

Budget Balancing Scorecard – 3 Year Plan

	1	2	3	4	5	Year 1-5	Year 6-10	Year 11-15		
	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Target	\$ 300.0	\$ 300.0	\$ 300.0	\$ 300.0	\$ 300.0	\$ 1,500.0	\$ 1,500.0	\$ 1,500.0	\$ 4,500.0	\$ 300.0
New Revenue	\$ 48.0	\$ 48.0	\$ 48.0	\$ 48.0	\$ 48.0	\$ 240.0	\$ 240.0	\$ 240.0	\$ 720.0	\$ 48.0
Service Cuts	\$ 159.0	\$ 159.0	\$ 159.0	\$ 159.0	\$ 159.0	\$ 795.0	\$ 795.0	\$ 795.0	\$ 2,385.0	\$ 159.0
Spend Reduction	\$ 93.0	\$ 93.0	\$ 93.0	\$ 93.0	\$ 93.0	\$ 465.0	\$ 465.0	\$ 465.0	\$ 1,395.0	\$ 93.0

	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Planned	\$ 11.1	\$ 128.0	\$ 179.1	\$ 213.9	\$ 228.9	\$ 761.0	\$ 1,557.3	\$ 2,246.0	\$ 4,564.3	\$ 304.3
New Revenue	\$ 9.1	\$ 38.0	\$ 38.8	\$ 44.7	\$ 45.6	\$ 176.2	\$ 258.8	\$ 324.6	\$ 759.7	\$ 50.6
Service Cuts	\$ 2.1	\$ 35.1	\$ 76.0	\$ 95.1	\$ 105.2	\$ 313.4	\$ 789.3	\$ 1,195.2	\$ 2,297.9	\$ 153.2
Spend Reduction	\$ -	\$ 54.8	\$ 64.3	\$ 74.1	\$ 78.1	\$ 271.4	\$ 509.1	\$ 726.2	\$ 1,506.7	\$ 100.4

	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Implemented	\$ 5.8	\$ 37.3	\$ 51.6	\$ 70.6	\$ 79.8	\$ 245.2	\$ 731.0	\$ 1,276.6	\$ 2,252.8	\$ 150.2
New Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Service Cuts	\$ 2.1	\$ 8.4	\$ 14.4	\$ 24.8	\$ 31.1	\$ 80.8	\$ 392.6	\$ 760.9	\$ 1,234.3	\$ 82.3
Spend Reduction	\$ 3.7	\$ 28.9	\$ 37.2	\$ 45.8	\$ 48.7	\$ 164.4	\$ 338.3	\$ 515.7	\$ 1,018.4	\$ 67.9

Target: To ensure long-term fiscal sustainability which includes right sizing day-to-day operating needs, increasing funding for State of Good Repair, and closing the funding gap on selective existing major projects. (Revenues => Expenditures)

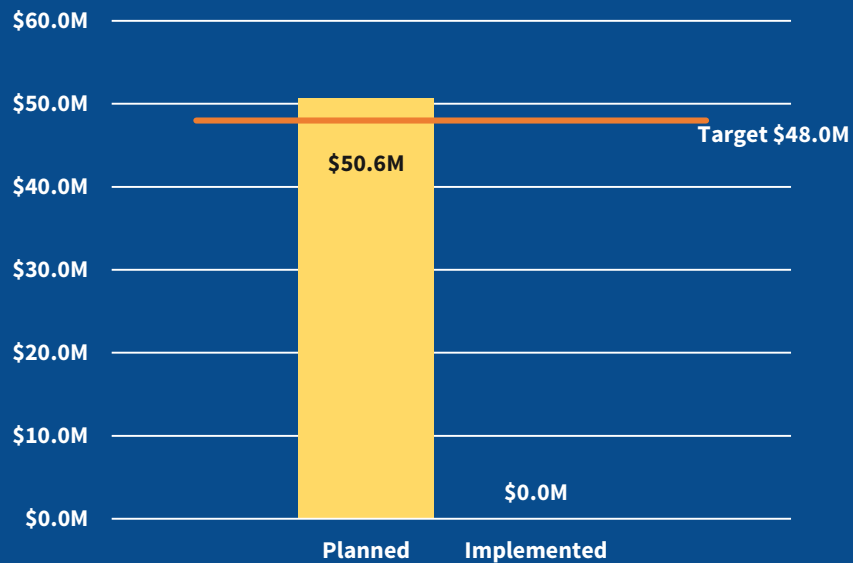
Planned: Identified actions necessary to reduce the deficit

