

Finance Committee

October 24, 2023 | 1:00 p.m. – 2:30 p.m.



Onsite:

Greater Portland Transit District
114 Valley Street, Conference Room A | Portland, ME 04102

Remote:

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/83444094052?pwd=RDhmL3g5bnNnVTNRQUFqN2p6cEcvUT09>

Passcode: 855797 | Webinar ID: 834 4409 4052

Phone: (646) 558-8656 | Telephone participants: *9 to raise hand, *6 to unmute

MEETING AGENDA

AGENDA ITEM	PRESENTER	ACTION or INFORMATION
1. Call Meeting to Order (1:00)	Paul Bradbury, Committee Chair	N/A
2. Public Comment (1:00-1:05) The Finance Committee welcomes public comment. For items NOT listed on this agenda, the chair will recognize speakers at this point on the agenda. For items on the agenda, the chair will recognize public comment following the staff presentation. There is a 3-minute time limit per speaker.	Paul Bradbury, Committee Chair	Information
3. Approval of Meeting Minutes (1:05-1:10) The committee will be asked to approve minutes from the September 6, 2023 meeting of the Finance Committee.	Paul Bradbury, Committee Chair	ACTION
4. 2024 Draft Operating Budget (1:10-1:20) Staff will present the proposed 2024 Operating Budget and Capital Improvement Program (CIP).	Shelly Brooks, Finance Director	ACTION
5. Cost/Revenue Allocation Policies (1:20-2:20) Staff will present cost/revenue allocation scenarios and associated policy considerations for review and direction by the committee.	Greg Jordan, Executive Director	ACTION

<p>6. Future Agenda Items (2:20-2:25)</p> <p>Committee members may request future agenda items.</p> <ul style="list-style-type: none"> • Review board policies pertaining to procurement (TBD) • Comprehensive review of board policies (TBD) • Reassess cost/rev. allocation policies (Ongoing) • Federal Grant Awards/Activity (TBD) • Long Range Financial Forecasting (Ongoing) • Transit Asset Management Plan (TBD) • State Funding- baseline and recurring (Ongoing) 	<p>Paul Bradbury, Committee Chair</p>	<p>Information</p>
<p>7. Upcoming Meetings (2:25-2:30)</p> <ul style="list-style-type: none"> • Board of Directors – October 26, 2023 at 4:00 p.m. • Finance Committee – November 1, 2023 at 4:00 p.m • Executive Committee – November 8, 2023 at 3:30 p.m • Ridership Committee – November 15, 2023 at 4:00 p.m 	<p>Paul Bradbury, Committee Chair</p>	<p>Information</p>
<p>8. Adjournment (2:30)</p>	<p>Paul Bradbury, Committee Chair</p>	<p>ACTION</p>

As of November 9, 2022 Greater Portland METRO is holding meetings of the Board of Directors (and its committees) in hybrid format, both in person at METRO's offices and via webinar. The remote portions of all meetings are conducted in accordance with the requirements of [METRO's Remote Participation Policy](#) (adopted August 25, 2022) as well as LD 1772, PL 2022 Ch. 666, and 1 MRSA Chapter 13, Subchapter 1.



Finance Committee Meeting
October 11, 2023 at 4:15 p.m.
DRAFT Meeting Minutes

Municipality	Representative	Title	Attendance
Portland	Paul Bradbury	Treasurer and Committee Chair	On Site
Brunswick	Ryan Leighton	Committee Vice-Chair	Virtual
Yarmouth	Nat Tupper	Member	Virtual
Portland	Jeff Levine	Member	On Site
Westbrook	John Thompson	Member	Virtual
Other Board Members Present Mike Foley, Westbrook			

Staff & Others Present	Members of the Public
Greg Jordan, Executive Director Shelly Brooks, Chief Financial Officer Debbie Fitzpatrick, Accounting Manager Mike Tremblay, Director of Transit Development	

- 1. With a quorum in place, the meeting was called to order at 4:17 p.m. by Paul Bradbury, Committee Chair.**
- 2. Public comment:** No members of the public were present.
- 3. Approval of September 27, 2023 Meeting Minutes**
John Thompson moved, seconded by Nat Tupper, to approve the meeting minutes of the September 27, 2023 meeting of the Finance Committee as presented. A roll call vote was taken by Gregory Jordan, Executive Director. **The motion passed unanimously by all those present.**
- 4. 2024 Operating Budget Draft**
Shelly Brooks, Chief Financial Officer presented revisions to the 2024 Operating Budget Draft. A draft budget was presented to the committee at the September 27, 2023 meeting.

Greg Jordan presented a revised Capital Improvement Program for 2024-2024. No Committee action was taken.

