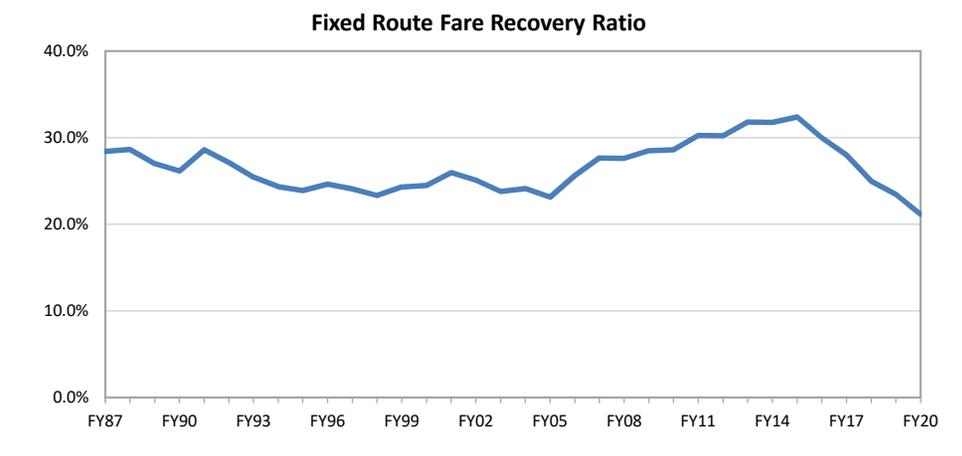
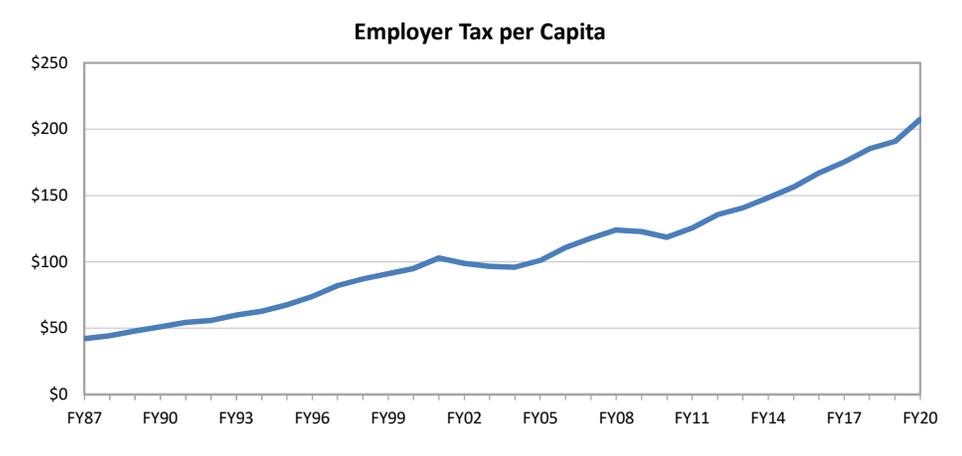
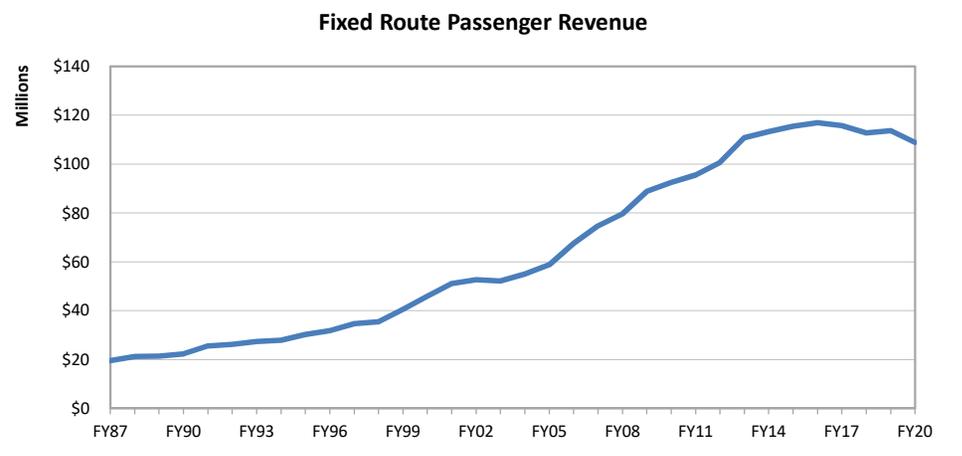
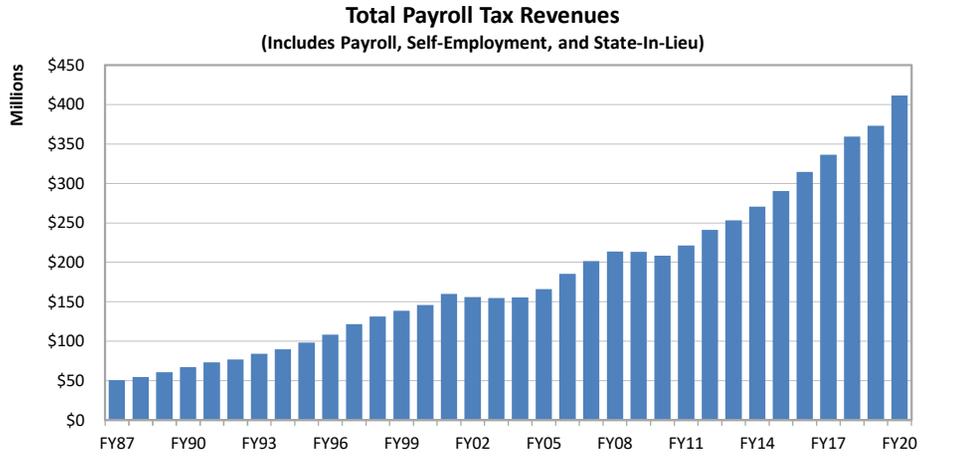
Fixed Route Operations Cost per Ride



