


Date: July 27, 2022
To: Board of Directors
From: Sam Desue Jr., General Manager 
Subject: **Report of Finances and Administrative Activities – FY2022
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, 2022 is based on unaudited year-end results. The agency's external auditor, Eide Bailly, will complete their annual audit in October with results available in November. As in the past, our auditors will discuss their findings and any recommendations with the Finance and Audit Committee and the Board of Directors.

I. TRIMET FINANCES AND ADMINISTRATIVE ACTIVITIES

A. SERVICE AND RIDERSHIP RESULTS

FY2022 annual fixed route boardings: In FY2022, TriMet's fixed route system carried 49.5 million boardings, which represented an increase of 24.2% from FY2021. While ridership is increasing at a slow rate across the board, total system wide ridership is down (49.5%) compared to pre-pandemic data.

Average boardings for each day were:

- Weekday boardings averaged 151,320, an increase of 25.2%.
- Weekend boardings averaged 110,028 on Saturday and 90,232 on Sunday, an increase of 24.0% and 19.8%, respectively.

FY2022 annual MAX boardings: MAX carried 18.6 million boardings, an increase of 26.0% from FY2021.

- Weekday MAX boardings averaged 54,789 an increase of 25.3%
- Weekend boardings averaged 46,962 on Saturday and 38,808 on Sunday, an increase of 31.8% and 26.8%, respectively.

FY2022 annual bus boardings: Buses carried 30.8 million boardings in FY2022, an increase of 23.2% from FY2021.

- Weekday Bus boardings averaged 96,125, an increase of 25.1%.
- Weekend Bus boardings averaged 63,066 on Saturday and 51,424 on Sunday, an increase of 18.8% and 15.0%, respectively.

FY2022 annual WES boardings: WES carried 103,156 boardings in FY2022 and averaged 406 daily rides, an increase of 22.8% from FY2021. WES trains run every 45 minutes on weekdays during morning and afternoon rush hours.

LIFT/CAB: In FY2022, LIFT/Cab carried 436,303 rides, an increase of 62.7% 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, 2022 represent preliminary, unaudited financial data compared to audited financials for fiscal year-end June 30, 2021. The year-to-date activity for 2022 includes estimates for the month of June 2022.

Statement of Revenues, Expenses, and Changes in Net Position

For fiscal years Ending June 30, 2022 and 2021

	<i>--Unaudited--</i> June 30, 2022**	<i>--Audited--</i> June 30, 2021
Operating revenues:		
Passenger revenue	\$ 53,347	\$ 39,528
Auxiliary transportation and other revenue	24,237	19,771
Total operating revenues	77,584	59,299
Operating expenses:		
Labor	218,980	209,425
Fringe benefits	221,832	205,137
Materials and services	120,483	116,974
Utilities	11,365	10,928
Purchased transportation	23,713	14,981
Depreciation expense	147,207	142,919
Other operating expense	16,475	14,887
Total operating expenses	760,055	715,251
Operating loss	(682,471)	(655,952)
Non-operating revenues and (expenses):		
Payroll and other tax revenue	432,150	415,529
Grant revenue	160,562	117,450
Grant revenue - CARES/CRRSAA/ARP	133,589	203,503
Net leveraged lease income (expense)	656	732
Gain or (loss) on disposal of capital asset	139	463
Pass through revenue	5,723	(10,701)
Pass through expense	(5,723)	10,701
Interest and other expense	(40,487)	(34,129)
Funding exchanges and other payments	(10,127)	(1,900)
Impairment of capital assets	-	(58,579)
Total non-operating revenues, net	676,482	643,069
Loss before contributions	(5,989)	(12,883)
Capital contributions	111,439	48,664
Changes in net position	105,450	35,781
Total net position - beginning	1,852,896	1,852,896
Total net position - ending	\$ 1,958,346	\$ 1,888,677

**Fiscal year 2022 includes an average for June 2022 plus actuals for the prior eleven months

II. ADMINISTRATIVE ACTIVITIES

A. OFFICE OF THE GENERAL MANAGER

In FY2022, the Office of the General Manager (OGM) provided overall organizational leadership and support to the Executive Team and the Board of Directors with the information needed to make decisions that advanced TriMet's vision, mission, values and fiscal stability. Highlights from the OGM include the following:

- Ensured agency goals are on track and in accordance with the Business Plan, with 21 Key Strategic Actions completed and others refined for clearer implementation.
- Led the agency through strategic responses to the COVID-19 pandemic and subsequent budgetary impacts, while laying the foundation for recovery and growth as the pandemic passes.
- Led regional partner discussions on transportation funding to support major efforts, plans and partnerships including multiple bus lane improvements. Continued construction on the Division Transit Project and on the Better Red MAX Line.
- Led efforts to strengthen staff diversity, succession planning and training.
- Continued advancing safety, improving service, continued use of Hop and greater use of Low-Income Fare, capital improvement delivery, equity initiatives, community engagement, and a fiscally responsible labor agreement.
- Led and prepared for internal Executive Team meetings, conducted outreach to key agency stakeholders and represented the agency in regional, state and national forums.
- Worked to ensure key initiatives were staffed and resourced to succeed and that agency efforts were coordinated.
- Directed agency staff in effective use and distribution of Keep Oregon Moving funds to enhance mobility in the region especially for low-income and minority populations and during the added challenge of provide safe and reliable mobility to essential workers.
- Directed acquisition of new battery electric buses to proceed on path to stop operating diesel fixed-route buses by or before 2040.
- Continued pursuit of TriMet's role as a mobility agency including further development of usability of multi-modal trip planner for general public use and directed efforts to reduce operational greenhouse gas emissions by over 63%.

Internal Audit: In FY2022, 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 and issued audit reports for the following audits:

- Competency Management System Program Oversight and Monitoring and Rail Equipment Maintenance Assessments
- Predicted Compensation Management/Salary placement form review
- Road Call Reporting and Monitoring audit follow-up review
- Buy America Audit for 24 40' Battery Electric Low Floor Gillig Buses
- Bus Operator Training audit follow-up review

- Buy America Audit for 84 ElDorado Buses
- Facilities Management audit follow-up review
- Request for Safety assessments (substantially complete)
- Ride Connection audit follow-up review (substantially complete)

Internal Audit consulted on various projects, completed other audit follow-up verifications and reviews of management action plans to ensure corrective actions were completed and consistent with management's expectations and issued Semi-Annual Management Action Plan Status Reports. Additionally, the department continues to serve on TriMet's Accountability Committee, which was formed to enhance the agency's transparency efforts in order to strengthen and promote public participation and collaboration. Internal Audit also investigated all EthicsPoint Hotline reports of potential fraud, waste/abuse and provided an annual report to the Accountability Committee.

