


Date: July 23, 2025

To: Board of Directors

From: Sam Desue Jr., General Manager 

Subject: **Report of Finances and Administrative Activities – FY2025
ORS 267.140(5) Requirement**

INTRODUCTION

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

The financial information contained in this report, for the fiscal year ending June 30, 2025, is based on unaudited year-end results and estimated for the month of June. The Agency's external auditor, Eide Bailly, will complete their annual audit in September with results available in October or November. As in the past, our auditors will discuss any findings and recommendations with the Finance and Audit Committee and the Board of Directors at audit completion.

I. TRIMET FINANCES AND ADMINISTRATIVE ACTIVITIES

A. SERVICE AND RIDERSHIP RESULTS

FY2025 annual fixed-route boardings: In FY2025, TriMet's fixed-route system carried 64.9 million boardings, which represented an increase of 4.2% from FY2024. While ridership is increasing at a slow rate across the board, total system wide ridership is down (32.2%) compared to pre-pandemic data.

Average boardings for each day were:

- Weekday boardings averaged 196,710, an increase of 3.7%.
- Weekend boardings averaged 145,062 on Saturday and 124,422 on Sunday, an increase of 5.6% and 7.2%, respectively.

FY2025 annual MAX boardings: MAX carried 22.7 million boardings, an increase of 5.6% from FY2024 MAX boarding rides in FY2024 were corrected due to an overestimate.

- Weekday MAX boardings averaged 66,550 an increase of 4.7%
- Weekend boardings averaged 55,624 on Saturday and 48,768 on Sunday, an increase of 4.8% and 13.3%, respectively.

FY2025 annual Bus boardings: Buses carried 42.1 million boardings in FY2025, an increase of 3.4% from FY2024.

- Weekday Bus boardings averaged 129,672, an increase of 3.1%.
- Weekend Bus boardings averaged 89,438 on Saturday and 75,654 on Sunday, an increase of 6.2% and 3.7%, respectively.

FY2025 annual WES boardings: WES carried 123,468 boardings in FY2025, an increase of 6.5% from FY2024 daily average rides 488, an increase of 6.5% from FY2024. WES currently operates 2 trains that run every 45 minutes headways on weekdays during morning and afternoon rush hours.

LIFT/CAB/TNC: In FY2025, LIFT/Cab/TNC carried 717,992 rides, an increase of 12.3% from the prior year.

B. REVENUES, EXPENSES AND NET POSITION

The following Statement of Revenues, Expenses, and Changes in Net Position for fiscal year ending June 30, 2025 represent preliminary, unaudited financial data compared to audited financials for fiscal year-end June 30, 2024. The year-to-date activity for 2025 includes estimates for the month of June 2025.

Statement of Revenues, Expenses, and Changes in Net Position

For fiscal years Ending June 30, 2025 and 2024

	<u>--Unaudited--</u> <u>June 30, 2025**</u>	<u>--Audited--</u> <u>June 30, 2024</u>
Operating revenues:		
Passenger revenue	\$ 63,063	\$ 59,397
Auxiliary transportation and other revenue	25,371	21,534
Total operating revenues	<u>88,434</u>	<u>80,931</u>
Operating expenses:		
Labor	293,947	260,082
Fringe benefits	218,123	214,542
Materials and services	184,861	210,280
Utilities	15,824	13,508
Purchased transportation	47,864	40,879
Depreciation expense	164,716	169,507
Other operating expense	22,831	22,986
Total operating expenses	<u>948,166</u>	<u>931,784</u>
Operating loss	<u>(859,732)</u>	<u>(850,853)</u>
Non-operating revenues and (expenses):		
Payroll and other tax revenue	531,121	511,423
Grant revenue	218,443	89,880
Grant revenue - CARES/CRRSAA/ARP	-	100,725
Investment income	28,735	36,310
Net leveraged lease income (expense)	948	(1,024)
Gain or (loss) on disposal of capital asset	(222)	498
Pass through revenue	20,737	16,407
Pass through expense	(20,737)	(16,407)
Interest and other expense	(29,961)	(30,172)
Funding exchanges and other payments	(3,708)	(4,493)
Total non-operating revenues, net	<u>745,356</u>	<u>703,147</u>
Loss before contributions	<u>(114,376)</u>	<u>(147,706)</u>
Capital contributions	<u>60,327</u>	<u>73,154</u>
Changes in net position	<u>(50,049)</u>	<u>(74,552)</u>
Total net position - beginning	<u>1,920,098</u>	<u>1,994,650</u>
Total net position - ending	<u>\$ 1,866,049</u>	<u>\$ 1,920,098</u>

***Fiscal year 2025 includes an average for June 2025 plus actuals for the prior eleven months*

II. ADMINISTRATIVE ACTIVITIES

A. OFFICE OF THE GENERAL MANAGER

In FY2025, the Office of the General Manager (OGM) provided overall organizational leadership and support to align the Executive Team and the Board of Directors with the information needed to make decisions that advanced TriMet's vision, mission, values and fiscal stability. Highlights from the OGM include the following:

Developed an Agency-wide five-year strategic plan, TriMet 2030, to prioritize our resources and connect our goals and targets with the tools to accomplish them. Invited strategic plan feedback from regional partners to provide direction and create meaningful relationships with the communities we serve.

Updated the TriMet Business Plan to support TriMet 2030, driving the Agency toward alignment of purpose and continuous improvement of efforts with focus on:

- Supporting region's economy and providing equitable opportunity through transportation to jobs, education, businesses, services, and recreation.
- Easing congestion through rides on transit and services that foster lifestyles less reliant on driving.
- Providing critical transportation for people experiencing disability, older adults, youth, low-income households, essential workers, households without cars, and others.
- Helping shape the region with mobility options, transit-oriented development and capital projects that attract residents, businesses and development to city centers, main streets and corridors and walkable neighborhoods.
- Reducing emissions and supporting environmental sustainability.
- Led executive team and regional partner collaborate efforts/discussions on transportation funding to support major efforts, plans and partnerships including transit inclusion in the Interstate Bridge Replacement Program, partner-led Bus/transit-only lane improvements, roadway rail crossing upgrades, and major transit project advancements. Achieved completion and began service on A Better Red MAX Extension and Reliability Improvements Project, providing more people a one-seat ride to and from Portland International Airport, while adding service in a growing job center of Washington County. Guided Agency in adopting locally preferred alternative for FX service on the 82nd. Avenue Transit Project to bring high-capacity, improved Bus service.
- Directed continuation of TriMet's nationally recognized Disadvantaged Business Enterprise (DBE) Program to facilitate more opportunities for women and people of color in TriMet construction projects.
- Led efforts to strengthen staff diversity, succession planning and training. Increased employee participation in Employee Resource Groups, and fostered inclusivity.
- Attained full staffing levels in Operators to support full and reliable service.
- Continued to deliver workforce development programs in educational pipeline to maintenance positions, internships in entry-level positions, and succession planning for executive and director positions.
- During FY2025, reached target of 228 Transit Security Officers and 98 Customer Safety Officers.

- Now operating long-range battery electric buses to reduce operational emissions. Directed continuation of using renewable diesel in diesel Buses and LIFT vehicles and WES Commuter Rail trains to keep emissions as low as feasible for now, while also maintaining the use of renewable electricity for electric Buses, electric Light Rail system and all TriMet-owned facilities.
- Putting new Type 6 trains into service to replace fleet of Type I trains. 12 trains were in service by the end of FY2025. The new trains are “low-floor” Light Rail Vehicles, meaning they are fully accessible, with no stairs. TriMet was the first transit agency in North America to use low-floor Light Rail Vehicles dating back to 1997. The Type I trains, in service since the start of the MAX Light Rail system in 1986, have been retired, TriMet will have all low-floor, accessible Light Rail Vehicles, along with the Type 6 trains.