Implemented: Actions taken to date resulting in year over year cost savings

Budget Balancing Scorecard

REVENUE

Balanced Budget - Revenue



NEW REVENUE	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Target	\$ 48.0	\$ 48.0	\$ 48.0	\$ 48.0	\$ 48.0	\$ 240.0	\$ 240.0	\$ 240.0	\$ 720.0	\$ 48.0
Planned	\$ 9.1	\$ 38.0	\$ 38.8	\$ 44.7	\$ 45.6	\$ 176.2	\$ 258.8	\$ 324.6	\$ 759.7	\$ 50.6
STIF	\$ 9.1	\$ 38.0	\$ 38.8	\$ 39.6	\$ 40.4	\$ 165.9	\$ 214.3	\$ 236.6	\$ 616.9	\$ 41.1
Fare Increase	\$ -	\$ -	\$ -	\$ 5.1	\$ 5.2	\$ 10.3	\$ 44.5	\$ 88.0	\$ 142.8	\$ 9.5
Implemented	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fare Increase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

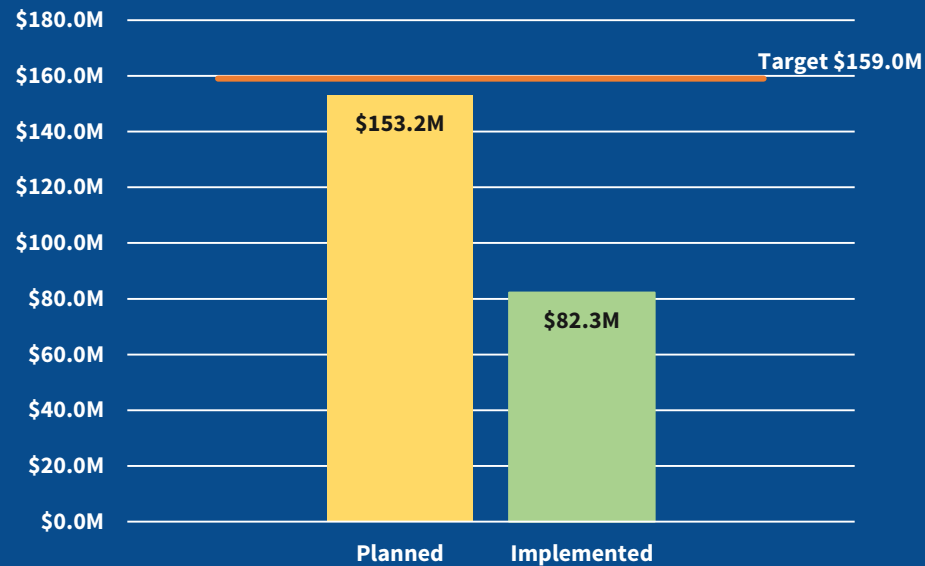
Planned:

- Permanent STIF payroll tax increase of 0.1% from transportation bill (only a 2-year temporary bill was passed and signed by Governor Kotek on November 7th. Signatures are currently being collected for a potential referendum)
- Fare increase of \$0.20 planned every 4 years starting FY2029