B. CHIEF OPERATING OFFICER (COO) DIVISION

Operations Planning & Development (OPD) Department: OPD includes the Service Performance & Analysis group. During FY2022, OPD delivered operations' submissions for development of the FY2023 budget, updated intergovernmental agreements with Portland Mall Management, Inc. to maintain the downtown transit mall and the City of Portland for streetcar operations and met FTA and FRA reporting requirements including the National Transit Database. OPD led and directed the Technical Advisory Group (TAG) that oversees and assigns work to the Bus and Rail Replacement Service Team (BRRST). In FY2022, BRRST was responsible for the planning, scheduling, and execution of two MAX improvement projects. These improvement projects included the Lloyd (19A/B Crossover Replacement), as well as the first "A Better Red" project (Switch 311A Relocation). The OPD department also oversaw the Operational Readiness for Service Team, which helped direct the team working on the Division Transit Project. The Service Performance & Analysis group delivered regular performance reports and project based analyses to assist the Transportation and Maintenance Divisions to improve performance related to safety, service reliability and customer experience. Service Performance & Analysis also partnered with operations departments to modernize business processes to improve the quality of data collected, increase visualization of data and create process efficiencies.

Operations Training and Development Department (OT&D): OT&D is responsible for managing and implementing all aspects of TriMet's in-house training in Transportation and Maintenance for both union and non-union staff as well as the State of Oregon Apprenticeship Programs. During FY2022, five apprentice programs were discontinued as their remaining active cohorts graduated and one remains with apprentices nearing completion. The BOLI standards for the Bus Mechanic apprentice program have been updated and approved by BOLI Council, effective April 1, 2022. The department also establishes and implements standards and practices, which support TriMet's Safety Management System. The Leadership of this department, includes Director, Senior Manager and the LMS Program Manager position. During FY2022, OT&D has continued incorporating Instructional Design (ID) best practices and Curriculum Design (CD) best practices to align OT&D with Adult Learning best practices, diversity, equity, inclusion, and accessibility. There is an established curriculum development, review, and approval process, ensuring all learning content contains specific learning objectives, structured and well documented presentations/learning activities and defensible testing mechanisms to validate transfer of knowledge. Concurrently, OT&D has rolled out, in partnership with Creative Services, an OT&D brand identity complete with templates to ensure all training processes and materials are consistent and aligned with TriMet's branding standards.

OT&D continues its partnership with the Legal Services Record's Governance team in establishing 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. The Rail Training team and Field Ops/OCC have fully transitioned to the new structure, Maintenance Training is progressing, and OT&D will conclude efforts with Bus Training late 2023/early 2024. The OT&D Division has also transitioned to a new structure for filing electronic employee-specific records within the Labor Relations Human Resources (LRHR) department's filing structure. All verticals within OT&D are working within the parameters set forth by LRHR for employee training records.

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

During FY2022, the Oracle Learning Module, or Learning Management System (LMS) has continued to mature. Bus, Rail, Field Operations/OCC Operations Training and HR E3 learning experiences are fully incorporated into the LMS. Maintenance training programs are still transitioning to the platform. In FY2023 the LMS Program will focus efforts on supporting all departments and division transition to the LMS platform. Staff from partner stakeholder departments throughout the district have received training and support in adult learning concepts, instructional design and the use of authoring tools for eLearning in anticipation of District-wide LMS integration. An additional FY2023 area of focus is partnering with a cross-divisional onboarding workgroup to develop Onboarding Learning Pathways within the LMS to support a best in class onboarding experience for new hires.

OT&D has incorporated a virtual reality training platform that enhances effective training for rail operators and, in the future, might potentially support Maintenance of Way (MOW), Rail Equipment Maintenance (REM) and On Track Safety (OTS) training.

During FY2022, the following trainings were completed:

Training Type	# Trained/Graduated
Rail IOC**	39 Graduated
Rail Recertification	199 Completed
Rail Return to Work	55 Completed
Field Ops & OCC Return to Work	10 Completed
Control IOC	5 Graduated
Control Recertification	28 Completed
Dispatch IOC**	7 Graduated
Dispatch Recertification	20 Completed
Field Ops IOC	8 Rail/8 Road
CSS	5 Graduated
CSS Recertification	20 Completed
Bus IOC*	138 began training/84 Graduated
Bus Recertification	855 Completed
Bus Return to Work	186 Completed
Other*	405 Completed

* Articulated bus training, electric bus training, special requests, safety interventions, customer service workshops,

** Includes 6 anticipated Rail Operator grads and 4 anticipated Dispatch grads on 7/8/22.

C. TRANSPORTATION DIVISION

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

The impacted routes included Fall 2021 (effective 9/5/2021) reduction of 124 weekly bus hours (-0.3%) from Summer 2021 signups. The reductions primarily occurred on routes 2 (fallbacks), 15 and 26 split, 93 elimination with added service to 94. For MAX, there was a 30 hour (0.5%) added to cover earlier service on the Orange Line. Spring 2022 (effective 1/9/2022) reduction of 3,305 weekly hours (-8.3%) compared to Fall 2021 signup. The reductions were primarily to address operator shortage and occurred weekdays on routes 4, 12, 15, 17, 21, 30, 33, 35, 52, 54, 56, 62, 67, 70, 71, 74, 75, 76, 77, 78. There were in addition some small service adds to Lines 2, 32 and 47. For MAX, there was a 20 hour (-0.3%) reduction gained through blocking efficiencies. Summer 2022 (effective 1/5/2022) increase of 28 weekly hours (0.1%) when compared to the Spring 2022 signup. These changes were due primarily to runtime adjustments and construction on lines 2 and 15. For MAX, there was no change. There were no significant changes to Portland Streetcar or WES during FY2022, although to facilitate the MAX Better Red closure and the 19 Crossover Closure, schedules were prepared and operator assignments were created.