Internal Audit: In FY2025, Internal Audit continued to maintain a dynamic risk based audit plan to allocate audit hours for coverage of significant and moderate risk areas, as well as required regulatory audits and management requests. The department completed the following audits and reviews:

- Bus Maintenance Follow-Up Review
- Contracts Follow-Up Review
- Buy America Pre-Award Audit for 30 ElDorado LIFT Vehicles
- Rail Rule Violations Follow-Up Review
- Ride Connection Follow-Up Review
- Safety Committees Follow-Up Review
- Payment Process
- Completed Biennial Update of Internal Audit’s Risk Assessment Worksheets
- Supervisory Control & Data Acquisition (SCADA) System
- Maintenance of Way Signals Hours of Service Follow-Up Review
- Engineering & Construction Change Order Review (In Process)
- Center for Internet Security (CIS) Risk Assessment Method (RAM) (In Process)

Internal Audit consulted on various projects, completed other audit follow-up verifications and reviews of management action plans to ensure corrective actions were completed and consistent with management’s expectations, updated and published Semi-Annual Management Action Plan Status Reports and provided semi-annual status updates to the Finance and Audit Committee.

The department continues to serve on TriMet’s Accountability Committee, which was formed to enhance the Agency’s transparency efforts in order to strengthen and promote public participation and collaboration. Internal Audit provided an annual report to the Accountability Committee and also formally investigated EthicsPoint Hotline reports of potential fraud, waste/abuse including:

- EthicsPoint Case No. 121 – Contractor’s Use of TriMet’s Specialty Equipment
- EthicsPoint Case No. 132 – Event to Transport Advocates to Salem
- EthicsPoint Case No. 133 – Claims of Inefficient Run Cutting

Business Process Improvement (BPI): BPI is an arm of Internal Audit. BPI provides consultation and analyses in order to help management optimize and improve overall Agency performance and to help achieve business objectives and goals contained in TriMet’s Business Plan. BPI projects for FY2025 included:

- Project Report – WebMMIS Process Mapping
- Project Report – Access Control Badge Request Form
- Project Report – Access Control Key Request Form
- Project Report – Rail Training Testing Automation
- Project Report – Timeloss (In Process)

B. OPERATIONS

Operations reflects the core work areas, including the Transportation division, the Maintenance division and the Transit System and Asset Support division.

TRANSPORTATION DIVISION

The Transportation Operations division is comprised of Bus Operations (fixed-route service), Rail Operations (MAX Light Rail) including Portland Streetcar oversight, Accessible Transportation Programs (LIFT paratransit and NEXT on-demand service), Commuter Rail (WES), Service Delivery, and the Operations Command Center (OCC). A high-level review of FY2024 activities includes the following:

Operator Recruitment: TriMet successfully addressed Operator staffing shortages created by attrition and promotions for both Bus and Rail Operators. In FY2025, class sizes were successfully increased for both Bus and Rail, which increased the number of new hires (over the Agency goal) and allowed for a smooth opening of the Red Line Extension (Better Red) in the Fall of 2024. Staffing levels for Bus and Rail Operators remain stable and adequate for upcoming service adjustments.

Bus Operations: During FY2025, the Transportation division worked closely with other TriMet divisions on multiple, interrelated efforts pertaining to fixed-route operations including: (1) in conjunction with Bus Maintenance, Bus Operations increased the on-time pullout performance by 2%; (2) in conjunction with the ATU, increased the effectiveness of and participation in the Operator Mentorship program, which focused on Operators during their probationary period; (3) Field Operations collaborated successfully with ATU to adjust Bus Supervisor district size, which reduced response times and the ability to respond quickly to Operators in need; and, (4) the department changed the supervisor deployment strategies to increase efficiency, which lead to reduced personnel costs.

Accessible Transportation Programs (ATP): During FY2025, ATP continued a number of initiatives to improve customer experience and efficiencies. (1) The department won a prestigious APTA Innovation Award for its pioneering work with Instacart, which has led to more than 50 agencies across the country following suit with similar initiatives for their riders. The partnership with Instacart was launched to provide expanded grocery, prescription and goods deliveries for LIFT riders, including deliveries for EBT beneficiaries. After the first year of the pilot, riders are reporting lower costs of transit and dramatically improved quality of life. (2) ATP is also piloting a fully subsidized Honored Citizen fixed-route pass for LIFT-eligible riders who undergo travel training. As a result of the first year of the pilot, riders in the pilot have reduced their LIFT ridership by 10% and increased their fixed-route ridership by 99%, and (3) the ATP team launched a commingled, same day, on-demand pilot in South Gresham, which provides service to LIFT-eligible riders as well as general public older adults and people with disabilities. This project should reduce the cost for paratransit trips and increase same day trip availability for riders. If the pilot proves successful, TriMet will explore expanding the new service to other areas in the District.

WES: During FY2025, WES did the following: (1) conducted a Full Scale Emergency Exercise per FRA requirements; (2) completed end of line bumping post replacement at Beaverton Transit Center and Wilsonville station; and, (3) garnered FRA renewal of longstanding horn waiver allowing continued operations on the Lombard Avenue spur in downtown Beaverton without horns.

WES MOW Operations: In FY2025, the WES team completed railway track replacements, surface/line/dress of trackway & rehabilitation of the following: (1) 100% rehabilitation of at-grade RR Crossing at Durham Road (100 track feet); (2) 100% rehabilitation of at-grade RR Crossing at Tigard Main St.; (3) replaced the frog at MP36.58 in Tualatin; (4) replaced 119 switch ties and 255 ties at various locations on the corridor; and (5) performed annual Rail Flaw Testing and Inspection using ultrasound and geometry technology.

WES Vehicle Maintenance: In FY2025, the WES team accomplished the following: (1) Initiated the fleet branding campaign by painting car cabs with blue and orange TriMet livery, (2) continued retrofits and commissioning of two diesel cars, which are projected to be Safety Certified and operational in FY2026, and (3) maintained revenue fleet to the FRA standard resulting in 100% regulatory compliance.

OCC: The OCC has successfully closed out two (2) Corrective Action Plans (CAPs) in collaboration with ODOT, focusing on enhancing On-Track Safety and improving outside Agency notifications. To support these operational improvements, we prioritized leadership development and employee morale through training and enhanced recognition programs. OCC Dispatchers were provided with call-center specific training aimed to improve internal customer service and support of Operators. These efforts are ongoing and intended to ensure a safe, efficient, and responsive environment, where OCC is well-prepared to meet future challenges and improve our ability to deliver reliable service.

Rail Operations: In FY2025, the Rail department achieved significant milestones including: (1) Closing out CAP 12682 on rule violations, effectively reducing hazard risk rankings below threshold levels, (2) bolstered Operator staffing, crucial for navigating large service disruptions, (3) launched the Safety Through Accountability and Recognition (STAR) program for the upcoming year, which recognizes Operators with no rule violations, and (4) delivered improvements in yard pullout on-time performance, nearing operational goals by a 2.5% increase. Efforts were also focused on aligning processes and policies between Portland Streetcar (PSC) and MAX, highlighted by the creation of the Streetcar Operator webpage on TriNet and updating the new PSC rule book. Collaboration with ATU to initiate a mentorship program for Rail Operators has begun with plans for implementation at the start of FY2026.

Service Delivery (SD): SD includes Scheduling, Scheduling Systems and Production, Workforce Utilization (Station Agents), and Operations Planning and Projects (Field Service Coordination). Starting in FY2025, the Service Delivery group moved into the Transportation division.