LIFT and Cab Operations Costs per Ride



Revenue





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Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Accountant	10	2.00	\$128,929	\$50,671	\$76,005
Accountant	11	1.00	\$56,219	\$55,343	\$83,016
Accountant	12	1.00	\$80,317	\$60,415	\$90,621
Accountant	13	2.00	\$171,292	\$65,896	\$98,844
Administrator	11	5.00	\$351,582	\$55,343	\$83,016
Administrator	12	3.00	\$225,639	\$60,415	\$90,621
Administrator	13	6.00	\$481,586	\$65,896	\$98,844
Administrator	14	3.00	\$272,628	\$71,823	\$107,735
Administrator	16	1.00	\$92,483	\$85,121	\$127,682
Analyst	11	7.00	\$480,813	\$55,343	\$83,016
Analyst	12	5.00	\$388,737	\$60,415	\$90,621
Analyst	13	6.00	\$460,469	\$65,896	\$98,844
Analyst	14	1.00	\$44,374	\$71,823	\$107,735
Analyst	15	6.00	\$524,525	\$78,233	\$117,350
Analyst, Senior	12	1.00	\$60,415	\$60,415	\$90,621
Analyst, Senior	13	2.00	\$176,993	\$65,896	\$98,844
Analyst, Senior	14	7.00	\$650,198	\$71,823	\$107,735
Analyst, Senior	15	3.00	\$290,607	\$78,233	\$117,350
Analyst, Senior	16	1.00	\$110,049	\$85,121	\$127,682
Analyst, Senior	17	3.00	\$315,765	\$92,563	\$138,844
Apprentice Mechanic	0934	21.00	\$1,332,692	\$46,259	\$64,834
Apprentice Plant Maint Mech	0572	10.00	\$637,773	\$46,259	\$64,834
Architect	16	1.00	\$122,526	\$85,121	\$127,682
Assistant Manager	12	2.00	\$150,450	\$60,415	\$90,621
Assistant Manager	13	1.00	\$84,938	\$65,896	\$98,844
Assistant Manager	14	1.00	\$77,505	\$71,823	\$107,735
Assistant Manager	15	22.00	\$2,090,798	\$78,233	\$117,350
Assistant Storekeeper	0371	6.00	\$462,073	\$72,946	\$72,946
Assistant Supervisor	0529	6.00	\$488,862	\$79,830	\$79,830
Assistant Supervisor	0556	3.00	\$259,224	\$83,574	\$83,574
Assistant Supervisor	0564	2.00	\$172,973	\$83,574	\$83,574
Assistant Supervisor	0566	14.00	\$1,205,302	\$87,547	\$87,547
Assistant Supervisor	0590	2.00	\$183,830	\$87,547	\$87,547
Assistant Supervisor	0736	1.00	\$76,420	\$55,827	\$74,443
Assistant Supervisor	0872	3.00	\$258,498	\$79,830	\$79,830