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

Audit Involvement includes the following:

Rail Operating Rules: The Rail Operating Rules Committee (RORC) is wrapping up training of the published updated rulebook and will be implementing it in August 2022. Concurrently, TriMet will be rolling out an updated Competency Management System (CMS) used to ensure compliance with operational rules and procedures. MAX Rule Violations are still seeing a long-term downward trend.

Customer Feedback: Transportation is working closely with Labor Relations and Customer Service to update TriMet's process for handling customer complaints. Interim guidelines have been published and received positively by the workforce. A working group plans to have a full policy in place by Fall 2022. The intent of the initiative is to create a better operator experience while maintaining TriMet's high level of customer service.

Rail Operator Shortage: Transportation leadership is working with the ATU, Labor Relations and Training to identify new ways to increase the availability of rail operators. These include schedule efficiencies, more open recruiting practices and flexible use of available resources in the agency. Rail managers are aligning these efforts with wider agency initiatives to improve overall operator recruitment.

Powell Construction: Construction of Powell yard is ongoing with an anticipated completion of the concrete work in August. Once complete, Powell yard will be ready to accept the DTP buses September 18, 2022. Construction of Phase 2 maintenance space as well as Bus Operations space is ongoing. Functional completion is anticipated in late October. Operational move-in is anticipated to occur sometime in November.

Future Fixed Route Operations: During FY2022, the Transportation and Maintenance divisions worked closely with other TriMet divisions on multiple, interrelated efforts pertaining to future fixed route operations.

- Testing for transit signal priority is ongoing with the cities of Portland and Gresham. There is no anticipated risk to full functionality for DTP start-up.
- 28 of 31 DTP buses were delivered the 29th with bus due this week and number 30 tentatively scheduled to deliver the week of June 20th. The final bus has been delayed due to supply chain issues with a delivery date TBD. At this time, 21 is the minimum number of buses necessary to achieve full DTP service.
- Stanchion bars for around the fare boxes have seen significant delays due to supply chain interruptions. Anticipated delivery is now late July. Contingencies are in place should the materials not arrive prior to go live.
- FY2021 Bus Maintenance was successfully able to occupy the Phase 1 Powell Garage Replacement Project Building as well as the New Fuel House. Powell Garage now has the capability of servicing a small fleet of 60' buses as well as fuel four buses simultaneously, an agency first.
- Non-Diesel Buses. Agency call to action to shift to a renewable diesel blend to fuel all diesel buses was delayed due to the budget impacts stemming from the COVID-19 pandemic. Beginning next fiscal year, all buses and LIFT paratransit vehicles will run on renewable diesel.

LIFT changes: During FY2022, LIFT continued a number of initiatives to improve customer experience and efficiencies. LIFT started a Grocery & Goods delivery program at the onset of the COVID-19 pandemic to allow vulnerable LIFT riders to stay home and stay safe. The program enabled LIFT riders to order groceries online and coordinate with LIFT reservations to schedule a LIFT bus to pick up and deliver the groceries to their home. As a permanent offering, LIFT is continuing to provide Grocery & Goods delivery on weekends, which is particularly beneficial to LIFT's visually impaired riders.

To improve program efficiencies, LIFT implemented the Driver Time Analyzer module in Trapeze, resulting in improved on-time performance, more reliable travel times for operators and increased passengers per service hour. Additionally, our ITS partners developed an On-Board Time application that integrates with Trapeze to ensure customers are not on-board our vehicles for excessive trip lengths, maintaining ADA compliance. The LIFT Team also launched two high priority PMO Projects. The first priority is to pilot an INIT On-Board MDT replacement (DriverMate) that will provide better reliability for operators to more accurately locate customer pickup and drop off addresses, maintain communication with LIFT Dispatch and provide enhanced on-board functionality for operators. Additionally, LIFT is planning with the PMO to develop a Data Warehouse to streamline reporting and data collection needs. The LIFT Team also updated their 5-Year Strategic Plan, consistent with the Agency's Business Plan.

In FY2022 LIFT transitioned out their long-term transportation contractor (First Transit) and ushered in a new partner in Transdev. Service performance and improvements increased markedly under the new contractor. RFPs for the LIFT Contact Center, LIFT Maintenance and Supplemental Service provision were also issued in FY2021, with a new Contact Center vendor beginning service in July 2022 (First Transit outgoing; Transdev incoming). Penske was successful in their on-going service contract bid for LIFT Maintenance Services.

FRA Certification: During FY2022 the FRA *approved* the WES System Safety Program Plan (submitted in FY21) as required per the Code of Federal Regulations 49CFR270 and the revised Control of Alcohol and Drug use plan as required per Code of Federal Regulations 49CFR219. WES completed a system wide hazard analysis also required per the Code of Federal Regulations 49CFR270. WES MOW operations completed rail grinding on 100% of the passenger corridor. WES maintenance operations completed the DMU transmission overhaul program and converted all revenue vehicles to R99 renewable diesel.

D. SAFETY & SECURITY DIVISION

Safety Management System (SMS): In September 2020, TriMet executed a Public Transit Agency Safety Plan (PTASP) that conforms to the Federal Transit Administration's SMS framework and retired its predecessor, the System Safety Program Plan. The PTASP is currently under review for updates reflecting progress in SMS implementation efforts and incorporating new regulations enacted under the Bipartisan Infrastructure Law.

The Safety department has filled the following positions:

- A Senior System Construction Safety Specialist was filled in May of 2022
- A Director of Safety was filled in June of 2022
- The two remaining positions are for a Safety Regulatory Compliance Manager - and a System Safety Specialist, which were approved through the FY2023 budget process and will be filled soon after July 1, 2022.

A FTA Research Grant (OR-2021-004-00), Risk Ranking Tool and Data Validation for Grade Crossing Safety Enhancement, has been underway since July 2021 and will conclude in June of 2025. BriefCam software purchased in 2021 is providing data to develop a Risk Ranking Tool, which will be used to direct investment in appropriately designed mitigations at heights need locations.

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

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

Security & Emergency Management: TriMet & FEMA officials completed our first-ever Public Transit Risk Assessment Methodology (PT-RAM) in early 2022. Completion of this risk assessment program will put TriMet at the top of the list for future federal grant funding by providing a framework by which to identify investment priorities. TriMet received Transit Security Grant Program (TSGP) grants for Bioterrorism & Active Shooter exercises and training totaling \$512,600.00 to be operationalized over the next three years.

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. There have been several training sessions 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 in order to keep its system operational.