The department accomplished the following during FY2025: (1) In conjunction with Service Planning, Service Delivery successfully implemented service enhancements of the Forward Together Service Plan. Schedules were developed and availability of Operators was confirmed. Scheduling continues to optimize schedules to better reflect traffic conditions, travel times, and demand levels, (2) Utilizing STIF funds, Service Delivery, in working with IT, is currently undertaking a significant software upgrade to the Operator bidding process and daily management of Operator assignments. This software package will improve work processes and introduce process efficiencies for several work groups within Transportation, (3) the Operations Planning and Projects team successfully assisted with several MAX shutdowns/closures, the extension of the Red Line, and several other events including parades, various sporting events and concerts, and was the primary work group that developed the Winter Weather Service Plan, and (4) Service Delivery worked with Service Planning to determine the number of Operators needed to achieve service goals and working with Training and HR, translated those figures into Operator class schedules to meet those goals.

MAINTENANCE DIVISION

Bus Maintenance: Our 24 zero-emission buses were delivered to Powell garage and the commissioning process has been completed. The 24 buses have been put into revenue service and are performing well. All 24 buses will be operational service this calendar year. Two island fast charge stations have been installed (A & B) capable of charging 24 BEBs independently. Each track holds six buses nose to tail with 1:1 chargers capable of 200kW DC fast charging (currently limited to 160kW). These are also equipped with two ChargePoint shop chargers at two dedicated maintenance bays.

Powell garage has an ongoing construction project to install overhead pantograph chargers. The project is scheduled for completion July 2025. When complete, this will increase BEB charging capabilities at Powell. The improved infrastructure will address future BEB expansion.

TriMet's five New Flyer 40-foot Battery Electric Xcelsior buses (first deployed in April 2019) from Merlo garage on Line 62 entered its sixth year of revenue service on the road. This fleet has matured and have become a staple along Lines 6, 20, 44, and 54. These buses have collectively saved over one million pounds of greenhouse gas emissions. TriMet expanded its zero emission fleet with the addition of five Gillig electric buses, which entered year two of revenue service. The buses complete their all day scheduled blocks on stored battery energy without needing to recharge.

Thirty one (31) (4500 series) DTP Nova buses continue in revenue service. The 60 foot FX2 articulated buses are operating on Division Line 2.

Bus Maintenance partnered with the California Transit Works, which is a vibrant community of frontline workers and managers from transit agencies and unions, focused on building training programs that empower frontline workers and improve transit service to the public. We have started a Mentor program with their assistance and selected six Service Workers to start the program. This is the first Service Worker mentor program in the country. We will expand by adding six more Service Workers by September and a Mechanic Mentor program by the end of the year. In May 2025 the ATU Local 757, took part in a 2-day Fundamental Electrical Electronics (FEE) course. The training is a foundational class for agencies converting to zero emission buses, and is part of the ATU's High Road to Innovative Clean Transit Grant, in partnership with California Transit Works.

Rail Equipment Maintenance (REM): REM has installed forward facing cameras on our Type 2 and Type 3 fleets. This modification now allows forward facing recordings on all of our Light Rail Vehicles. REM has 26 of the 30 Type 6 trains on property, 12 have entered revenue service as of June 2025. The remaining vehicles will be tested before entering revenue service during FY26. 10 Type I vehicles have been retired. The remaining 16 vehicles will be retired in FY2026. We have replaced two mills and one lathe that were 30+ years old that will increase efficiencies and accuracy in machining. We added a new LRV car mover to replace our 27-year old vehicle that is scheduled for retirement. Actively recruiting for mechanics to help with our labor shortage continued. The team has hired eight Journey Worker Mechanics so far with another six in the hiring process.

Facilities Maintenance (FM): The Facilities Maintenance (FM) department experienced significant growth in FY2025 with the successful integration of two new teams: (1) The Information, Development, and Production (IDP) team now comprises four union employees dedicated to the creation, editing, and installation of all wayfinding materials throughout the District, (2) TriMet's Space Planning group, a small but impactful team of two (a Manager and a Coordinator), played a pivotal role in the successful expansion of TriMet's One Main Place headquarters, handling a substantial workload with expertise.

FY2025 saw significant infrastructure enhancements, including the installation of five backup generators at key facilities: Elmonica, Merlo Bus Maintenance, Center Bus Maintenance, Ruby South, and Ruby North. Concrete improvements were completed at the Tualatin Bus Isle, Merlo West, WES Expansion, and both phases of the Merlo Bus Yard. Additionally, eight locations received seal coating (Mohawk, Tigard Park and Ride, Barber Transit Center, Beaverton Creek, Beaverton Transit Center, Millikan Way, Tigard Transit Center, and the WES Parking Lot). FM's Electrical Supervisor continues to demonstrate exceptional dedication in identifying and resolving electrical infrastructure safety concerns. Extensive progress has been made in inspecting and maintaining critical components such as generators, automatic transfer switches, medium voltage switchgear, grounding grids, power disconnect mechanisms, and uninterruptible power supplies. Ongoing arc flash coordination studies further bolster these safety initiatives.

Maintenance of Way (MOW): In FY2025, the MOW teams accomplished the following:

Signals: In an effort to maintain on-time performance and ensure a reliable transportation system, the MOW team developed and implemented this new cable armoring concept. It has already proven to be an effective theft deterrent. In 2024 alone, we replaced over 1,600 feet of bonding and negative return cable. Our newly developed method mitigates cable theft at a fraction of the cost of traditional conduit

installations and can be executed under train orders during regular shifts. This new process was awarded the APTA Innovation Award. The team completed multiple battery upgrades across the system, completed signal relay training for multiple staff, replaced six track switch machines and eight gate mechanisms, retrofitted a number of gate mechanisms, and replaced the damaged Ruby Yard signal house.

Substations & OCS: Executed training contract for a formal OCS training program, graduated six OCS trainees to full maintainers and three additional expected to graduate July 2025. Traction power breakers and SAP retrofits were completed in four Yellow Line traction power substations (TPSS). Completed retrofit of eight feeder breakers in Blue Line TPSS. We began the process of reevaluating and modifying preventative maintenance procedures. We provided supported for all scheduled major shutdowns for maintenance and State of Good Repair (SGR) efforts. These projects included the Redline, Banfield, 11 Mile/97th Curve & Tensorex [new cable tensioning system], and the ongoing 82nd Avenue project.

Track: Installed 560 feet of new Rail and 160 concrete ties at Ruby Junction, Division Street and Cleveland tail tracks, installed 200 wooden ties between Burnside/122nd and 197th Avenues, between Civic Drive and Division Crossing, and on the Banfield between 42nd and Lloyd Center. Replaced head block ties at OPR switches, Willow Creek and Ruby throat switches, removed contaminated ballast and replaced with clean ballast at multiple locations, including Ruby Junction, Division St. 60th platform, and Lloyd Center. Replaced over 1,000 rail anchors along the Burnside and Banfield corridors. Chameleon track servicing vehicles were purchased to assist during winter weather events. They were strategically placed throughout our alignment to support snow and ice removal, ensuring continuity of train service. When deployed, the Chameleons effectively cleared snow and ice from the rail, which reduced manpower requirements, resulted in cost savings by avoiding contractor use, and decreased exposure of field crews to hazardous conditions. These machines were also used to clear out imbedded track for both MAX and WES during normal maintenance operations, saving hundreds of labor hours.

TRANSIT SYSTEM AND ASSET SUPPORT DIVISION

Transit System & Asset Support was created to re-organize critical support functions within Operations.

