

Balanced Budget Scorecard Update

Updated: July 15, 2026



Budget Balancing Scorecard – 3 Year Plan

	FY2027	FY2028	FY2029	FY2030	FY2031	FY27-FY31	FY32-FY36	FY37-FY40	Total	Avg per Year
Target									\$ 3,674	\$ 245
Spend Reduction									\$ 1,920	\$ 128
Service Cuts									\$ 405	\$ 27
New Revenue									\$ 674	\$ 45
Remaining Gap									\$ 675	\$ 45

	FY2027	FY2028	FY2029	FY2030	FY2031	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Planned	\$ 70	\$ 181	\$ 232	\$ 240	\$ 249	\$ 972	\$ 1,391	\$ 1,309	\$ 3,672	\$ 245
Spend Reduction	\$ 60	\$ 112	\$ 116	\$ 121	\$ 126	\$ 534	\$ 708	\$ 675	\$ 1,918	\$ 128
Service Cuts	\$ 10	\$ 24	\$ 25	\$ 26	\$ 27	\$ 112	\$ 151	\$ 143	\$ 405	\$ 27
New Revenue	\$ -	\$ -	\$ 45	\$ 47	\$ 49	\$ 140	\$ 273	\$ 261	\$ 674	\$ 45
Remaining Gap	\$ -	\$ 45	\$ 46	\$ 47	\$ 48	\$ 186	\$ 259	\$ 230	\$ 675	\$ 45

	FY2027	FY2028	FY2029	FY2030	FY2031	FY26-FY30	FY31-FY35	FY36-FY40	Total	Avg per Year
Implemented	\$ 63	\$ 79	\$ 80	\$ 83	\$ 86	\$ 390	\$ 484	\$ 424	\$ 1,298	\$ 87
Spend Reduction	\$ 52	\$ 61	\$ 63	\$ 65	\$ 67	\$ 308	\$ 381	\$ 330	\$ 1,018	\$ 68
Service Cuts	\$ 11	\$ 17	\$ 18	\$ 18	\$ 19	\$ 83	\$ 103	\$ 94	\$ 279	\$ 19
New Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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

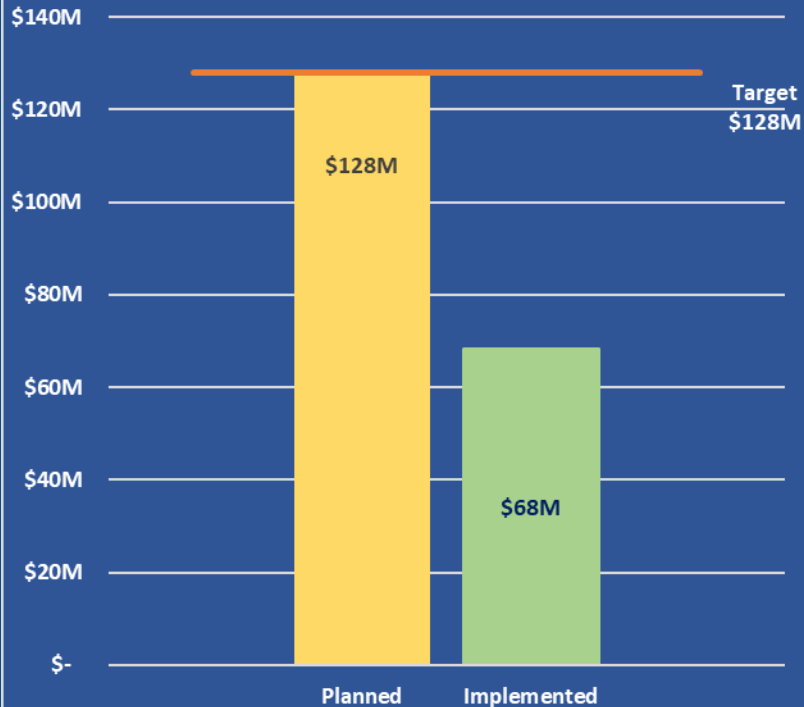
Implemented: Actions taken to date resulting in year over year cost savings

Budget Balancing Scorecard

SPENDING REDUCTIONS

Amounts below are rounded

Balanced Budget - Spending



SPENDING	FY2027	FY2028	FY2029	FY2030	FY2031	FY27-FY31	FY32-FY36	FY37-FY40	Total	Avg per Year
Target									\$ 1,920	\$ 128
Planned	\$ 60	\$ 112	\$ 116	\$ 121	\$ 126	\$ 534	\$ 708	\$ 675	\$ 1,918	\$ 128
Spend	\$ 60	\$ 112	\$ 116	\$ 121	\$ 126	\$ 534	\$ 708	\$ 675	\$ 1,918	\$ 128
Implemented	\$ 52	\$ 61	\$ 63	\$ 65	\$ 67	\$ 308	\$ 381	\$ 337	\$ 1,025	\$ 68
Divisional Cuts	\$ 49	\$ 57	\$ 59	\$ 61	\$ 64	\$ 291	\$ 353	\$ 330	\$ 973	\$ 65
Vacation Payout	\$ 2	\$ 2	\$ 2	\$ 2	\$ 2	\$ 9	\$ 11	\$ 10	\$ 30	\$ 2
Debt Service	\$ 2	\$ 2	\$ 1	\$ 1	\$ 1	\$ 8	\$ 17	\$ (3)	\$ 22	\$ 1
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planned:

- Over \$50M in cuts will be recognized in FY2027. The annualized figure is higher and accounts for the full \$60M planned, however, separation costs and increases in other areas are offsetting the planned results.

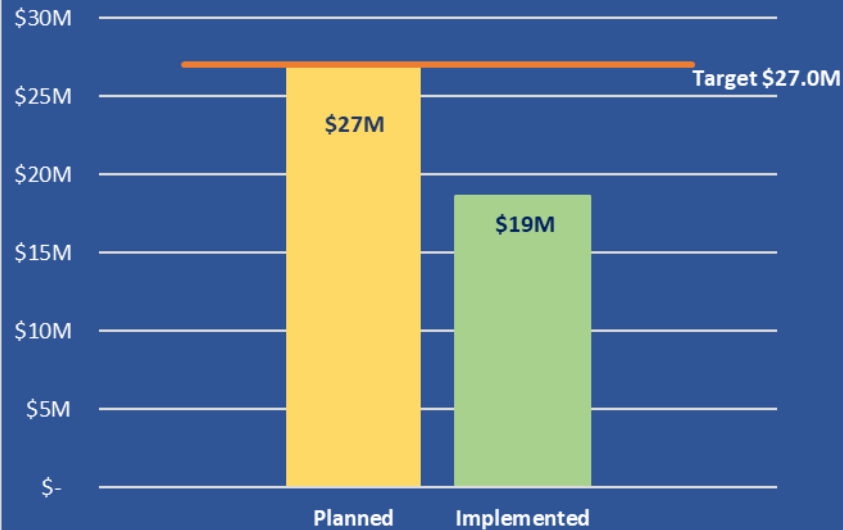
Implemented:

- Divisional cuts approved through Board adoption of the budget on May 27
- Vacation payout for non-union employees has been suspended
- Debt Service restructuring/better rates on 2026 issuance

Budget Balancing Scorecard

SERVICE

Balanced Budget - Service



SERVICE	FY2027	FY2028	FY2029	FY2030	FY2031	FY27-FY31	FY32-FY36	FY37-FY40	Total	Avg per Year
Target									\$ 405	\$ 27
Planned	\$ 10	\$ 24	\$ 25	\$ 26	\$ 27	\$ 112	\$ 151	\$ 143	\$ 405	\$ 27
Implemented	\$ 11	\$ 17	\$ 18	\$ 18	\$ 19	\$ 83	\$ 103	\$ 94	\$ 279	\$ 19

Planned:

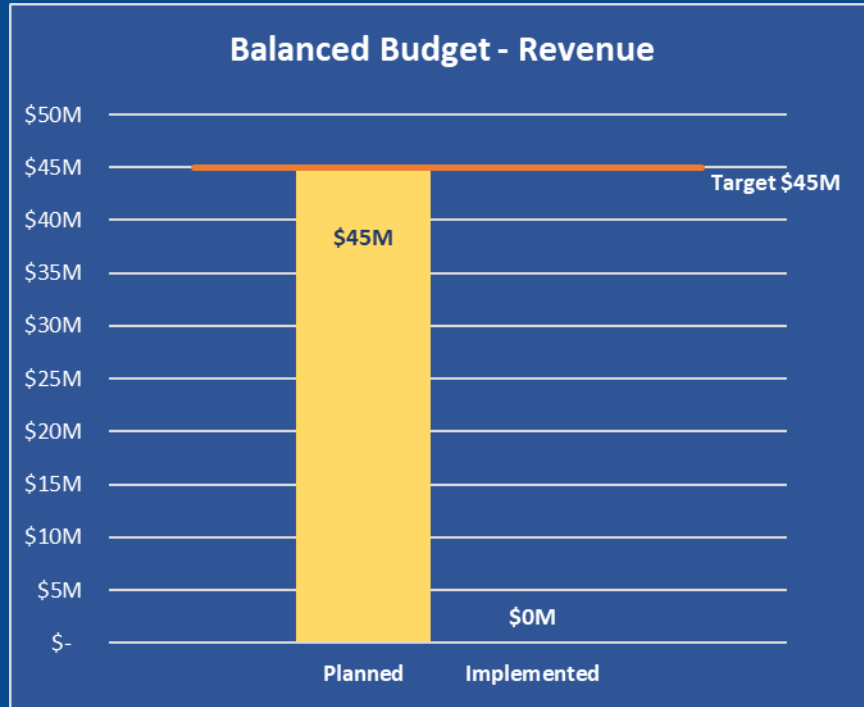
- Fall 2027

Implemented:

- Previous reductions in November 2025 and March 2026.
- Board Approved service reductions on April 22, 2026 for Fall 2026

Budget Balancing Scorecard

REVENUE

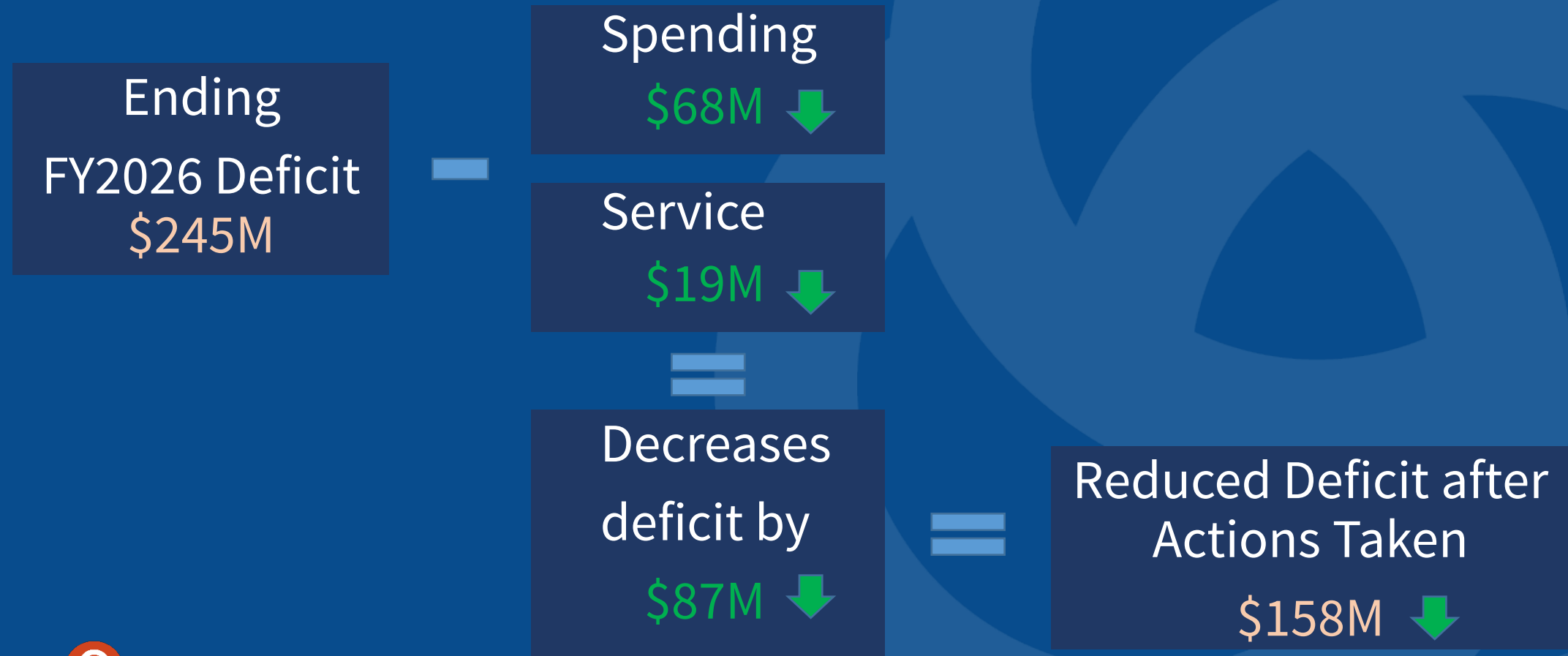


NEW REVENUE	FY2027	FY2028	FY2029	FY2030	FY2031	FY27-FY31	FY32-FY36	FY37-FY40	Total	Avg per Year
Target									\$ 674	\$ 45
Planned	\$ -	\$ -	\$ 45	\$ 47	\$ 49	\$ 140	\$ 273	\$ 261	\$ 674	\$ 45
STIF	\$ -	\$ -	\$ 40	\$ 41	\$ 43	\$ 124	\$ 222	\$ 185	\$ 532	\$ 35
Fare Increase	\$ -	\$ -	\$ 5	\$ 5	\$ 5	\$ 16	\$ 51	\$ 76	\$ 143	\$ 10
TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Implemented	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STIF	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fare Increase	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TBD	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Planned (**Pending Board Approval**):

- Assumes a doubling of the STIF or other continuing revenue starting July 1, 2028.
- Fare increase of \$0.20 planned every 4 years starting FY2029.
- TBD – internal task force assembled for revenue strategies.

Updated deficit inclusive of spending reductions...



QUESTIONS