Drills and Exercises - Emergency Management Training: Three discussion-based exercises were conducted by TSA and TriMet staff during this reporting period covering Active Shooter and Cyber Attack scenarios. TriMet provided five ICS 300 & 400 level courses to dozens of TriMet and partner agency personnel. Additionally, TriMet held five mode-specific tabletop exercises covering rail, bus and paratransit scenarios.

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

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

D. MAINTENANCE DIVISION

Bus Maintenance: During FY2022, 39 new fixed-route buses went into service (4200 series) and TriMet switched to using renewable diesel for our fixed-route buses that has less toxic impact on our air. This was followed in May 2022 with renewable diesel fueling our LIFT paratransit and WES commuter rail vehicles. This move is an important one while we transition to a zero-emission bus fleet by 2040.

In preparation for the Division Transit Project (Agency's first bus rapid transit line), 28 of 31 new distinctively branded green 60-foot articulated buses from NOVA were produced and delivered to TriMet in FY2022. These buses have room for 60% more riders than our standard buses and feature multiple-door boarding. Buses after being validated are undergoing road testing and training in preparation for September 18, 2022 grand opening. The Powell Bus Garage (wrapping up phase 2) will maintain, service and dispatch this fleet.

TriMet's five New Flyer 40-foot Battery Electric Xcelsior buses (first deployed in April 2019) from Merlo Garage on Line 62 entered its third year of revenue service on the road on a more stable platform after overcoming a number of technical issues. These buses have collectively saved over 900,000 pounds of greenhouse gas emissions. TriMet expanded its zero emission fleet with the addition of five Gillig electric buses, which entered revenue service in October 2021. After overcoming start up technical issues and poor range during winter months, performance has stabilized with buses deployed on Lines 6, 20 and 54. TriMet Board further approved the agency's first bulk purchase of 24 additional zero-emission buses in April 2022.

After extensive refinements from many months of road testing range and durability, TriMet's pilot bus refurbishment program with Complete Coach Works (CCW) achieved a milestone in FY2022. TriMet took possession of four platforms, which include three 2021 Gillig 40-foot buses and one 2007 New Flyer 60-foot articulated bus. The 60' New Flyer is the first of its kind in the United States and is powered with a very efficient Voith propulsion system that improves range. Buses are being prepped to enter revenue service in Fall 2022.

Rail Equipment Maintenance (REM): REM has implemented a Condition Based Wheel Truing Program (CBWT). The previous wheel-truing program relied solely on accumulated LRV mileage to determine when tires were trued. The new CBWT program relies on the condition of the tire flanges and tread to determine when a true is required. The condition of our tires is assessed on every preventative maintenance inspection by a laser light profilometer (measures tire profile for wear) that provides a highly accurate measurement of tire condition. This new system assures that our fleet's tires remain within acceptable wear limits and provides an increased level of safety assurance for our riding public. Additionally this new program has reduced the labor required to perform wheel truing, extend the life of our tires and increased the interval between our truck overhauls.

REM is replacing the Ruby Junction wheel truing and axle press machines. When this equipment upgrade has been completed it will decrease the labor required to perform these maintenance tasks and provide a robust method of data collection for these safety sensitive maintenance activities. A midlife overhaul contract was awarded to Siemens in February of 2019 for the type 2 and 3 LRVs. TriMet has also entered into a contract with Siemens to also replace the 26 Type 1 LRVs and to procure four additional vehicles for the expansion of the Red Line and future growth. The first of the new vehicles should arrive this year in 2022.

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

Facilities Maintenance (FM): The adjustments made last year to the geographic zone-based maintenance program implemented in FY2020 have been very successful, improving facility cleanliness and maintenance work order completion. The temporary vehicle disinfection program implemented to mitigate the spread of COVID-19, brought an additional 130 limited-term staff to the department. When the regulatory guidance changed, moving away from surface disinfecting to focus on airborne transmission, TriMet was released from the obligation to disinfect touch points approximately every four hours of revenue service. With the support and cooperation of ATU the limited-term staff transitioned from disinfecting touch points to general cleaning activities, with an emphasis on prompt cleanup of bio-hazards.

In May 2022, a new Rapid Response Center (RRC) that is staffed 24/7 was activated to facilitate prompt response to bio-hazard and safety issues. To date the FM team has met and often exceeded the goal of bio-hazed removal within one hour of receiving the report. Given the positive impact the addition of the limited-term staff hired to disinfect touch points are making through the new RRC process, and the importance that survey data indicates cleanliness is to regaining ridership, the agency extended the limited-term of their employment from June 30, 2022 to December 31, 2022.

TriMet's first Electrical Supervisor continues to identify electrical issues and opportunities to leverage Energy Trust of Oregon (ETO) rebate and incentive programs to support the work. At this writing, TriMet has received just under \$1.2M in incentive funds from ETO for completed LED lighting upgrades, and a \$129K incentive for upgrades to the Ruby Junction boiler system.

FM assistant managers participated in Crime Prevention Through Environmental Design (CEPTD) training offered by TriMet's Security Department. FM then partnered with Security in support of the Reimagining Public Safety Initiative. Our two teams worked together to identify the most critical Rail Platforms and Transit Centers for LED Lighting upgrades by applying CEPTD principles. Upgrades will begin at those locations in July 2022.

FM recruited a Manager of Project Managers to participate in and oversee implementation of maintenance projects in a timely, efficient manner that is consistent with the Maintenance Division's needs and priorities. The new manager is making tremendous contributions in devising and streamlining the Maintenance Division project delivery process, improving communication, coordination and efficiency.

Maintenance of Way (MOW): MOW has two (2) correction action plans borne out of prior year system reviews – one (1) for Track and one (1) for OCS. Progress is being made on short-term items, and long-term items are being assessed and addressed.

The MOW Director position was vacated and filled in FY2022. Six new Trainees started in late FY2022 with representatives from OCS, Substations, Track and Signals. Additionally, three new Assistant Manager positions were created to support track access and contractor work because of the large demand the new Red Line project placed on MOW resources. Significant effort is being placed on recruiting and hiring MOW technicians and trainees and will continue into FY2023.

To continue to meet the State of Good Repair goals, one switch machine was replaced at TriMet's Beaverton Central location, the 19A/B single crossover near Lloyd was replaced along rail grinding in the corridor. Ultrasonic testing was performed and 18 defects were reported. A combination of MOW workforce and a contractor repaired all identified defects within 60 days. Testing is scheduled to be performed again in June 2023.