This division has three areas of focus:

Transit System Support Services (TSSS): TSSS combines Service Performance & Analysis, Operations Records & Information, and Transit Asset Management functions under one department. It also supports the Operations budget by administering several Intergovernmental Agreements with key jurisdictional partners. The Service Performance & Analysis team supports TriMet Operations with analysis and reporting. They also take the lead on annual National Transit Database (NTD) reporting. The Operations Records & Information team supports Operations with all directive documents. It leads the Directive Document Working Group (DDWG), which is a multi-disciplinary group that reviews and approves of Standard Operating Procedures and other directive documents. The DDWG also supports the Transit Change Review Committee. The Transit Asset Management team ensures compliance with the Federal Transit Administration's Final Rule regarding asset management. It keeps an inventory of assets and helps asset owners manage them throughout their lifecycle. It also manages a third-party contractor to perform condition assessments of track and facility assets every year. Those assessments validate condition ratings that are submitted to the NTD.

Transit Asset & Maintenance Support (TAMS): TAMS contains the Agency's core engineering staff supporting Maintenance with technical details for State of Good Repair, safety and reliability. TAMS is responsible for assisting the Maintenance division with engineering technical support, maintenance control, asset configuration, and change management. During FY2025, TAMS expanded its departmental structure to include a Maintenance Control group and three Technical Support teams (Vehicle, Maintenance-of-Way, and Facilities). In support of this structure, TAMS absorbed the Rail Equipment Maintenance Technical Services (REMTS) team, Maintenance-of-Way engineers, and the Bus and Rail Replacement Service Team (BRRST). TAMS undertook significant initiatives to enhance operational efficiency, reliability and safety completing over 600 technical support tickets, including significant Light

Rail Vehicle (LRV) and Bus modifications in support of a good state of repair and on time performance. Technical Advisory Group (TAG) and BRRST successfully supported multiple phases of A Better Red, helping the project deliver on schedule and on-time. Annually, the TAMS team is subject to a State Safety Oversight Agency (SSOA) change control audit by 3rd party Federal Transit Administration (FTA) auditors. The FY2025 audit was passed successfully. During FY2025 TAMS closed the Agency Corrective Action Plan (CAP) for safety related configuration and change management. TAMS also significantly advanced the Agency towards achieving a single source of truth for Maintenance related documentation and assets by initiating IT support of an engineering product lifecycle management tool (Autodesk Vault) and internal technical support ticketing tool (JIRA).

FY	Maintenance division Requests for Technical Engineering Support	Closed Requests	Resolution Rate Target=60%
2025	661	405	61%

Transit Training & Development (TTD): Focuses on training of union and non-union staff within Operations. During FY2025, TTD maintained an aggressive Bus and Rail Operator training schedules. The Rail Operator training class size, and the frequency increased to unprecedented levels. Bus Operations training initiated the CDL program to structure training across all TriMet disciplines requiring a CDL Class A or B. This program supports both internal and external employees in obtaining the required licensing before beginning training in their respective roles. Maintenance training, prioritized skilled maintenance training and accelerated the frequency of Service Worker training. To accomplish this, TTD has partnered with the Transportation and Maintenance divisions' leadership on updates to curriculum, instructional design, and training implementation.

TTD is working with the TSAS administrative team to establish a record governance structure for the entire division that will be compatible with the future implementation of the Enterprise Content Management (ECM) platform for Agency-wide records governance.

TTD continues working to enhance the skills of instructors throughout the department, conducting seminars on adult learning behaviors, learning theory, and curriculum development.

During FY2025, TTD trained all Rail Operators on specific changes to the Red Line alignment, including ensuring each Rail Operator operated a Light Rail Vehicle (LRV) on the updated alignment. TTD also provided familiarization training to all relevant MOW and Facilities team members to ensure that they were able to perform their duties on the updated alignment. TTD also provided training to each Rail Operator related to operation of the new Type 6 LRVs.

During FY2025, the following trainings were completed:

Training Type	# Trained/Graduated
Rail IOC	131/100
Rail Recertification, included Rail Operators, Rail Supervisors and Controllers	275 Trained
Rail Return to Work	41 Completed
Field Ops & OCC Return to Work	11 Completed
Control IOC	5/4
Dispatch IOC	5/3
Field Ops IOC	17/13
Bus IOC	425/359
Bus Recertification – Included Bus Operators, Road Supervisors and Dispatchers	985 completed
Bus Return to Work	190 Completed
Other	1,100 Completed
Bus Mechanic – Direct Hire	21/13
Bus Apprentice Mechanic	14/4
LRV Tech Trainer	29/0
MOW Signals Trainee	5
OCS Trainee	6
Track Trainee	5
Substation Trainee	3
Service Aide	19/19
Service Worker	103/82
Bus Electronics Technician	3/0
Facilities Maintenance Worker	14/13
Plant Maintenance Mechanic Apprentice	1
CDL A	56

C. GENERAL AND ADMINISTRATIVE

FINANCE & ADMINISTRATIVE SERVICES DIVISION

Finance is preparing to issue up to \$150 million in payroll tax revenue bonds in fiscal year 2026, pending Board approval. With this effort, Finance & Administration launched an Investor Relations Program. TriMet's Investor Relations website is here: [TriMet Investor Relations Programs](#). This platform allowed TriMet to post bond ratings, audited financial statements, budget documents, important news and initiatives and projects showcase past, current and future funded by bonds.

Budget & Forecasting: FY2025 included extensive analysis regarding Interstate Bridge Replacement (IBR) project and the impact of Light Rail operations, review and impact of the State led Transportation Package (which ultimately did not get approved) and a refocusing of the long-term fiscal health of the Agency. The department developed and (internally) published the TriMet FY2026 Financial Forecast in April 2025. The Financial Forecast demonstrates continued fiscal health of the Agency in the near-term; however, does present fiscal challenges starting in FY2031. In May 2025, the team completed the FY2026 Budget cycle with the adoption of the Budget, totaling over \$1.96 billion. Employer payroll tax revenues remain a strong revenue source for the Agency in addition to passenger fare revenues (although down significantly from the pre-pandemic).

Financial Services: Financial Services is responsible for the functions of accounting, payables, receivables, grants, debt management, cash management, investments, capital assets, payroll administration, financial close and reporting and the annual external financial audit. During fiscal year 2025, the department published monthly financial statements onto TriNet. For fiscal year end June 30, 2024, TriMet published the first Annual Comprehensive Financial Report (ACFR). The ACFR received the GFOA Excellence in Reporting award. The full report is published here:

[Fiscal Year 2024 Annual Comprehensive Financial Report](#)

Grants Development & Compliance (Grants). In 2025, the Grants department submitted 12 discretionary funding applications totaling over \$65.5 million, of which \$59.5 million has been awarded, including \$55.5 million from the Portland Clean Energy Fund's inaugural Climate Investment Plan program to support the 82nd. Avenue Bus Rapid Transit project. The department also executed 13 grants totaling \$220.9 million in FTA discretionary, formula and flexible funds. An additional \$95.9 million is pending execution, including a \$25 million RAISE grant for Columbia Bus Base. TriMet remains optimistic this award will be executed by the FTA, despite delays affecting certain discretionary funding programs.

The department successfully facilitated both the Oregon Department of Transportation's (ODOT) 2025 on-site Compliance Review and the 2024 annual National Transit Database reporting. Other Federal and state compliance requirements have either been met or are underway.

TriMet received nearly \$73 million in Statewide Transportation Improvement Fund (STIF) revenues, disbursing more than \$21 million to Public Transportation Services Providers and Subrecipients. This included a middle of the year, emergency amendment to the 2024-25 QE STIF Plan adding \$19.8 million in un-programmed funds from previous biennium and \$19.1 million in additional funds for the current biennium. Two other state grants totaling \$0.8 million were executed, with another \$58 million still pending in local and state awards.

Risk Management: Risk Management administers the Agency's self-insurance programs for both liability claims and workers compensation claims, operating more efficiently and cost effectively. Feedback on the Agency's loss experience and trending is provided in regular meetings with safety and other departments. In FY2025, TriMet paid a total of just under \$3.2 million for workers compensation claims and received 260 new claims throughout the year. A total of 41 injured employees took advantage of TriMet's light duty program, working in various capacities throughout the Agency. Through the State of Oregon's Employer at Injury Program, TriMet was reimbursed \$146,163 for employees who worked in light duty roles in FY2024.