Budget Balancing Scorecard

SERVICE

Balanced Budget - Service



SERVICE CUTS	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Target	\$ 159.0	\$ 159.0	\$ 159.0	\$ 159.0	\$ 159.0	\$ 795.0	\$ 795.0	\$ 795.0	\$ 2,385.0	\$ 159.0
Planned	\$ 2.1	\$ 35.1	\$ 76.0	\$ 95.1	\$ 105.2	\$ 313.4	\$ 789.3	\$ 1,195.2	\$ 2,297.9	\$ 153.2
Future	\$ -	\$ 3.7	\$ 9.4	\$ 19.6	\$ 25.7	\$ 58.3	\$ 360.9	\$ 720.5	\$ 1,139.7	\$ 76.0
Reduce Existing	\$ 2.1	\$ 31.4	\$ 66.6	\$ 75.5	\$ 79.5	\$ 255.1	\$ 428.4	\$ 474.7	\$ 1,158.2	\$ 77.2
Implemented	\$ 2.1	\$ 8.4	\$ 14.4	\$ 24.8	\$ 31.1	\$ 80.8	\$ 392.6	\$ 760.9	\$ 1,234.3	\$ 82.3
Future	\$ -	\$ 3.7	\$ 9.4	\$ 19.6	\$ 25.7	\$ 58.3	\$ 360.9	\$ 720.5	\$ 1,139.7	\$ 76.0
Reduce Existing	\$ 2.1	\$ 4.7	\$ 5.0	\$ 5.2	\$ 5.5	\$ 22.5	\$ 31.7	\$ 40.4	\$ 94.6	\$ 6.3

Planned:

- Cut future service under the Forward Together 1.0 plan
- Reduction of existing bus and MAX service

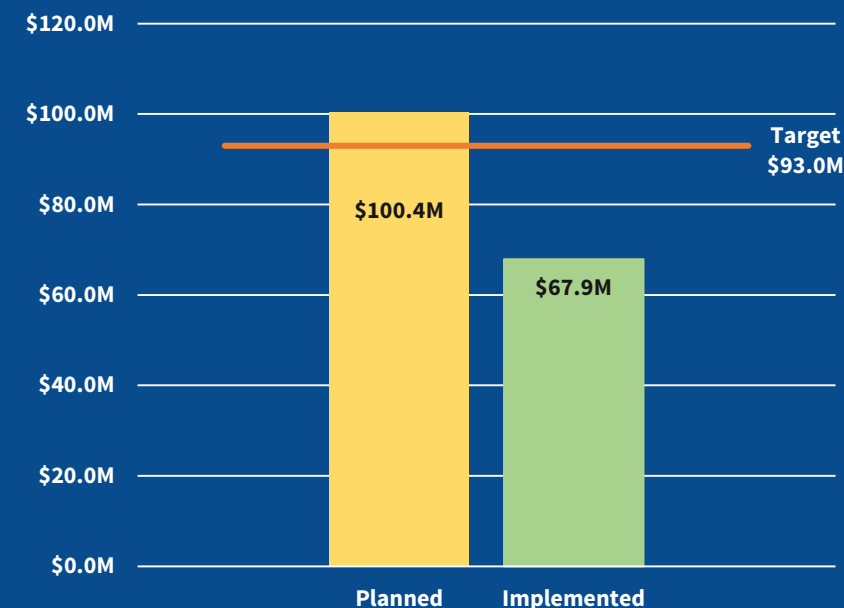
Implemented:

- Reduction of the Forward Together 1.0 service plan
- Reduction in current service taking effect in December 2025 and March 2026