E. INFORMATION TECHNOLOGY DIVISION

Mobility & Location-Based Services: The team supported agency-wide operations and initiatives with spatial data and mapping applications. This work includes collecting and maintaining spatial data, preparing cartographic products, conducting spatial analyses, and creating and maintaining web map applications. Notable successes from the year include the creation of fare evasion maps to inform enforcement, analytical support for redistricting of TriMet board districts and developing a machine-learning model that uses HOP tap data to infer disembarkation and transfer locations. The new model provides a more affordable and timely alternative to costly onboard origin/destination surveys and is being used in TriMet's planning as part of the Forward Together project.

Information Security: TriMet Information Security provided operational information security to TriMet, including strengthening our defense-in-depth strategy. The department supported information risk management through risk assessments, reviews and consultations. Ongoing collaborations with state, federal, and industry partners include information sharing, tabletop exercises and trainings. A comprehensive, third-party assessment of our information security program was carried out and results were used to create a multi-year roadmap for continual improvement. A NIST-compliant Information Security Program Plan was created and the new executive-level IT Governance committee was chartered to provide enterprise-level oversight for information security risk management.

Intelligent Transportation Systems: The department concluded the virtualization of dispatch servers. Several major multi-year projects are underway including the replacement of the mobile access routers on fixed route buses and the replacement of the aging infrared Transit Signal Priority (TSP) System with a cloud based, next-generation system that will debut as part of the Division Transit Project. A new radio tower was installed at Parkrose Transit Center and is pending final Federal Communication Commission approval.

Enterprise Systems: The department completed many development projects to ensure running day-to-day IT services and provide new capabilities. Some notable highlights include a major overhaul of TriMet's website, trimet.org, to include a highly interactive trip planner; implementation of a new supply chain procurement system; upgrade and cloud migration of TriMet's budgeting and forecasting application and release of a new, integrated enterprise performance management system. Other efforts included improvements to employee onboarding, planning to address technical debt and technical trainings.

Project Management Office: The department continued to support the successful delivery of IT projects across the enterprise. The new, executive-level IT Governance committee began prioritizing IT projects at an enterprise level. A new business systems analysis practice was established and staffed to provide better information to guide IT investments and ensure benefits realization.

Operations & Infrastructure: Routine replacements this year included 73 uninterruptable power supplies, core network equipment at both data centers and over 70 switches on MAX platforms. The team added over a petabyte of storage capacity and completed over 210 CCTV camera installations. A new software and patch management tool-enhanced cybersecurity and endpoint management. Additional laptops were deployed and virtual desktop service was expanded to support a pilot project for sharing flexible workspaces. Network stability and redundancy were improved, concluding a three-year project.

F. PUBLIC AFFAIRS DIVISION

Climate Change: TriMet made great strides to reduce its greenhouse gas emissions in FY2022. The Public Affairs Division promoted a nearly 70% reduction in less than a year's time (June 2021-May 2022) to national, state and local stakeholders, as well as to media, the public, riders and employees. With that reduction, TriMet is estimated to avoid more than 193 million pounds of greenhouse gas emissions each year -- the equivalent of taking almost 19,000 automobiles off the road, according to the [Environmental Protection Agency](#). The Division held a celebration with state, county and local leaders to celebrate the move to renewable diesel for the agency's fixed-route buses, a shift that immediately dropped greenhouse gas emissions by about 61%. The Division developed, and submitted to the FTA, the agency's first ever Climate Action Plan. Communications produced and promoted the switch to renewable diesel in TriMet's LIFT paratransit vehicles and WES commuter trains, as well as the TriMet Board approval of the agency's first bulk purchase (24) of battery-electric buses, arriving in Fall 2023. The Division supported the Engineering, Planning & Construction Division's development of a plan to transition the agency to a zero-emissions bus fleet by 2040, including the framework for transitioning the agency's bus operating facilities to house battery-electric and hydrogen fuel cell electric buses.

Operator shortage: TriMet is facing the most severe operator shortage in agency history, leading to service reductions in January 2022 and September 2022 (planned). The Public Affairs Division has been critical in helping the agency promote operator positions and explaining how increasing operator ranks will improve schedule reliability and increase employee morale. Assisting the agency's Human Resources and Transportation divisions, the Public Affairs Division devoted \$1.2 million to promote the bus operator hiring, helping bring in about 2,000 bus operator applications in FY2022. Division staff have led and joined in efforts to streamline the application process, assist with candidate interviews, host/participate in hiring events and identify hiring incentives. The Division developed hundreds of communications, advertisements and videos promoting the positions. The Division also produced dozens of communications alerting the public, riders and employees about the service reductions needed until operator ranks increase.

COVID Response: The Division continued educating riders, employees and the public about riding transit safely during the pandemic to help keep people healthy. TriMet provided frequent and consistent communication across all our digital channels, employee communication channels, media relations elements, signage and in-person interactions.

New Trimet.org Website: The Division launched the first phase of a new trimet.org homepage that is designed to modernize the agency's online trip tools for riders and help make transit more appealing for more people. The website combines upgraded versions of TransitTracker and Trip Planner with an interactive map and new location-based features. It works much like a traditional app on a phone, which is how most users access the site. This upgrade is a major step forward for the agency in building a sustainable platform for attracting, engaging and retaining riders via a single web app that supports all stages of the customer journey.

Capital Projects: The Division's Community Affairs program supports and serves as a liaison between TriMet's design and construction teams and the communities where new transit infrastructure is being built. Activities this year included:

- SW Corridor Light Rail Project (design on pause): Completed FTA-required notifications about publication of the Final Environmental Impact Statement and Record of Decision.
- Better Red Project (under construction): Collaborated to host groundbreaking event for elected officials and FTA administrator. Notified neighbors and key stakeholders about construction activities, including nighttime construction, traffic impacts and transit service disruptions. Coordinated with construction managers to problem-solve issues with neighbors.

- Division Transit Project (under construction): Began developing plans for grand opening events, including safety and how-to-ride information. Supported right-of-way negotiations and notified neighbors and key stakeholders about construction activities, including driveway closures and traffic impacts.
- Powell Garage Project (under construction): The department coordinated with construction managers to problem-solve issues with neighbors.
- Hollywood Transit Center Redevelopment (in design): Planned and implemented outreach and communications about proposed designs.
- Miscellaneous construction projects: TriMet notified neighbors and problem-solved construction impacts for various projects like bus stops, new bus layover site and rail crossing improvements.