Fare Revenue and Administrative Services: In FY2024, the Fare Revenue payment trends included:

Fare Revenue collected \$64 million in funds, a 6.5% increase over the previous fiscal year. The team maintained 12 Hop Fastpass® sales channels to reach customers in all walks of life (e.g. Customer Support Center, Websites, Mobile Apps, Ticket Vending Machines, and Retail Network). A total of \$9.3 million in cash was collected and processed via the money room.

In FY2025 all 165 legacy TVMs were replaced as was the fare inspection solution used by TriMet's Public Safety Officers.

Contactless bankcards and mobile wallets tapped directly on validators made up 24% of all Adult taps in the system. This is a 42% increase from FY2024.

Procurement & Supply Chain Management: The Procurement and Supply Chain Management department supports the District by soliciting and managing contracts; administering and purchasing parts, materials and equipment; managing and securing inventory; and managing warranty programs for parts, material and equipment.

The department awarded 275 new contracts and executed 665 contract modifications and change orders during FY2025 for a total contractual commitment of about \$193 million. In addition, the department issued 10,020 purchase orders with a total value of about \$41 million. The department administers the Purchasing Card (P-Card) program on behalf of TriMet, allowing staff to make low-dollar purchases for repair and maintenance materials for vehicle, equipment and facility maintenance, as well as for other minor purchases in support of TriMet operations. There were 12,476 individual transactions during FY2025, which accounted for about \$6.6 million in total value.

During FY2025, the department actively reviewed and updated several key policies, while robustly enforcing existing purchasing rules. The department worked closely with the Board to revise the Contract Review Board rules as well as the Contracting Delegation of Authority, both of which result in more efficient purchasing while maintaining public transparency and privileging public competition. The contracting team developed and implemented a new sole source/special procurement request and approval process, which includes new public notice requirements that will increase TriMet's procurement transparency. The purchasing and supply chain teams supported the ongoing re-orientation of TriMet's maintenance materials inventory to a "hub-and-spoke" model, with the new Materials Management Center at the Columbia Operations Facility as the hub. The department strengthened P-Card policy enforcement with respect to timely reconciliation of transactions and compliance with monthly deadlines, including a progressive schedule of consequences (re-training, card suspensions, and card revocations) for failure to comply with requirements. The business admin team completed a refresh of the District's fleet of tabletop and desktop printers to eliminate equipment at end of life, and they also implemented new printer fleet management tools and processes to improve administrative efficiency. The department worked with the District's Learning Management System team to develop additional e-learning modules and job aids, aimed at improving employee understanding of purchasing processes and requirements.

INFORMATION TECHNOLOGY DIVISION

Mobility & Location-Based Services: The team supported Agency-wide operations and systems with requisite data, analysis, and tools. This work includes collecting and maintaining spatial data, conducting analyses and reports, and providing web mapping applications. The department led the development of an Origin-Destination-Transfer (ODX) model using Hop Fastpass® data and manages the program and software platform for planning and analysis. The department continues to lead the development of the Regional Trip Planner (RTP), which will serve riders across the region with a single trip planner capable of connecting trips on TriMet, the Portland Streetcar, C-TRAN, SMART and shuttles.

Information Security: The department continued advancing cyber risk management efforts in alignment with TriMet's enterprise risk management strategy, with a focus on maturing cybersecurity capabilities for operational technology (OT); this includes a Mandiant/Google-facilitated tabletop exercise designed to test OT-specific readiness. We established a cross-functional team to address cybersecurity risks in OT and have begun mitigating identified risks based on their severity. These initiatives contributed to exceeding our year-over-year goal for improving TriMet's cybersecurity posture defined in TriMet's Business Plan, as measured by the 2024 Nationwide Cybersecurity Review (NCSR).

Intelligent Transportation Systems: The department continues to support the many Safety and Security initiatives including replacing legacy intrusion detection systems, adding additional CCTV cameras, and improving the resiliency of video storage and management. An elevator access control system was successfully designed, tested and implemented at one Rail platform as a pilot for other locations. Vehicle engineers and fare engineers continued working to prepare Type 6 MAX trains for operation; these new cars have substantially more technology than older MAX Vehicles. Legacy tunnel radio systems were completely replaced with a more modern tunnel radio system. Rail control system engineers, as part of the Better Red project have implemented multiple complex changes to the AIM Rail Control System to reflect the physical changes to the Rail system. Transit Signal Priority was added to 10 additional intersections in Portland. Major fare revenue system projects were initiated this year, including replacement of fixed-route Bus cash boxes, fare inspection device replacement and mobile applications. Lastly, the Intelligent Transportation Systems team completed and moved into a new, dedicated lab space, which will increase the efficiency of testing and troubleshooting.

Enterprise Systems: The department completed numerous projects to support operations, reduce technical debt, and deliver new capabilities. Key highlights include ongoing enhancements to TriMet's website, trimet.org, particularly improvements to accessibility and the continued development of the regional trip planner. Additionally, new system requirements were implemented to support the 2024 Working Wage Agreement. To address technical debt, we modernized and consolidated the Kiosk and TransitTrackerOnsite applications into a single, cohesive platform. These applications display Red Line arrival times at the Airport and in hotel lobbies throughout the region. We also completed Phase I of the Workforce Management software project, aimed at replacing multiple legacy systems and providing improved tools for Service Delivery operations.

Project Management Office & Service Desk: The department continued to support the successful delivery of IT projects across the enterprise. The executive-level IT Governance committee continued to prioritize IT projects at an enterprise level, so that IT can deliver the IT projects that provide most value for the Agency; and has also taken ownership of cybersecurity risk. This year, the department expanded the IT Service Desk to meet demand and increase the number of service requests resolved on first contact. We continued our Service Management Improvement Program in FY2025, delivering improvements to how we manage IT incidents and problems, and how we manage our IT assets.

Operations & Infrastructure: In addition to supporting 24x7 IT operations of TriMet critical technology and systems, the team carried out numerous projects to reduce technical debt. This included building out fiber for One Main Place, Columbia Phase I, and supporting One Main Place floor space expansion through many buildouts and team relocations. Significant effort was invested in identifying CCTV resilience gaps and improving the triage model. The teams completed the decommissioning of 181 end of life Windows Server 2012 servers, and the migration of user mailboxes from on premise Exchange servers to Microsoft M365. We are near to completing the rollout of multi-factor authentication for all offsite access to email, reducing risk and supporting TriMet's cybersecurity objectives.

LABOR RELATIONS & HUMAN RESOURCES DIVISION (LRHR)

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

Collaborative and Productive Labor and Employee Relations: Early in the fiscal year, Labor Relations shepherded the tentative agreement on a successor Working and Wage Agreement (WWA) with ATU to full ratification. With that process completed, the focus shifted to contract implementation and organizational alignment. In-person briefings were held with Operation's leadership across worksites to support consistent application of contract changes, particularly around attendance management. Meanwhile, the team navigated a transition to a new ATU leadership group with the goal of continuing to build trust and collaboration. Completed agreements, with ATU, advanced agency goals around managing mobile employees and security operations.

Non-Represented Employees: TriMet has a merit program that recognizes and rewards employees for their work performance through established objectives at the beginning of the fiscal year and paid at the conclusion of the year based upon meeting or exceeding those objectives. Pursuant to Board approval, in FY2025, effective 9/15/24, a total of 623 employees received an average merit increase of 5%, resulting in an annualized cost of \$4,029,175. TriMet also encourages professional development by offering salary increases for pre-approved professional certifications, relevant to their roles, as well as post-secondary education, through the High Value Certification (HVC) program. The cost for the HVC program, paid in February 2025, was an annualized cost of \$128,750.