5. Follow-up: Cost Revenue Allocation

Greg Jordan presented revised methods for the cost/revenue allocation model. The Committee discussed the four methods presented for this allocation. Staff were asked to provide a detailed description and calculation of the allocation models to the next Committee meeting, date TBD based on committee availability. No Committee action was taken.

6. Adjournment

Jeff Levine made a motion to adjourn the meeting. Nat Tupper seconded the motion, at which point, Paul Bradbury adjourned the meeting at 6:00 p.m.

DRAFT

FY 2024 OPERATING BUDGET- Draft

The total operating budget for FY 2024 is \$16,842,679, an increase of 14.2% compared to FY 2023.

Table 1: Total Budget Summary

	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-
Summary							
Base Bus Budget							
Total Base Bus Budget Expenditures	11,661,576	12,857,509	13,617,202	13,405,960	14,562,766	945,564	6.9%
Total Base Bus Budget Revenues	11,887,921	13,144,976	13,522,017	13,420,615	14,456,589	934,572	6.9%
Base Budget Surplus/(Deficit)	226,345	287,467	(95,185)	14,655	(106,177)	(10,992)	
ADA Paratransit							
ADA Paratransit Expenditures	350,479	408,210	416,404	469,771	507,402	90,998	21.9%
ADA PT - Municipal Funding	71,756	83,088	83,281	93,954	101,480	18,200	21.9%
ADA PT - Federal Funding	280,383	326,566	333,123	326,566	405,922	72,798	21.9%
ADA Paratransit Surplus/(Deficit)	1,660	1,444	-	(49,251)	-	-	
Lease Property							
115 St. John's Street Expenditures	70,169	476,344	503,321	476,978	493,185	(10,136)	-2.0%
115 St. John's Other Revenue	1,000	89,386	269,990	249,656	258,524	(11,466)	-4.2%
115 St. John's Municipal Funding	-	90,938	93,861	93,862	94,245	384	0.4%
115 St. John's State Funding	37,500	227,344	234,654	234,654	246,592	11,938	5.1%
Lease Property Surplus/(Deficit)	(31,669)	(68,676)	95,185	101,194	106,177	10,992	
Service Improvements							
Service Improvements Expenditures	-	-	213,306	213,306	1,279,326	1,066,020	499.8%
Service Imp. - Passenger Fares	-	-	21,331	21,331	191,899	170,568	799.6%
Service Imp. - Federal Funding	-	-	191,975	191,975	1,087,427	895,452	466.4%
Service Improvements Surplus/(Deficit)	-	-	-	(0)	-	-	
Total Budget							
Expenditures	12,082,225	13,742,062	14,750,233	14,566,015	16,842,679	2,092,446	14.2%
Revenues	12,278,560	13,962,298	14,750,233	14,632,613	16,842,679	2,092,446	14.2%
Total Budget Surplus/(Deficit)	196,336	220,236	(0)	66,598	0	0	

Major Budget Factors:

- Base Bus Budget (Expenditures) –The FY 2024 Base Bus Budget is built on transit service levels that are mostly unchanged from FY 2023, except for the restoration of 30-minute headways on the Husky Line during summer months.
- Base Bus Budget (Revenues) – revenue estimates include: increases in state and federal funding as well as increases in fares and miscellaneous revenue. Current municipal funding reflects an overall 6.4% increase, which includes a 1.6% increase in operating funding and a 176.1% increase in capital funding based on the 2024-2028 CIP. *Please note that these increases represent the average – there will be varying impacts across municipalities based on policy decisions pertaining to cost/revenue allocation.*
- ADA Paratransit budget is projected to increase based on actual increased ridership in 2023, and additional forecasted ridership increases in FY 2024.
- Lease Property (151 St. John's Street) – total budget includes the anticipated expenditures and revenues associated with lease and operations of the property at 115 St. John's Street. A projected \$106,177 surplus in this section can be available to offset a deficit(s) in other sections of the budget.

- Service Improvements – ARPA funded service improvements scheduled in May 2024 are reported as a separate line item. The service improvements result in a net increase of 4 bus operator positions in 2023 and 9 bus operator positions in 2024, for a total of 76 bus operator positions as of May 2024.

BASE BUS SERVICE

For 2024, baseline bus service (excluding ARPA funded service improvements) will total 101,305 revenue hours. Table 2 outlines service levels, projected revenue hours and estimated boardings by route. Also presented are the boardings per hour statistics which is a basic metric of route performance.