Congressional Interaction: The Division submitted appropriation requests for Congressional House and Senate members for direct appropriations for facilitates improvements. Oregon’s House members approved and submitted for Senate approval \$15 million worth of requests for the Oregon City Transit Center, expansion of the electrification of Merlo Garage, repairs for the Willamette Shore Trolley line and upgrading the 82nd Ave MAX stop. Oregon’s senators have submitted a \$10 million appropriations request for Columbia Bus Garage for site preparation development.

TriMet led the JPACT leadership to Washington, DC to meet with the Oregon Congressional delegation, staff, the assistant secretaries in the DOT, FTA and congressional committee staff on the region’s priorities.

Senator Wyden’s office worked with Government Affairs to iron out boundary issues with the Hollywood Transit Center for affordable housing with the US Census Bureau. The Division also worked with House members and both senators’ staffs on numerous constituent issues throughout the year.

State Issues: Working in concert with other transit providers, TriMet is developing new materials for the state legislators on the results of the HB2017 funding, especially during COVID. The legislature is having a significant turnover of new members that requires a significant education program on the benefits of transit. TriMet continues to work with ODOT to develop the tolling mitigation analysis and policy guidelines.

Reimagine Public Safety: The Division successfully recruited and onboarded 17 members of the Reimagine Public Safety Advisory Committee. The Reimagine Public Safety Advisory Committee meets monthly and is expected to remain active through Fall 2023. The committee is tasked with providing feedback, insight and guidance to TriMet as it designs, implements and evaluates the effectiveness of new public safety programs as recommended by the Reimagine Public Safety initiatives adopted by TriMet board in November of 2020. Some of the areas where the committee has provided feedback include:

- Community grants training for our front-line staff and system partners
- Review of current staffing on the system and challenges via presentations from system teams and one on one ride alongs
- Implementation of Safety Response Team
- Development of Quarterly Security Report Template

Low Income Fare: TriMet continues to enroll individuals qualified for the low-income fare program. In the last 12 months 9,400 enrollments have been completed with 60% being done by TriMet staff either through the online application or via the new in person option at our Customer Support Center. We have seen an increase in the percentage of enrollments occurring at partner organizations over the last 60 days as they begin to provide more in person services. We saw 11,411 expiring participants over the past 12

months as renewal rates remain low for the program during the pandemic. This can be attributed to the large demographic of college age participants that did not renew eligibility due to remote learning at many campuses and remote work opportunities for other participants. We expect the rate of renewals to improve as more colleges and businesses return to in person settings. There are currently 15,508 active participants and 26,554 expired participants for a total of 42,162 total enrollments in the program.

Ridership Recovery Plan: The Division led TriMet's internal Ridership Recovery Task Force, focused on coordination on goals for rebuilding TriMet ridership in the short and long term. This Task Force includes members from all TriMet Divisions and actions addressing safety and security, service and access, customer experience and expanding outreach. The Ridership Recovery communications campaign is designed to build awareness of TriMet destinations and how to use TriMet among riders, stakeholders and employers. We are utilizing surveys to help us obtain feedback from both current riders and those who have not yet tried, or returned, to riding transit. Research and development of key targets via rider personas, their decision journeys, key message points and timing, and definition of appropriate media, outreach and promotional channels heavily drive this marketing and communications effort. Ridership has been increasing since February 2022 and despite the reduced service we are currently able to provide, May ridership exceeded 1 million weekly rides and was over 25% higher than May 2021.

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

High School Summer Transit Program: A 2-year pilot program launched to bring transit access for high school age youth from June through August. This program provided 30,000 free transit passes to students who rely on transit during the summer months to access jobs, education, activities, food resources and other opportunities. The program worked in conjunction with 16 school districts and over 50 community based organizations to distribute the passes to students most in need of transit.

Virtual Outreach and Engagement: The Division continues to adapted outreach and communications efforts to engage riders, the public and employees. With the need to inform and engage the community about service planning and adjustments, as well as keep employees engaged and up-to-date on agency developments, transition to virtual public and employee town halls and video presentations remains integrated and effective. For added engagement, focus moved to online surveys with signs on the system using QR codes to easily link riders to the surveys.

G. FINANCE & ADMINISTRATIVE SERVICES DIVISION

Finance reaffirmed its bond rating of AAA, by Standard & Poor's, AAA by Moody's, and AAA by Kroll, the three top bond rating agencies. TriMet has maintained the highest rating possible on its bonds. In fact, it is the only transit agency with three triple "A" ratings on revenue bonds like ours.

Budget & Grants Administration: The department developed and published the TriMet FY2023 Forecast in April 2022. The Forecast demonstrates continued financial recovery from the COVID-19 pandemic, which is still having an impact on the financial outlook in future years. In May 2022, the team completed the FY2023 budget cycle with the adoption of the budget totaling over \$1.9 billion including \$748.9 million in operating requirements, \$304.1 million for capital improvements, \$22.2 million in other non-operating requirements, \$35.7 million in contingency and \$820.4 million in restricted and unrestricted fund balance. The team provided direct support to the Capital Projects Committee, monitoring activity across 80 capital/operating projects forecasted at over \$245.6 million. The team sold over 18,400 Clean Fuels Credits at an average sell cost of \$123/credit through the Department of Environmental Quality, totaling nearly \$2.3 million in FY2022.

The Grants team performed compliance monitoring over sub-recipients receiving funding from the federal or state government through TriMet. In addition, the Grants team conducted HB2017 compliance monitoring of nine public transportation service providers.

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 FY2022, the department published monthly financial statements onto TriNet. For fiscal year end June 30, 2021, TriMet received an unmodified/clean audit opinion, posted here:

[TriMet's Annual Audited Financial Statements For the Fiscal Year Ended June 30, 2022](#)

Risk Management: Risk Management administrates the agency's self-insurance programs for both liability claims and workers compensation claims, operating more efficiently and cost effectively. Feedback on the agency's loss experience and trending is provided in regular meetings with safety and other departments. In FY2022, TriMet paid a total of \$3,974,811.67 for workers compensation claims and received 270 new claims throughout the year. 80 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 \$111,170.94 for employees who worked in light duty roles in FY2022.