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Assistant Supervisor	0964	3.00	\$251,308	\$79,830	\$79,830
Assistant, Administrative	7	15.75	\$740,116	\$38,682	\$58,024
Assistant, Administrative	8	1.00	\$44,595	\$42,359	\$63,538
Assistant, Administrative	11	1.00	\$68,997	\$55,343	\$83,016
Assistant, Senior Administrative	9	12.00	\$695,797	\$46,342	\$69,512
Assistant, Senior Administrative	13	1.00	\$86,479	\$65,896	\$98,844
Business Analyst	12	1.00	\$83,901	\$60,415	\$90,621
Business Analyst	14	1.00	\$44,374	\$71,823	\$107,735
Business Analyst	15	1.00	\$97,791	\$78,233	\$117,350
Business Analyst	16	1.00	\$129,297	\$85,121	\$127,682
Business Process Analyst	16	1.00	\$107,842	\$85,121	\$127,682
Buyer	0432	2.00	\$154,981	\$57,450	\$76,606
Chief Fare Inspector	0341	2.00	\$171,766	\$64,418	\$85,883
Chief Information Officer	26	1.00	\$222,688	\$189,916	\$284,874
Chief Operating Officer	26	1.00	\$227,425	\$189,916	\$284,874
Chief Station Agent	0830	4.00	\$355,057	\$64,418	\$85,883
Claims Adjuster	11	2.00	\$158,641	\$55,343	\$83,016
Cleaner	0940	4.00	\$169,728	\$31,616	\$49,421
Cleaner	0945	124.00	\$4,785,394	\$37,482	\$54,267
Commuter Rail Vehicle Maint. Technician	0875	1.00	\$69,410	\$69,410	\$69,410
Commuter Rail Vehicle Maint. Technician	0888	7.00	\$505,210	\$69,410	\$69,410
Coordinator	8	1.00	\$50,627	\$42,359	\$63,538
Coordinator	9	2.00	\$104,292	\$46,342	\$69,512
Coordinator	10	5.00	\$326,269	\$50,671	\$76,005
Coordinator	11	19.00	\$1,253,186	\$55,343	\$83,016
Coordinator	12	3.00	\$245,719	\$60,415	\$90,621
Coordinator	13	5.00	\$408,101	\$65,896	\$98,844
Coordinator	14	3.00	\$258,669	\$71,823	\$107,735
Coordinator	15	1.00	\$102,583	\$78,233	\$117,350
Coordinator	0437	1.00	\$71,049	\$58,947	\$78,582
Coordinator	0819	4.00	\$350,605	\$64,418	\$85,883
Cost Estimator	12	1.00	\$77,989	\$60,415	\$90,621
Cost Estimator II	14	1.00	\$84,369	\$71,823	\$107,735
Customer Experience Agent	0714	11.00	\$525,096	\$38,355	\$50,752
Customer Service Representative	0731	5.00	\$344,344	\$51,563	\$68,744

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Database Architect	18	2.00	\$266,778	\$100,571	\$150,857
Deputy General Counsel	18	3.00	\$333,796	\$100,571	\$150,857
Deputy General Counsel	19	1.00	\$131,000	\$109,195	\$163,794
Deputy General Counsel, Senior	20	3.00	\$436,280	\$118,457	\$177,684
Designer, Graphics	10	3.00	\$194,403	\$50,671	\$76,005
Designer, Web/Developer	11	2.00	\$139,668	\$55,343	\$83,016
Director	18	3.00	\$389,798	\$100,571	\$150,857
Director	19	14.00	\$1,875,498	\$109,195	\$163,794
Director	20	8.00	\$1,127,290	\$118,457	\$177,684
Director	21	9.00	\$1,482,363	\$128,420	\$192,631
Director	22	2.00	\$335,271	\$139,093	\$208,641
Dispatcher	0836	20.00	\$1,658,235	\$61,360	\$81,806
Document Svcs Operator/Mail Svcs Clerk	4	1.00	\$35,901	\$29,328	\$43,992
Electronic Survey Developer & Analyst	14	1.00	\$85,615	\$71,823	\$107,735
Engineer	17	3.00	\$324,300	\$92,563	\$138,844
Engineer Structural - Agency	18	1.00	\$130,998	\$100,571	\$150,857
Enterprise Architect	16	1.00	\$106,401	\$85,121	\$127,682
Executive Administrative Assistant	11	7.00	\$507,143	\$55,343	\$83,016
Executive Administrative Assistant	13	1.00	\$88,026	\$65,896	\$98,844
Executive Director	22	2.00	\$372,339	\$139,093	\$208,641
Executive Director	23	1.00	\$188,193	\$150,554	\$225,832
Executive Director	24	2.00	\$411,172	\$162,823	\$244,235
Executive Director	25	1.00	\$206,100	\$175,847	\$263,771
Executive Director	26	2.00	\$475,820	\$189,916	\$284,874
Facilities Maintenance Trainer	0915	2.00	\$168,456	\$79,830	\$79,830
Fare Inspector	0342	18.00	\$1,477,938	\$61,360	\$81,806
Fare Revenue Specialist	0733	9.00	\$614,644	\$51,022	\$68,037
Field Technician	0591	18.00	\$1,419,737	\$76,128	\$76,128
Field Technician Apprentice	0592	5.00	\$386,139	\$46,259	\$64,834
Finance Clerk	0323	6.00	\$392,606	\$51,272	\$68,349
General Manager	30	1.00	\$313,425	\$265,630	\$398,447
Helper	0533	21.00	\$1,396,297	\$64,834	\$64,834
HR Business Partner	17	1.00	\$109,318	\$92,563	\$138,844
HR Generalist	12	4.00	\$303,363	\$60,415	\$90,621
Inspector, REM	14	1.00	\$89,779	\$71,823	\$107,735