Recruitment and Turnover: In FY2025 the Agency continued to see record-breaking hiring activity in recruitment during the first two-thirds of the fiscal year, especially in TriMet's represented positions. We made significant impacts in our hiring for Bus Operators and for front-line Maintenance positions, by fully staffing nearly all positions, while making significant progress filling budgeted positions for skilled labor roles in the Maintenance Division (Journey-level). TriMet will continue its recruitment efforts to attract and select a talented workforce for all positions.

In FY2025, there were over 700 new hires brought onboard agency-wide, and significant numbers of internal promotions across most Divisions. In FY2025, TriMet made significant progress on its retention and engagement efforts. We saw new hire retention improvements to both new Operator and entry-level Maintenance classifications by 24% and 47% respectively during the first six months of employment, and hired a dedicated Manager of Engagement and Retention to oversee all activity related to recognition, engagement, and retention programs. Seven area high schools had relationships created, with visits from a cross-functional working group comprised of LRHR, TSAS, and the Maintenance divisions, with new internship programs also being piloted to encourage transit as a career pathway for youth.

Employee Development: A monthly, five-day onboarding program "First Stop" was launched for all represented new employees in January 2025. Our agency-wide learning and development function continues to develop and support self-directed online learning and ongoing employee development for our entire employee base. A Tuition Reimbursement Program for represented employees was implemented mid-FY2025. The nine-month agency-wide mentor program, open to all employees (providing a suitable mentor match is available) continues to grow in participation.

Leadership Development Strategy: In FY2025, TriMet continued to expand the implementation of the 14 Leadership Competencies to all leadership roles through several channels of communication, workshops and classes to help leaders begin to adopt the competencies in their respective areas. In addition, the Succession Planning program has been implemented at the Executive Director and General Manager levels and has made significant progress in all divisional leadership roles. Leadership development programs continue with over 60 leaders attending the two-day Leadership Essentials Program, which also includes a 360° feedback survey and follow-on individual professional coaching. FLEET, a robust 18-24 month frontline leadership program was piloted with 38 Assistant Managers in early FY2025 and applications are now open for the FY2026 cohort.

Regulatory and Statutory Compliance: The District is committed to a workplace that is free of harassment, discrimination and retaliation. LRHR responds to and investigates all reports of alleged workplace harassment or discrimination.

Employee Engagement: The District continues to focus on employee engagement and that is an essential goal in TriMet's 2030 Plan. This fiscal year, TriMet conducted the Your Voice Employee Engagement Survey agency-wide. The Agency continues to track results for progress in this area. TriMet leadership continues work to address the lower-scoring engagement survey items to support employee engagement from the start of an employee's career journey.

LEGAL SERVICES DIVISION

Administration and Governance: In FY2025 the Office of General Counsel continued its main role of advising TriMet's General Manager, Board of Directors, and Executive Team on a wide array of legal, strategic, and governance issues, including the evolving federal landscape.

The Records and Information Governance (RIG) Team provided program management support to TriMet's enterprise Information Governance (IG) Program, which included working with the IG Council to conduct an IG Maturity Assessment and develop TriMet's first IG Strategic Plan. The RIG Team participated in a number of IG strategic actions, including updating and aligning TriMet's expanding suite of IG policies, developing additional IG training and educational resources, and providing IG support to IT technology projects. The RIG Team also processed 821 public records requests in FY2025, which is a 4.5% increase over FY2024 and the highest volume of public records requests that TriMet has received in a single fiscal year since tracking began in FY2013.

Litigation and Legal Services: The Litigation department successfully defended TriMet in a variety of legal matters at the trial and appellate levels, as well as before administrative agencies. Litigated cases have continued to increase and the team averages 40-50 active legal matters at a time. Litigation attorneys also provide advice to the Claims department on pre-litigation matters as well as assist numerous other divisions on various legal matters including key legislative proposals, government funding issues, relevant trainings, the issuance of long term exclusions, and special projects like the TriMet Crash Advisory Committee.

Real Estate and Transit Oriented Development: In FY2025, the Real Estate/TOD group engaged in numerous tasks to successfully support the Agency. The team has supported design and pre-development work for both the 82nd Avenue and TV Highway Bus Rapid Transit projects, successfully negotiated leases to support TriMet's expanding contracted security presence, and continued to push forward with transformative transit-oriented development projects. The 220 apartment Hollywood HUB project at the Hollywood Transit Center broke ground last October and construction of Multnomah County's new East County library on the former Gresham City Hall Park and Ride site is scheduled to be complete early in 2026. The TOD team continues to work to provide projects that are community-supportive and bring much-needed housing to the region as well as ridership and revenue to the Agency.

SAFETY & SECURITY DIVISION

Safety Management System (SMS): The Public Transportation Agency Safety Plan (PTASP) is currently under review for updates reflecting progress in SMS implementation efforts and incorporating new regulations enacted under the Bipartisan Infrastructure Law (BIL). A new Safety Committee has been formed to meet the BIL requirements.

The Safety & Security division has filled the following new positions in FY2025:

- Public Safety Operations Manager, Security Operations Center

A Federal Transit Administration Research grant (OR-2021-004-00), Risk Ranking Tool, and Data Validation for Grade Crossing Safety Enhancement has been underway since July 2021 and concluded in June 2025. BriefCam software purchased in 2021 provides data to develop a Risk Ranking Tool, which will be used to direct investment in appropriately designed mitigations at high-need locations.

Operation Life Saver: The Safety department is now an active participant in this national effort to bring rail crossing safety to the forefront of public safety issues through advertisement, training, education, and outreach and to reduce the number of crossing incidents.

Fare Enforcement: The Fare Enforcement program continues to be further developed and expanded to incorporate new ideas, strategies, training, and technology tools to thwart fare evasion. Additional training sessions were provided to all Fare Enforcement and Security staff that support Fare Enforcement teams. In times of need, including declared states of emergency such as inclement weather, Fare Enforcement teams often transition duties to support field operations staff to keep the system operational.

Drills and Exercises - Emergency Management Training: The Emergency Management department conducted a wide array of exercises during this period focused on training and preparation of first responders and Agency personnel. In pursuit of this goal TriMet completed 8 public safety drills, 2 tabletops, 2 functional exercises, and one full-scale exercise.

The Security Operations Center (SOC) serves as the central security hub for TriMet's Rail and Bus operations, operating 24/7 to support both staff and customers. Its primary responsibility is to receive, assess, and coordinate the deployment of appropriate resources and services to address security concerns and ensure the safety of all system users. The SOC collaborates with internal teams and external agencies, including law enforcement, emergency responders, and other partner organizations to create a safe, secure, and welcoming environment for riders and employees.

Security dispatchers monitor TriMet's CCTV cameras across the entire system, respond to security-related requests initiated via phone, radio, text messages, and social media, and facilitate the dispatch of resources for non-emergent matters. For emergency and urgent situations, they promptly transfer calls and reports to local 9-1-1 dispatch centers, ensuring rapid response from police, fire, and medical first responders. Through these efforts, the SOC plays a vital role in maintaining a secure, efficient, and rider-friendly transit experience.

STRATEGY & PLANNING DIVISION

The Strategy & Planning division's responsibilities include strategic planning, service planning, capital planning, and zero emissions programs at TriMet. The division is led by the Chief Strategy & Planning Officer, who also provides direction to the Executive Directors of Public Affairs, Engineering & Construction and Public Access & Innovation and the Senior Director of Planning. This new reporting structure was introduced to align strategy, planning, public communications, government relations, capital project and program development and delivery, program compliance and innovation.