Fare Revenue and Administrative Services: In FY2022, the Fare Revenue payment trends' points highlighted key metrics are:

A total of 81% of customers surveyed felt like it was "easy to pay their fare!"¹ Fare Revenue collected \$54 million, a 36% increase over the previous fiscal year. The team maintained 12 Hop Fastpass® sales channels to reach customers in all walks of life (Customer Support Center, Websites, Apps, Ticket Vending Machines, Retail Network). Across Fareboxes & TVM's a total of \$8.9 million in cash was collected.

Open payments. Contactless bank cards and mobile wallets tapped directly on validators made up 8% of all Adult taps in the system. This is up 135% from FY2021.

Free fare days included the July 4, 2021 weekend, NYE, Rosa Parks Day and Summer Pass Program for Youth.

¹ DMH Research, TriMet Attitude & Awareness Survey, April 2022

Mail, Document Services & Business Process Improvement continued to provide value-added services to the agency.

Procurement & Supply Chain Management: The Procurement and Supply Chain Management Department supports the District by soliciting and managing contracts; administering and purchasing parts, materials and equipment; managing and securing inventory, managing warranty programs for purchased parts, material and equipment. The Department awarded 213 new contracts and executed 294 contract modifications during FY2022 for a total contractual commitment of about \$1.1 billion. In addition, the Department issued 10,230 purchase orders with a total value of over \$31 million. The Department was highly focused and active in supporting the ongoing replenishment of COVID-19 supplies, such as face masks, hand sanitizer, disinfectant, wipes and more. They also worked closely with Bus and Rail Maintenance sourcing spare parts packages for incoming bus fleets (Gillig battery-electric buses and NOVA articulated buses) and the incoming Type 6 LRV fleet. The Department supported the effort to move TriMet's revenue fleets from a biodiesel blend to renewable diesel and was successful awarding contracts for fixed-route buses, LIFT vans, and WES railroad equipment.

The Department administers the Purchasing Card (P-Card) program on behalf of TriMet, allowing staff to make low-dollar purchases for repair and maintenance materials for vehicle, equipment and facility maintenance, as well as for other minor purchases in support of TriMet operations. The P-card program transitioned during FY2022 from Bank of America to US Bank. The transition went smoothly and the District is now receiving a higher percentage rebate on its P-card spend. There were 5,564 individual transactions during FY2022, which accounted for about \$3.7 million in total value. Also during FY2022, the Engineering, Construction & Planning Division executed a construction project to renovate a warehouse on the Columbia Bus Base property to become the District's new Materials Management Center. Staff from the Department were heavily involved in the design and construction process and are excited to move into the newly renovated warehouse in FY2023, thus transitioning the inventory and materials management operation to a hub and spoke model with the Materials Management Center being the receiving location for all incoming parts and material.

H. LABOR RELATIONS & HUMAN RESOURCES DIVISION

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

Respectful Labor and Employee Relations: The District successfully bargained with ATU and reached a tentative agreement on a two-year rollover of the existing labor contract, which began on December 1, 2019 and was set to expire on November 30, 2022. As part of the agreement, the existing contract will now expire on November 30, 2024 and will feature across-the-board wage increases for union employees of 7.5% on December 1, 2022 and 4.0% on December 1, 2023. ATU members are set to vote on contract ratification in July 2022 and the Board will have the opportunity to approve the contract thereafter.

This amicable negotiation is the latest example of a reset in the relationship between the District and ATU 757 and a recognition that trust and collaboration with ATU is necessary to navigate the unique environment and challenges that the District faces. The 2022 wage raise of 7.5% allows ATU members to keep pace with increases to the Consumer Price Index that have occurred since the start of the existing contract. The 2023 wage raise of 4.0% locks in a known increase that is within the latest projections for upcoming CPI growth and that protects the District from potential future inflation.

In response to environmental challenges and a desire to balance customer service, safety, employee engagement and retention, the District continues to modify disciplinary policies and practices to better utilize retraining and employee support as a means to ensure strong employee performance. While discipline will always be a necessary tool to ensure safe and effective performance, the District recognizes that a nuanced approach to corrective action can effectively balance safety and effectiveness with employee growth and development.

In FY2022, there were 207 disciplines issued compared to 313 disciplines issued in FY2021. The LRHR group resolved 94 grievances in FY2022, similar to the 88 grievances resolved in FY2021. Meanwhile, ATU withdrew 85 grievances in FY2022, double the 42 grievances they withdrew in FY2021. This, along with the 20 signed MOAs between the District and ATU that occurred in FY2022, further demonstrate the results of an ongoing open and collaborative relationship with ATU.

LRHR continues to support section management in successfully navigating labor issues while continuing to innovate District practices to bolster safety and effectiveness.

Managing Healthcare Costs: The District's aggregated HMO & PPO monthly medical insurance cost per covered employee is \$1,446 (March 2022). Looking just at the represented employees' aggregated HMO & PPO plans costs are \$1,412. The District's Other Post-Employment Benefits ("OPEB") liability increased to \$798,572,010 effective January 2022. The liability was \$949,592,434 back in January 2014.

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

Recruitment and Turnover: In FY2022 the agency continued to see unprecedented activity in recruitment and turnover for represented and non-represented positions. Due to the "great resignation" phenomenon the agency saw significant job openings. For the fiscal year there was 208 requisitions, with many of those requisitions having more than one vacancy. This hiring surge resulted in hiring for the critical role of Bus Operator. Based on the turnover and the ability to provide service, the agency needed to hire 26

Bus Operators, approximately every three weeks, this resulted in a large initiative to attract and hire Operators in this volatile labor market. We will continue our recruitment efforts to attract and select a diverse workforce for all positions

Employee Development and Leadership Development Strategy: In FY2022, TriMet continued its work and efforts in our leadership development strategy. TriMet reintroduce the Leadership Essential Program. This internal leadership development program assists leaders in accelerating their professional and personal development. For one week the participants were involved in an in-person/facilitator led training program, which was also augmented with coaching sessions and a 12-week micro learning program. To further support TriMet's diversity, inclusion and equity efforts, TriMet Employee Resource Groups (ERG's) continued to evolve. There are currently six ERG's, with a seventh Veterans ERG forming, which will be implemented in early FY2023. ERG's are formed around protected classes and open to all employees. TriMet also continued its efforts with mandatory instructor-led online classes about micro-aggressions, which was launched in October 2020. As of June 30, 2022, 2,501 employees have attended the micro-aggressions class, along with three of TriMet's Board Members. Our Executive Leadership Team participated in Unconscious Bias and Cultural Agility training in November 2021.