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Internal Auditor, Senior	15	1.00	\$91,000	\$78,233	\$117,350
Journeyman Mechanic	0931	195.00	\$13,907,006	\$69,410	\$69,410
Landscaper	0974	5.00	\$350,002	\$49,587	\$66,123
Lead Supervisor	0489	6.00	\$519,979	\$64,418	\$85,883
LRV Apprentice	0573	19.00	\$1,083,243	\$46,259	\$64,834
LRV Mechanic	0551	115.00	\$8,203,874	\$69,410	\$69,410
LRV Vehicle Body & Paint Technician	0553	4.00	\$268,392	\$52,770	\$67,392
Mail Services Clerk	0356	1.00	\$58,656	\$42,973	\$57,304
Maintenance Mechanic	0532	11.00	\$727,979	\$37,627	\$66,123
Maintenance of Way Laborer	0561	11.00	\$696,428	\$38,771	\$68,058
Maintenance Technician	0965	5.00	\$337,741	\$66,123	\$66,123
Maintenance Trainer	0918	8.00	\$663,395	\$79,830	\$79,830
Management Recruiter	12	1.00	\$71,000	\$60,415	\$90,621
Manager	13	2.00	\$162,757	\$65,896	\$98,844
Manager	14	3.00	\$280,799	\$71,823	\$107,735
Manager	15	13.00	\$1,240,340	\$78,233	\$117,350
Manager	16	40.00	\$4,220,052	\$85,121	\$127,682
Manager	17	14.00	\$1,541,057	\$92,563	\$138,844
Manager	18	5.00	\$579,999	\$100,571	\$150,857
Manager	19	8.00	\$1,048,951	\$109,195	\$163,794
Manager, Senior	16	2.00	\$199,475	\$85,121	\$127,682
Manager, Senior	18	1.00	\$111,357	\$100,571	\$150,857
Managing Director	21	2.00	\$348,509	\$128,420	\$192,631
Mini Run Operator	0881	238.50	\$13,743,793	\$31,533	\$64,834
MMIS Clerk	0543	12.00	\$757,910	\$34,403	\$63,690
Moneyroom Clerk	0331	3.80	\$314,792	\$61,360	\$81,806
Moneyroom Supervisor	0330	1.20	\$99,699	\$63,253	\$84,344
Network Engineer	16	4.00	\$392,450	\$85,121	\$127,682
Network Engineer, Senior	18	3.00	\$368,931	\$100,571	\$150,857
Operator	0880	1104.00	\$68,855,734	\$35,693	\$64,834
Oracle Developer	17	6.00	\$775,150	\$92,563	\$138,844
Overhead Traction Apprentice	0569	2.00	\$129,667	\$46,467	\$64,834
Paralegal I	9	1.00	\$69,202	\$46,342	\$69,512
Paralegal Investigator	13	1.00	\$82,098	\$65,896	\$98,844
Partsman	0376	19.00	\$1,249,827	\$64,834	\$69,472

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Planner I	9	1.00	\$52,603	\$46,342	\$69,512
Planner II	12	3.00	\$210,010	\$60,415	\$90,621
Planner III	13	3.00	\$255,105	\$65,896	\$98,844
Plant Maintenance Mechanic	0557	27.00	\$1,914,398	\$69,410	\$69,410
Power Maintainer	0531	21.00	\$1,629,142	\$76,128	\$76,128
Production Coordinator	10	1.00	\$67,132	\$50,671	\$76,005
Program Administrator	12	1.00	\$80,696	\$60,415	\$90,621
Program Manager	14	2.00	\$188,409	\$71,823	\$107,735
Program Manager	15	1.00	\$108,006	\$78,233	\$117,350
Program Manager	17	1.00	\$105,944	\$92,563	\$138,844
Program Manager	18	1.00	\$130,000	\$100,571	\$150,857
Program Scheduler	17	1.00	\$122,495	\$92,563	\$138,844
Project Coordinator	11	3.00	\$197,542	\$55,343	\$83,016
Project Manager	15	26.00	\$2,488,500	\$78,233	\$117,350
Project Manager	16	3.00	\$319,136	\$85,121	\$127,682
Project Manager	17	3.00	\$353,402	\$92,563	\$138,844
Project Manager, Assistant	14	18.00	\$1,509,507	\$71,823	\$107,735
Project Manager, Senior	17	6.00	\$671,796	\$92,563	\$138,844
Public Information Officer	13	2.00	\$161,745	\$65,896	\$98,844
Rail Controller	0538	32.00	\$2,635,525	\$81,806	\$81,806
Rail Operator	0580	196.00	\$13,239,636	\$50,294	\$67,142
Rail Supervisor	0536	35.00	\$2,887,626	\$81,806	\$81,806
Receptionist	4	1.00	\$40,893	\$29,328	\$43,992
Recruiter	11	3.00	\$159,371	\$55,343	\$83,016
Representative	10	2.00	\$129,724	\$50,671	\$76,005
Representative	12	5.00	\$342,670	\$60,415	\$90,621
Representative	0715	8.25	\$273,519	\$33,280	\$41,600
Representative, Senior	15	1.00	\$88,540	\$78,233	\$117,350
Right-of-Way Surveyor	14	1.00	\$89,779	\$71,823	\$107,735
Road Supervisor	0834	32.00	\$2,635,113	\$61,360	\$81,806
Schedule Data Technician	0867	3.00	\$251,451	\$61,360	\$81,806
Schedule Writer II	0874	5.00	\$419,224	\$61,360	\$81,806
Security Access Control Specialist/Coordinator	9	1.00	\$57,927	\$46,342	\$69,512
Senior Accounts Payable Clerk	0322	1.00	\$77,875	\$57,387	\$76,523
Senior Analyst, Business Process	16	1.00	\$103,283	\$85,121	\$127,682