Strategy & Planning Administration: The Strategy & Planning Administration (SPA) department includes the Chief, Strategy & Planning Officer (CSPO), TriMet 2030, and zero emissions program direction. Accomplishments in FY2025 include:

- Development of TriMet 2030, an Agency-wide strategic planning process to align goals, identify targets and prioritize strategies to achieve them. TriMet 2030 provides the strategic framework for our annual Business Plan.

Updating scenarios and plans for zero-emissions programs by tracking and analyzing current fleet performance, preparing for future operational needs, and supporting strategy development and coordination around zero-emission vehicle technologies and industry best practices, while also advancing a comprehensive sustainability plan aligned with TriMet's long-term environmental and organizational goals.

Service Planning (SP) Department: SP includes the Service Planning, Bus stops group, STIF planning, TriMet Business Plan, and coordination for the Sustainability Team. The department accomplished the following during FY2025:

- Services were increased and/or introduced from the FY2025 Annual Service Plan. Service enhancements included extensions of multiple lines providing more connections for riders; upgrading Line 87-Airport Way/181st to Frequent Service; extending the MAX Red Line 10 additional stations in Beaverton and Hillsboro; three new all-day Bus lines; introduction of new Bus lines to replace late night MAX trips in order to provide more time for maintenance on MAX right-of-way overnight while still providing needed connections for the smaller loads of passengers after midnight.
- The team managed the planning, distribution and coordination of STIF funds, supporting services and projects for TriMet and regional mobility partners including TriMet service supporting lower-income communities and communities of color and local and regional connections outside TriMet's District. The team also managed and improved Bus stops and shelters across the District.
- The Business Plan for FY2026-FY2030 was developed and completed successfully, while implementation of the FY2025 Plan and the GM Objectives selected from that Plan continued.

PUBLIC AFFAIRS DIVISION

A Better Red MAX Extension and Reliability Project: TriMet's federally-funded A Better Red project was completed in FY2025, with the extension of the MAX Red Line 10 stations west into Hillsboro, Oregon officially launched on Aug. 28, 2024. The division coordinated an opening event attended by the then-acting Administrator of the Federal Transit Administration, Veronica Vanterpool, and other federal, state and local dignitaries. This occurred six months after the division coordinated the opening ceremony for the new double-tracked sections between Gateway Transit Center and Portland International Airport installed as a part of the reliability portion of the project, along with a fully renovated airport MAX station, and a brand new Gateway North MAX Station. The division's efforts included raising enthusiasm for and awareness of the improved MAX Red Line — TriMet's largest Light Rail project since the MAX Orange Line opened in 2015, and the most significant work performed on an operating MAX Rail line.

82nd Avenue Transit Project: The division launched community engagement efforts around the design for the region's next TriMet FX® - Frequent Express line. FX on 82nd Avenue will upgrade the state's highest-ridership Bus line, with faster, more reliable service, with zero emissions buses. TriMet convened a Community Advisory Committee, developed a web page and solicited community feedback to help inform the project design. These outreach efforts will continue through the construction phase.

Forward Together: During FY2025, the division conducted communications, marketing, outreach and customer service for Bus service improvements made possible due to funding from the Statewide Transportation Improvement Fund (STIF). The improvements come as TriMet restructures Bus service to better serve the region after the COVID-19 pandemic and changes to travel patterns. Forward Together, which began rolling out in FY2024, provides a roadmap to increase service levels by more than 30%, revitalizing ridership, and improving regional connections, especially for people with low and limited incomes. The second year of Forward Together and related improvements included extending routes to college campuses and key job centers, adding buses and service hours on higher-ridership lines and launching three new Bus lines.

Income-based Reduced Fare: In FY2025 (July 1, 2024–June 30, 2025), TriMet enrolled a record 16,000+ income-eligible individuals in its reduced fare program through online applications, in-person registration at the Customer Support Center, and community outreach events. The Access Transit team conducted 101 registration engagements, primarily at partner locations, prioritizing support for English as a Second Language (ESL) riders. Additionally, the Community Engagement team provided program information

and facilitated enrollments at over 75 community events. Since July 2018, over 80,000 individuals have enrolled in the income-qualified reduced fare program.

TriMet allocated over \$3.5 million in Fare Relief grants to 156 community partners to provide free fares to income-qualified riders and collaborated with 76 local organizations to assist with Honored Citizen program enrollment.

High School Summer Transit Program: After a successful 3-year pilot, TriMet continued the successful High School Summer Transit Program. This program provides high school-age youth free access to TriMet's transit services from June through August. Public Affairs staff coordinated the distribution of 30,000 free transit passes to students who rely on TriMet service during the summer months to access jobs, education, activities, food resources and other opportunities.

Hiring Campaigns: TriMet made great strides in its recruiting efforts to successfully reverse the most severe Operator shortage in Agency history. The Public Affairs division has been critical in helping the Agency hire new Operators, as well as for other critical positions such as Bus and Rail mechanics and technicians, service workers, and contract security personnel. Assisting the Agency's Human Resources and Transportation divisions, the Public Affairs division devoted \$650,000 in FY2025 to recruit for Bus and MAX Light Rail Operators utilizing mass media, social media, and holding three hiring events throughout the year. Through these efforts, TriMet has been able to fill open Bus and Rail Operator positions and build an applicant pool of qualified candidates for future positions as they become available. Future recruiting efforts are focused on hiring mechanics and technicians, and building an applicant pool for TriMet's contract security vendors.

Safety & Security Advancements: The Public Affairs division was instrumental in helping with TriMet's increased safety and security. The division assisted the Oregon Transit Association in seeking the passage of SB 1553 in FY2025, ensuring more serious penalties for illicit drug use on board transit vehicles. The division educated riders and the public about the changes to public drug use brought by the legislation as well as HB 4002, while informing and advertising TriMet's 24-hour security hotline and incorporation of blue-light security phones on Light Rail platforms.

Government Affairs: The Public Affairs division's Government Affairs staff works closely with political leaders on the regional, state and federal level to bring support for TriMet, transit and transit riders.

- **Federal funding and policy advocacy:** TriMet staff submitted two appropriation requests to House members for the replacement of LIFT paratransit vehicles and for Better Bus investments in Portland. Government Affairs staff also worked across the Agency and with external partners to develop TriMet priorities for the next federal Transportation Reauthorization. These priorities were submitted to Oregon members of Congress and key policy-writing committees. Staff also participated in a lobbying trip to Washington, DC as part of the APTA Legislative Conference in May, meeting with Oregon's Congressional delegation, Committee staff, policy experts and program staff at the FTA to advocate for these policy reform and funding priorities. The Government Affairs team also played a critical role in securing federal grants and advancing the 82nd. Avenue Transit Project into the FTA Small Starts program. The team mobilized Congressional, local government and community partners to successfully advocate for and receive a \$39 Million Low and No Emissions grant award to support Hydrogen Fuel Cell buses, Powell facility improvements and workforce development.
- **State Legislation:** Worked with the Oregon Transit Association (OTA) to increase funding from the STIF, the only dedicated transit funding source from the State and the best opportunity to address TriMet's operating deficit. To build support for the ask as a component of the 2025 transportation package, Government Affairs staff educated the 39 State Legislators and their staff with TriMet service territory in their District about TriMet's budget deficit and the resulting impact to service. TriMet staff also organized the OTA Lobby Day, the JPACT Lobby Day, activated partner organizations, met with Legislators in leadership offices and on the

transportation committee. This advocacy successfully increased the Legislature's proposal of a 0.18% STIF rate to the 0.3% STIF rate included in the final bill, a 250% increase in transit funding. Although the transportation package did not pass due to broader political dynamics, the 0.3% rate in the bill is an important starting point for future transportation package conversations.