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

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

I. LEGAL SERVICES DIVISION

The Legal Services division Executive Director is the General Counsel, who leads a team of 26 exceptionally high-performing and dedicated individuals, including an Administrative and Records Governance group, a Litigation group and a Real Estate and Transit Oriented Development (TOD) group. In FY2022, Legal Services continued to offer agency-wide legal support on complex issues of strategy, compliance (including the myriad overlapping regulations and directives related to the COVID-19 pandemic), reduction of agency exposure, innovation, process improvement and ethical work practices. The General Counsel and division attorneys are integrated into all aspects of the agency, working directly with stakeholders to provide advice and coordinated agency response on a wide variety of contract, procurement, liability, employment, intellectual property and governance issues. These include lawsuits, intergovernmental agreements, capital projects, real estate, public records and meetings, as well as legislative, administrative and regulatory matters.

Administrative and Records Governance: We continued to work on the Enterprise Content Management (ECM) Implementation Project and primarily focused on filling internal resource gaps, supporting existing users and collaborating with IT to address key system issues and develop the future ECM roadmap. Records Governance staff also absorbed responsibility for Legal Contracts Administration and made significant improvements to the process; work also included collaboration with the Financial Services Department on its Oracle Approvals Management (AME) project. In addition, the Records Governance department processed well over 500 public records requests in FY2022 and continues to work with staff throughout the agency on projects to improve the management and governance of TriMet's records and information assets.

Litigation: The Litigation team successfully defended dozens of lawsuits, multiple administrative proceedings and several public records appeals before the District Attorney in FY2022. Attorneys in the Litigation group have also negotiated significant intergovernmental agreements, including new transit policing agreements, as well as prepared security-related ordinances and education for the Board of Directors. Attorneys have also advised the agency on several regulatory and compliance issues, including all aspects of TriMet's COVID-19 response, significant changes related to mask mandates for contractors and riders and TriMet's return to its administrative offices and remote work issues.

Real Estate and Transit Oriented Development: In FY2022, the Real Estate/TOD group engaged in numerous tasks to support the agency. These included significant work completing the acquisition of all property needed to complete construction of the Division Transit Project and providing planning assistance as well as early property acquisition for the Better Red Project. TriMet's Real Estate group also took the lead on searching for and negotiating a lease for TriMet's new administrative headquarters at One Main Place, managed a significant number of leases and assisted in working on the agency's future telework policy and flexible workspace pilot. The TOD team used grant funding to create a TOD Implementation Plan to further TriMet's goals of creating equitable, livable communities at transit stations and is continuing to work on several developments throughout the tri-county area, including the Fuller Road project in Clackamas County (100% affordable housing, currently in construction) and the Hollywood Transit Center project in Multnomah County (100% affordable housing, currently in development).

J. ENGINEERING & CONSTRUCTION AND PLANNING DIVISION

The Engineering Construction & Planning division plans, designs, remodels and constructs transit projects. Work includes in-street (bus) facilities, operations and administrative facilities, bus garages, light rail operations bases and extensions of the light rail system. The division also manages improvements to existing TriMet facilities and helps implement opportunities for transit-supportive developments. In FY2022, the division actively managed 31 projects and programs with a total budget of \$209 million.

Engineering Services. The Engineering Services department led the division in tracking costs, quality, scheduling, estimating, engineering support, drafting services and staff augmentation services to support the capital program. The department continues to advance the replacement of the project management information system (PMIS) software with support from a consultant and is investigating new computer drafting technology. In addition, the department assesses and maintains TriMet's art portfolio and coordinates new artwork opportunities.

Mobility, Planning & Policy: Mobility, Planning & Policy managed multiple projects intended to restore ridership, support TriMet's Zero Emission Bus Program, and support customers amidst a challenging financial and labor environment (i.e., operator shortage). Specific projects accomplishments include:

- Initiate and manage the Forward Together planning project (i.e., the comprehensive service analysis)
- Complete the Zero Emission Bus Transition Plan
- Manage the STIF Planning process with expected revenues of \$182 mil over FY24 & FY25
- Prepare for FX 2-Division startup
- Deploy new bus shelters and ADA pads at bus stops
- Manage the Senior and Disabled Transportation Partnership Program (i.e., manage funding contracts with Ride Connection and other jurisdictions)
- Manage multiple service changes such as the Annual Service Plan and two rounds of service reductions to address the labor shortage

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

- Buildings: Completed Ruby Junction Expansion project. Advanced Powell Garage project construction to 80% completion. Advanced construction of the Columbia Bus Base Mobility Management Center project to 75% completion. Procured design contract for the Hollywood Transit Center project.
- Stations & Guideways: Completed the 19AB element of the Track Rehabilitation project. Completed permanent rebalancing of the Steel Bridge main span. Advanced construction of the Hood Ave element of the Rail Crossing Safety Enhancement project to 95%. Advanced design of the MAX Station Optimization project to 90%.
- Vehicle Engineering: Completed design and first article inspections for the Type 6 Light Rail Vehicle project. Advanced Vehicle CCTV retrofit project RFP for Type 2 and 3 LRVs. Provided ongoing technical support to REM.
- Rail Systems: Completed Gateway Signal House element of Signal System Retrofit to PLC project. Provided ongoing technical support to MOW and Redline projects.

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

- Division Transit Project: Reached substantial completion and is on budget and schedule.

- Redline Light Rail Project: Received a Small Starts Single Year Grant Agreement (SYGA) from the FTA and is fully under construction and is on budget and schedule.
- Southwest Corridor Light Rail Project: Secured a Record of Decision from the FTA that is critical for advancing the project and readying for future funding opportunities.
- Portland Milwaukie LRT Project: Advancing the Park Avenue Park & Ride Expansion project.
- Interstate Bridge Replacement Project: Planning and design of the transit portion of the Interstate Bridge replacement. A Modified Locally Preferred Alternative will be approved in Summer 2022.
- Transit Centers & Layovers: Developed critical improvements to transit centers and layover spaces needed for existing and future transit service.
- Enhanced Transit Corridors/Better Bus: Continued developing transit priority improvements including designs for SW 4th Avenue, E Burnside; implemented improvements on Hawthorne Blvd, MLK/Grand Avenues and SW Alder.