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Senior Buyer	0373	4.00	\$333,050	\$80,246	\$80,246
Senior Desktop Engineer	15	1.00	\$73,062	\$78,233	\$117,350
Senior Mobile Device Engineer	15	1.00	\$48,333	\$78,233	\$117,350
Senior Partsman	0372	4.00	\$299,219	\$69,472	\$69,472
Senior Payroll Clerk	0340	2.00	\$153,046	\$57,387	\$76,523
Senior Storekeeper	0368	1.00	\$76,606	\$76,606	\$76,606
Service Worker	0944	183.00	\$8,860,766	\$37,482	\$54,267
Service Worker	0946	4.00	\$229,549	\$40,706	\$57,491
Service Worker	0947	4.00	\$229,549	\$40,706	\$57,491
Signal Maintainer Apprentice	0568	7.00	\$435,261	\$46,259	\$64,834
Signals Maintainer	0541	25.00	\$1,841,389	\$72,675	\$72,675
Software Engineer	15	7.00	\$711,254	\$78,233	\$117,350
Software Engineer, Senior	18	7.00	\$877,434	\$100,571	\$150,857
Specialist	8	1.00	\$51,730	\$42,359	\$63,538
Specialist	9	16.80	\$995,835	\$46,342	\$69,512
Specialist	10	1.00	\$57,582	\$50,671	\$76,005
Specialist	11	1.00	\$55,343	\$55,343	\$83,016
Specialist	12	5.00	\$341,293	\$60,415	\$90,621
Specialist	13	8.00	\$651,965	\$65,896	\$98,844
Specialist	0732	5.00	\$391,636	\$58,427	\$77,896
Specialist, Senior	12	2.00	\$148,324	\$60,415	\$90,621
Specialist, Senior	14	2.00	\$188,620	\$71,823	\$107,735
Spotter	0936	4.00	\$273,333	\$66,123	\$66,123
Station Agent	0835	26.00	\$2,117,544	\$61,360	\$81,806
Streetcar Journeyman Mechanic	0451	10.00	\$716,196	\$69,410	\$69,410
Streetcar Maintenance Training Technician	0182	1.00	\$72,530	\$72,530	\$72,530
Streetcar Operator	0488	56.00	\$3,770,433	\$50,294	\$67,142
Streetcar Superintendent	0146	2.00	\$195,187	\$97,594	\$97,594
Supervisor	9	7.00	\$403,306	\$46,342	\$69,512
Supervisor	12	5.00	\$391,054	\$60,415	\$90,621
Supervisor	13	18.00	\$1,547,909	\$65,896	\$98,844
Supervisor	14	47.00	\$4,198,972	\$71,823	\$107,735
Supervisor	0535	2.00	\$163,613	\$81,806	\$81,806
Supervisor	0710	2.00	\$162,677	\$60,258	\$80,350
Supervisor	0716	1.00	\$80,350	\$60,258	\$80,350

Agency Personnel Profile

Position Title	Grade	Total FTE	Base Salary Expense	Min	Max
Supervisor	0837	3.00	\$244,941	\$61,360	\$81,806
Supervisor	0840	3.00	\$238,888	\$64,418	\$85,883
Systems Engineer	13	1.00	\$40,712	\$65,896	\$98,844
Systems Engineer	15	1.00	\$93,087	\$78,233	\$117,350
Systems Engineer	16	2.00	\$223,499	\$85,121	\$127,682
Systems Engineer	18	2.00	\$252,331	\$100,571	\$150,857
Systems Engineer, Associate	13	1.00	\$82,144	\$65,896	\$98,844
Systems Engineer, Senior	16	6.00	\$527,950	\$85,121	\$127,682
Systems Engineer, Senior	18	6.00	\$700,456	\$100,571	\$150,857
Technical Support Assistant	11	1.00	\$57,235	\$55,343	\$83,016
Technical Writer	14	1.00	\$88,019	\$71,823	\$107,735
Technician	9	1.00	\$60,590	\$46,342	\$69,512
Technician	10	1.00	\$68,226	\$50,671	\$76,005
Technician	11	2.00	\$140,931	\$55,343	\$83,016
Telecommunications Engineer	16	2.00	\$189,394	\$85,121	\$127,682
Timekeeper	0336	1.50	\$117,250	\$63,253	\$84,344
Tireman	0941	5.00	\$419,994	\$68,536	\$68,536
Track Maintainer	0540	18.00	\$1,336,056	\$72,675	\$72,675
Traction Substation Technician	0779	10.00	\$788,478	\$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	28.00	\$2,327,283	\$61,360	\$81,806
Wayside Cleaner	0537	6.00	\$404,023	\$66,123	\$66,123
Wheel True Technician	0552	8.00	\$590,137	\$69,846	\$69,846
Total		3,503.8	243,114,483		