Budget Balancing Scorecard

SPENDING REDUCTIONS

Balanced Budget - Spend Reduction



SPEND REDUCTION	FY2026	FY2027	FY2028	FY2029	FY2030	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Target	\$ 93.0	\$ 93.0	\$ 93.0	\$ 93.0	\$ 93.0	\$ 465.0	\$ 465.0	\$ 465.0	\$ 1,395.0	\$ 93.0
Planned	\$ -	\$ 54.8	\$ 64.3	\$ 74.1	\$ 78.1	\$ 271.4	\$ 509.1	\$ 726.2	\$ 1,506.7	\$ 100.4
New Discretionary	\$ -	\$ 15.0	\$ 22.7	\$ 30.7	\$ 32.9	\$ 101.3	\$ 247.9	\$ 403.3	\$ 752.5	\$ 50.2
Continuing Expense	\$ -	\$ 7.5	\$ 15.2	\$ 23.2	\$ 28.4	\$ 74.3	\$ 225.4	\$ 380.8	\$ 680.5	\$ 45.4
One-Time-Only	\$ -	\$ 7.5	\$ 7.5	\$ 7.5	\$ 4.5	\$ 27.0	\$ 22.5	\$ 22.5	\$ 72.0	\$ 4.8
Existing Divisional Cuts	\$ -	\$ 34.7	\$ 35.7	\$ 36.8	\$ 37.9	\$ 145.0	\$ 207.1	\$ 240.1	\$ 592.1	\$ 39.5
Service Contracts	\$ -	\$ 4.0	\$ 4.0	\$ 4.0	\$ 4.0	\$ 16.0	\$ 26.0	\$ 30.0	\$ 72.0	\$ 4.8
ZBB Growth Reductions-5% to 4%	\$ -	\$ 1.2	\$ 1.9	\$ 2.7	\$ 3.4	\$ 9.1	\$ 28.0	\$ 52.8	\$ 90.0	\$ 6.0
Implemented	\$ 3.7	\$ 28.9	\$ 37.2	\$ 45.8	\$ 48.7	\$ 164.4	\$ 338.3	\$ 515.7	\$ 1,018.4	\$ 67.9
New Discretionary	\$ -	\$ 15.0	\$ 22.7	\$ 30.7	\$ 32.9	\$ 101.3	\$ 247.9	\$ 403.3	\$ 752.5	\$ 50.2
Continuing Expense	\$ -	\$ 7.5	\$ 15.2	\$ 23.2	\$ 28.4	\$ 74.3	\$ 225.4	\$ 380.8	\$ 680.5	\$ 45.4
One-Time-Only	\$ -	\$ 7.5	\$ 7.5	\$ 7.5	\$ 4.5	\$ 27.0	\$ 22.5	\$ 22.5	\$ 72.0	\$ 4.8
Existing Divisional Cuts	\$ 3.7	\$ 13.9	\$ 14.5	\$ 15.2	\$ 15.8	\$ 63.1	\$ 90.4	\$ 112.4	\$ 265.9	\$ 17.7
M&S	\$ 0.2	\$ 0.9	\$ 1.0	\$ 1.0	\$ 1.1	\$ 4.3	\$ 6.2	\$ 7.7	\$ 18.2	\$ 1.2
Personnel	\$ 3.5	\$ 12.9	\$ 13.5	\$ 14.1	\$ 14.8	\$ 58.8	\$ 84.2	\$ 104.7	\$ 247.7	\$ 16.5
Service Contracts	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ZBB Growth Reductions-5% to 4%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Budget Balancing Scorecard

SPENDING REDUCTIONS

Planned:

- New Discretionary
 - New Continuing Expenses reduced to \$0 (from \$7.5M) through FY2029.
 - Increased to \$3M in FY2030 and beyond
 - New One-Time-Only Expenses reduced to \$0 (from \$7.5M) through FY2029.
 - Increased to \$3M in FY2030 and beyond
- Existing Divisional Cuts
 - Reduce divisional budgets by 5% [\$39.5M]
 - In addition to service cuts
- External Service Contracts Reduced [\$4.8M]
- Zero-Based-Budget Growth restricted to 4% [\$6.0M]

Implemented:

- New Discretionary [\$50.2M] – “easy” to implement because its “new” and not “existing”
 - New Continuing Expenses reduced to \$0 (from \$7.5M) through FY2029.
 - Increased to \$3M in FY2030 and beyond
 - New One-Time-Only Expenses reduced to \$0 (from \$7.5M) through FY2029.
 - Increased to \$3M in FY2030 and beyond
- Existing Divisional Cuts [\$17.7M]
 - Reorganization (no longer a TSAS division)
 - Elimination of some vacant positions
 - November 2025 staff layoffs
 - Reduced and/or eliminated discretionary spending (i.e., travel, training, consulting, special events, etc.)