- **Local and Regional Advocacy:** Consistently engaged with the 24 cities and three counties within the TriMet service District to ensure that they are supported by TriMet and understand the Agency's work, specifically around service changes and safety and security. This has included the facilitation of presentations to all jurisdictions within the service District on safety and security, service planning improvements as part of Forward Together, negotiating agreements to improve regional coordination efforts, and coordinating with local jurisdictions in support of planned capital improvement projects, like the transit center redevelopment in Oregon City. The Government Affairs team played a critical role in securing \$55M for TriMet in Portland Clean Energy Fund funding opportunity to support the 82nd. Avenue transit project and workforce development. TriMet also worked closely with Metro to build support for a Regional Flexible Funding Allocation bonding package that will deliver \$30 million for 82nd. Avenue, \$30 million for TV Highway and \$10 million to the Montgomery Park Streetcar projects.

Digital Information Display Program: The Digital Information Display (DID) program enhances the customer experience by providing real-time transit information and service alerts. Initiated over 20 years ago, the program now covers 100% of TriMet's MAX Light Rail platforms and the entire downtown Portland core. Solar technology has enabled the addition of e-paper devices at Bus stops. In FY2025, TriMet's Public Affairs team installed 44 devices at 10 locations that previously lacked DIDs. They also expanded Bus stop DIDs system-wide by installing 95 ePaper devices at Bus stops, bringing the total to 371. Additionally, 58 text-to-speech devices were installed at 50 locations. These upgrades improve accessibility by ensuring ADA-compliant contrast ratios and font sizes, optimize system efficiency by eliminating cellular costs and minimizing IT vulnerabilities, thereby creating a more reliable, accessible, and inclusive transit experience for riders.

PUBLIC ACCESS & INNOVATION DIVISION

The division of Public Access and Innovation supports TriMet's Vision and Mission and helps to institutionalize TriMet's values of Safety, Inclusivity, Equity, Community and Teamwork, while ensuring TriMet maintains compliance across multiple Federal & State laws and programs. The divisions' primary areas of focus are as follows:

- The development, implementation, and oversight of Agency continuous improvement and innovation efforts
- Implementation of Community Workforce Development Initiatives
- Agency Title VI public notices
- Governance of Title VI complaint procedures
- Supporting Title VI investigations, complaints, and lawsuits
- Ensuring Agency adherences to the Public Participation Plan
- Oversight, implementation and continual development of TriMet's Language Access Plan
- Support of Board membership and recruitment
- Sub-recipient monitoring
- Equity analyses for facilities siting and construction
- Equity analyses of major service and fare changes
- Oversight, implementation, and compliance for TriMet's Disadvantaged Business Enterprise (DBE) & Certified Contracting efforts
- Development, implementation, and oversight of Agency contractor Technical Assistance and Workforce Equity Programs
- Fare analysis, policy review and Access Transit Program support
- Multicultural programs contracting for translation services

- Accessibility programs & initiative support and community partnerships & resource development
- TriMet's Transit Equity Advisory Committee & other related public participation efforts

In FY2025, the division of Public Access and Innovation supported many initiatives and projects including but not limited to:

Helped secure \$3 million dollars for workforce development as part of the 82nd. Avenue Bus Rapid Transit Project. Overall \$55 million in PCEF funds were secured to support infrastructure for Bus Rapid Transit (BRT), workforce development & training and corridor cooling elements on seven miles of 82nd. Avenue, from SE Clatsop Street to the Cully neighborhood.

Helped TriMet to obtain a \$39 million dollar award for Fuel Cell Electric buses include \$2.4 million to build TriMet's training program with Portland Community College (PCC) and apprenticeships with supportive services developed with Worksystems, Inc., the region's Workforce Development Board, and the Oregon Employment Department.

As part of the division's efforts to ensure rider and stakeholder engagement in Agency efforts to update the service plan, our annual budgeting process, Federal program updates, construction projects, and long term planning efforts, helped expand TriMet's pool of multicultural partners and supported multiple in person focus groups and large public surveying efforts (reaching over 5,000) stakeholders in the last year. As part of our efforts to update the Agency's language access plan, Title VI Program and our Disadvantaged Business Enterprise program we were able to engage with several community partners/ organizations/education institutions, as well as partner with business organizations by updating these federally required program elements.

ENGINEERING & CONSTRUCTION DIVISION (E&C)

The Engineering & Construction division plans, designs, permits and constructs transit related capital projects. Projects include delivery of new assets and renovations to in-street (Bus) facilities, operations and administrative facilities, Rail Vehicles, and the Light Rail system. In FY2025, the division actively managed approximately 45 projects and programs (including project elements) with a total adopted budget of approximately \$126 million.

Program Management. This department supports the division with tracking and reconciling project costs, quality, scheduling, estimating, inspections, public art, engineering support, drafting services and staff augmentation services to support the capital program. The department advanced and implemented the replacement of the Project Management Information System (PMIS) software with support from a consultant. In addition, the department assesses and maintains TriMet's public art portfolio including the rehabilitation of the Timber Gate artwork at the Expo Station.

Design and Construction Department (DCD): This department managed numerous projects and provided ongoing technical support/subject matter expertise to other projects and internal departments. The most notable accomplishments for the year include:

- Buildings: Completed one work package and started construction for another work package associated with the Columbia Operations Facility. Completed 'Phase 1' construction of the Hollywood Transit Center project (in support of a new transit oriented development which also started construction).
- Stations & Guideways: Completed the Main St. element of the Rail Crossing Safety Enhancement project and procured construction for the next element, 185th Avenue. Completed design, procured and started construction for the 82nd Avenue element of the Blue Line Station Rehabilitation project.

- **Vehicle Engineering:** Continued commissioning of Type 6 Light Rail Vehicles; there are now 12 in revenue service. Initiated construction procurement for Vehicle CCTV retrofit project for Type 3 LRVs and WES Vehicles as well as event recorder replacement for Type 3 LRVs. Provided ongoing technical support to REM.
- **Rail Systems.** Began construction of the Type 1 substation element at Pioneer Courthouse Square and procured a construction contractor. Procured design for all the remaining elements. Completed conversion of the Light Rail signal system at the Double Tree siding to programmable logic controllers (PLC). Completed pilot installation of new OCS tensioning devices. Delivered OCS wire replacement for two tension segments near Gateway. Provided ongoing technical support to Maintenance of Way and Operations.

Major Projects: This department is responsible for developing and delivering projects funded through the FTA Capital Investment Grant Program and the Oregon House Bill 2017 (HB2017) Statewide Transportation Improvement Fund (STIF). Most notable accomplishments this year include:

- **Red Line Light Rail Project:** Project opened in August 2024.
- **Portland Milwaukie LRT Project:** Construction of two more floors to the Park & Ride completed and opened in May 2025.
- **Interstate Bridge Replacement Project:** Project Development phase continued with a focus on the environmental review process. The Draft SEIS was issued in September 2024 and the public comment period closed in November 2024. The Program continues advancing towards a Final SEIS and Record of Decision.
- **Transit Centers & Layovers:** Continued to advance designs for Oregon City, Beaverton, Gateway, and Parkrose transit centers. Construction completed on the Gateway Transit Common Stop.
- **82nd Avenue High Capacity Transit Project:** The project entered into the Project Development phase under the FTA Capital Investment Small Starts Program and working towards completion of the 30% design while receiving approval for a non-low-bid procurement method in March, seeking solicitation of CMGC services.
- **TV Highway High Capacity Transit Project:** Continued conceptual design development and confirmed the locally preferred alternative for the corridor. Securing the local funding and seeking solicitation for Design Services in May with anticipated August application request to FTA to enter into the Project Development phase under the FTA Capital Investment Small Starts Program.
- **Willamette Shore Line:** Completed construction on two at-grade crossings and improvements to the Jones Trestle.
- **Better Bus Program:** Continued working with regional partners on transit priority improvements at key locations across the region, such as construction on the SW 4th Avenue project.