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Glossary

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

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

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

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

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

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BOND SALE PROCEEDS: Money received from bond sales.

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

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

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

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

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

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

BUDGETARY FUND BALANCE: Restricted funds include funds held in trust to pay debt service, plus bond proceeds and other resources designated for specific purposes.

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

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least \$10,000 that extends an asset’s useful life and/or improves its efficiency, capacity or usability. The life expectancy of a capital improvement must be at least ten years.

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction) and equipment and furniture with a unit cost in excess of \$5,000.

CAPITALIZED LABOR: All direct costs of labor that can be identified or associated with and are properly allocable to the construction, modification, or installation of specific items of capital assets and, as such, can thereby be written down over time via a depreciation or amortization schedule as capitalized.

CONTINGENCY: Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

ENDING FUND BALANCE: The amount that remains unspent in a fund after subtracting budgeted expenses, including contingency.

EQUIPMENT FUEL AND LUBRICANTS: Expenses for fuel or lubricants used in the operation of equipment.

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

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

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

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary and fiduciary. Funds are established in accordance with state and local laws, regulations and other limitations.

- **DEBT SERVICE FUND:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and other bonds.
- **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the Agency that are supported by payroll tax and other discretionary resources.

FULL-TIME EQUIVALENT POSITION (FTE): One FTE equates to 2,080 working hours in a year; excluded overtime hours.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the Agency. These bonds are typically paid from a property tax levied upon all taxable property within the Agency's service district. GO bonds are used to finance a wide range of capital projects.

GRANT: Donated financial assistance received from federal, state and other third-party sources or similar assistance to non-Agency entities from Agency revenues.

INTERGOVERNMENTAL AGREEMENT (IGA): An agreement for provision and receipt of services between agencies in the tri-county metropolitan area. IGAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTEREST ON INVESTMENTS: Interest earned through investment of cash balances.

LAND SALE PROCEEDS: Revenues generated by land sales.

LIMITED TERM EMPLOYMENT: Employees hired for 6 months or more, work 20 hours or more per week, and have a predetermined end date.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, office supplies and other materials are line items within the external materials and supplies consumed object category.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties and special districts within Oregon.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal material and services, capital outlay, contingency and debt service. (see Account or Line Item).

MANAGEMENT AND TRAVEL EXPENSES: Expenses for memberships, dues, subscriptions, promotional, employee education, local and out-of-town travel, and miscellaneous management activities.

MATERIALS AND SUPPLIES: Purchase of materials and supplies which have a short life and are usually low in cost.

MISCELLANEOUS EXPENSE: Expenses not account for elsewhere, including bad debts.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of services (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services.

OPERATING DIVISIONS: The operating divisions are Transportation and Maintenance.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OTHER REVENUE: Miscellaneous operating revenue not specifically defined.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- **WORKLOAD MEASURE:** Describes a quantity of work performed.
- **OUTCOME MEASURE:** A qualitative consequence associated with a program/service (i.e. the ultimate benefit to the customer) and communicate the policy intent of service provision.
- **KEY PERFORMANCE MEASURE:** An outcome indicated of core service delivery that provide Agency directors and the Board of Directors with information to guide decision-making.

PERSONNEL SERVICES: Salaries, wages, benefits and other payroll expenses paid to Agency employees.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, debt service and ending fund balance.

RESOURCES: Revenue and other monies that the Agency has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUES: Monies earned through the operation or use of TriMet facilities or services.

SALARIES AND WAGES: Base compensation for all non-temporary positions, including training pay, student training cost, and union employee wage premiums based on years of service.

SCHEDULED OVERTIME: Overtime that has been built in upon operator shifts.

SERVICE REVENUE: Revenue generated by performing a specific service, generally equipment oriented, including rental.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

TOTAL PROJECT COST: Total cost of a project.

UNAPPROPRIATED ENDING BALANCE: The estimated intended to provide working capital or cash balance to finance activities for the period between July 1 of the ensuing fiscal year and the time when sufficient new revenues become available to meet cash flow needs of the fund.

UNPAID ABSENCE: All excused and unexcused time loss for which employees are not paid.

UNRESTRICTED FUNDS: Resources maintained to cover cash flow until tax and grant revenues are collected.

UNSCHEDULED OVERTIME: All other overtime except scheduled overtime.

UTILITIES: Cost of electricity, water, telephone, natural gas, sewer, etc.

WORKERS' COMPENSATION: Medical and time loss payments to employees injured in work related accidents.

Acronyms

The following are acronyms and terms commonly used by TriMet.

ADA	Americans with Disabilities Act
ATU	Amalgamated Transit Union
BOD	Board of Directors
BOLI	Bureau of Labor and Industries
BRT	Bus Rapid Transit
C.A.R.E.S	Customer Automated Ride Experience System
CARES Act	Communication, Accountability, Responsiveness, Empathy, Solution Act
CCTV	Closed Circuit Television
CIP	Capital Improvement Program
CMAQ	Congestion Mitigation & Air Quality Program
CMMS	Computerized Maintenance Management System
COVID-19	Coronavirus Disease (noting year when outbreak occurred)
CPTED	Crime Prevention Through Environmental Design
DB	Defined Benefit
DC	Defined Contribution
DBE	Disadvantaged Business Enterprise
DTP	Division Transit Project
EAMS	Enterprise Asset Management System
FAST	Fixing America's Surface Transportation
FEIS	Final Environmental Impact Statement
FTA	Federal Transit Administration
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GED	General Education Development
GIS	Geographic Information System
HB2017	House Bill 2017
HRIS	Human Resources Information System
IGA	Intergovernmental Agreement
IT	Information Technology
ITS	Intelligent Transportation Systems
ITSM	Information Technology Service Management
KPI	Key Performance Indicators
LIF	Low-Income Fare Program
LMR	Land Mobile Radio

LRV..... Light Rail Vehicle
MaaS Mobility as a Service
MAX..... Metropolitan Area Express
MOW Maintenance of Way
MRP Material Requisition Planning
MTIP..... Metropolitan Transportation Improvement Program
MWESB Minority, Women & Emerging Small Business
NTD..... National Transit Database
ODOT..... Oregon Department of Transportation
OPEB Other Post Employment Benefits
ORS..... Oregon Revised Statutes
PCM..... Predicted Compensation Model
PMO..... Project Management Office
PPO Preferred Provider Organization
P&W Portland & Western Railroad
REM..... Rail Equipment Maintenance
SIP..... Service Improvement Process
SMS..... Safety Management System
SOAR Security Operations Automation Response
SPF Salary Placement Form
SSGA..... Small Starts Grant Agreement
STBG..... Surface Transportation Block Grant
STIP State Transportation Improvement Program
TAM..... Transit Asset Management
TEAC Transit Equity Advisory Committee
TSCC..... Tax Supervising & Conservation Commission
TSP..... Transit Signal Priority
TTO..... TriMet's Ticket Office
TVM..... Ticket Vending Machine
UAAL..... Unfunded Actuarial Accrued Liability
WES Westside Express Service

AD#: 0009520199

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 02/28/2020

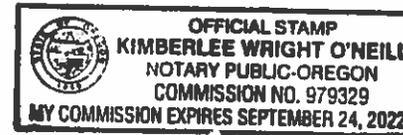


Principal Clerk of the Publisher

Sworn to and subscribed before me this 28th day of February 2020



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, 2020 to June 30, 2021, will be held in the World Trade Center Building - Plaza Conference Room, 121 SW Salmon Street, Portland, Oregon. The meeting will take place on the 25th day of March, 2020 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 March 11, 2020 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. 20-03-11

RESOLUTION NO. 20-03-11 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET) APPROVING THE
PROPOSED FISCAL YEAR 2021 ANNUAL BUDGET FOR SUBMISSION TO
THE MULTNOMAH COUNTY TAX SUPERVISING AND CONSERVATION
COMMISSION

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

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

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

WHEREAS, ORS 294.428 provides that the Committee shall approve the 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:

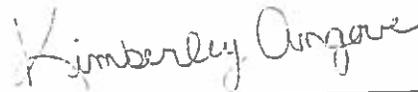
That the Fiscal Year 2021 Proposed Budget as submitted, including technical corrections
and revisions, is approved and shall be submitted to the Multnomah County Tax
Supervising and Conservation Commission.

Dated: March 25, 2020



Presiding Officer

Attest:



Recording Secretary

Approved as to Legal Sufficiency:

Gregory E. Skillman

Legal Department



The Oregonian
LEGAL AFFIDAVIT

AD#: 0009602545

State of Oregon,) as
County of Multnomah)

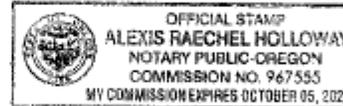
Brian Maly being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed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

The Oregonian 05/13/2020

Principal Clerk of the Publisher

Sworn to and subscribed before me this 15th day of May 2020

Notary Public



**NOTICE OF BUDGET
COMMITTEE MEETING**

NOTE: Due to COVID-19 guidelines the Tax Supervising and Conservation Commission (TSCC) Public Hearing 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, 2020 to June 30, 2021 will take place electronically on Wednesday, May 27th, 2020 at 8:00 A.M. Individuals who wish to testify in public forum can register at www.trimet.org/meetings/board/. Registration will be open from 7:30 A.M. to 8:00 A.M. on the day of the Public Hearing. Written testimony can be sent to BoardTestimony@trimet.org. Testimony received by noon on Tuesday, May 26th will be provided to the TSCC in advance of this Public Hearing.

A copy of the budget document is posted on TriMet's website at (www.trimet.org).

The Public Hearing is open to the public and any member of the public may testify, and to the extent possible, the Public Hearing will be accessible electronically to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for persons with disabilities should be made at least 48 hours prior to the Public Hearing. Please contact Craia Gibbons at 503-988-4131 or Craia.gibbons@multco.us to make a request for an interpreter or other accommodations for persons with disabilities.

Total Budget Requirement:
\$1,568,594,573
Dae Brockshire
Budget Officer



808 SW 3rd Ave, Suite 540
 Portland, Oregon, 97204
 (503) 988-3054
 TSCC@multco.us
 tsccmultco.com

May 27, 2020

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 27, 2020 to review, discuss and conduct a public hearing on the TriMet's 2020-21 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, 2020. The Commission hereby certifies by a majority vote of members of the Commission that it has no objections or recommendations to make with respect to the budget. For 2020-21, 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.

TriMet	2020-21 Approved Budget		
	Appropriated	Unappropriated	Total Budget
General Fund	1,112,596,813	455,997,760	1,568,594,573
Total	1,112,596,813	455,997,760	1,568,594,573

Oregon Revised Statutes require that the district file a complete copy of the Adopted Budget with the Commission no later than July 15, 2020. If extra time is needed for this, 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
 David Barringer, Chair

James Ofsink
 James Ofsink, Vice Chair

Harmony Quiroz
 Harmony Quiroz, Commissioner

Margo Norton
 Margo Norton, Commissioner

Dr. Mark Wubbold
 Dr. Mark Wubbold, Commissioner

Commissioners: David Barringer, Chair | Harmony Quiroz | Margo Norton | James Ofsink | Dr. Mark Wubbold

APPROPRIATION SCHEDULE

	Operating	Capital	Other	Total
Office of the General Manager Division	954,225			954,225
Chief Operating Officer Division	13,328,249	4,356,737		17,684,986
Transportation Division	262,017,061	190,000		262,207,061
Safety & Security Division	31,412,239	10,165,271		41,577,510
Maintenance Division	165,173,401	151,096,829		316,270,230
Information Technology Division	20,036,183	9,016,211		29,052,394
Public Affairs Division	18,576,275	8,406,895		26,983,170
Finance & Administrative Services Division	29,028,054	19,208,862		48,236,916
Labor Relations & Human Resources Division	6,186,648			6,186,648
Legal Services Division	6,249,458	824,086		7,073,544
Engineering & Construction Division	4,080,070	174,526,998		178,607,068
Other Post Employment Benefits	53,158,366			53,158,366
Other Non-Operating Requirements			18,675,481	18,675,481
Debt Service	122,596,606			122,596,606
Contingency			39,583,905	39,583,905
Total Appropriation	\$732,796,835	\$377,791,889	\$58,259,386	\$1,168,848,110
Excludes Ending Fund Balance of				\$471,261,376

RESOLUTION NO. 20-06-26

**RESOLUTION NO. 20-06-26 OF THE TRI-COUNTY METROPOLITAN
TRANSPORTATION DISTRICT OF OREGON (TRIMET) ADOPTING
THE FISCAL YEAR 2021 ANNUAL BUDGET AND APPROPRIATING
FUNDS**

WHEREAS, at a public meeting on March 25, 2020, the TriMet Board of Directors (Board) approved budget estimates for the period July 1, 2020 through June 30, 2021, 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 27, 2020, 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 \$1,640,109,486.

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 March 25, 2020, and certified by the Multnomah County Tax Supervising and Conservation Commission; and herein amended, is adopted; and that for the period July 1, 2020 through June 30, 2021, funds are appropriated as follows:

Office of the General Manager Division	\$954,225
Chief Operating Officer Division	17,684,986
Transportation Division	262,207,061
Safety & Security Division	41,577,510
Maintenance Division	316,270,230
Information Technology Division	29,052,394
Public Affairs Division	26,983,170
Finance & Administrative Services Division	48,236,916
Labor Relations & Human Resources Division	6,186,648
Legal Services Division	7,073,544
Engineering & Construction Division	178,607,068
Other Post-Employment Benefits	53,158,366
Other Non-Operating Requirements	18,675,481
Debt Service	122,596,606
Contingency	39,583,905
Total Appropriation	\$1,168,848,110
Fund Balance	471,261,376
Total Adopted Budget	\$1,640,109,486

Dated: June 24, 2020


Presiding Officer

Attest:


Recording Secretary

Approved as to Legal Sufficiency:

Gregory E. Skillman

Legal Department