Table 2: 2024 Service Levels and Estimated Ridership

ROUTE	MUNICIPALITIES	CORRIDORS	Max Service Headways			Revenue Hours	Estimated Boardings	Boardings/ Hour
			Wkdy	Sat	Sun			
Route 1	Portland	Congress	30 min.			9,831	192,900	20
Route 2	Portland-Westbrook	Forest	30 min.			8,766	212,913	24
Route 3	Portland-South Portland-Westbrook	Bridge-Spring	30 min.			8,254	72,500	9
Route 4	Portland-Westbrook	Brighton-Main	30 min.			13,662	306,100	22
Route 5	Portland-South Portland	Outer Congress	30 min.			10,836	287,100	26
Route 7	Falmouth-Portland	Congress-Rt. 1	60 min.			4,366	62,600	14
Route 8	Portland	Peninsula Circulator	30 min.			6,745	107,600	16
Route 9	Falmouth-Portland	Congress-Washington-Stevens	30 min.			16,392	397,200	24
Husky Line	Gorham-Portland-Westbrook	Rt. 25-William Clark-Brighton	30 min.			13,374	173,001	13
Breez	Brunswick-Freeport-Yarmouth-Portland	I-295-Rt. 1	30-90 min.	60-90 min.		9,079	67,000	7
Total						101,305	1,878,914	19

Table 3: Base Bus Budget Summary

	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-
EXPENDITURES							
Base Bus Budget							
Wages	6,224,159	7,147,685	7,121,866	6,960,651	7,568,529	446,663	6.3%
Benefits	2,719,817	2,748,192	3,011,731	2,915,070	3,142,087	130,356	4.3%
Services and Fees	534,819	786,307	887,871	954,067	861,264	(26,607)	-3.0%
Fuel-Fluids-Tires	660,413	627,682	823,718	836,896	943,600	119,882	14.6%
Supplies & Equipment	373,809	361,255	402,000	403,304	407,600	5,600	1.4%
Utilities	299,561	364,946	432,803	418,017	448,980	16,177	3.7%
Insurance	325,138	345,754	376,335	372,492	409,741	33,406	8.9%
Miscellaneous Expenses	44,984	49,921	59,550	54,205	77,500	17,950	30.1%
Debt Service	231,494	236,824	331,328	307,637	313,365	(17,963)	-5.4%
Capital & Reserves	247,383	188,942	170,000	183,621	390,100	220,100	129.5%
<i>Total Base Bus Budget</i>	<i>11,661,576</i>	<i>12,857,509</i>	<i>13,617,202</i>	<i>13,405,960</i>	<i>14,562,766</i>	<i>945,564</i>	<i>6.9%</i>
REVENUES							
Base Bus Funding							
Passenger Fares	1,385,127	2,108,658	2,360,736	1,892,852	2,624,346	263,610	11.2%
Miscellaneous Revenue	314,751	496,006	413,950	485,844	783,477	369,527	89.3%
Municipal Funding	3,959,343	4,394,704	4,534,570	4,534,572	4,825,532	290,962	6.4%
State Funding	170,426	170,427	170,426	170,426	850,000	679,574	398.8%
Federal Funding	6,058,274	5,975,181	6,042,335	6,336,921	5,373,234	(669,101)	-11.1%
<i>Total Base Bus Budget</i>	<i>11,887,921</i>	<i>13,144,976</i>	<i>13,522,017</i>	<i>13,420,615</i>	<i>14,456,589</i>	<i>934,572</i>	<i>6.9%</i>
Surplus/(Deficit)	226,345	287,467	(95,185)	14,655	(106,177)	(10,992)	

DEPARTMENT BUDGETS

In an effort to provide more transparency, and a more granular detail of yearly expenditures, staff has provided Department Budgets below. Staff has reviewed the position assignments for staffing in all departments, and did reallocate some of the positions. Also, of note is that this reallocation created some one time increases/decreases in the areas of wages and benefits within the department reports. As you can see from the Base Budget Summary table provided above, when pulled all together the increases/decreases are within normal ranges as a whole.

TRANSIT OPERATIONS DEPARTMENT

Overview and Staffing

The mission of the Transit Operations Department is to deliver safe and effective transit service on a daily basis in accordance with Metro’s published routes and schedules and provide an excellent rider experience across all touchpoints. In addition to Transit Operations, support functions include Safety-Training, Information Technology, and Customer Service sections.

- Transit Operations – deliver safe and effective bus operations on a daily basis in accordance with Metro’s published routes and schedules while providing an excellent rider experience.
- Safety-Training – effectively train and prepare new Bus Operators and manage Metro’s agency safety plan.
- Information Technology – manage the agency’s IT systems and assets to ensure proper availability, operability and security.
- Customer Service – Provide fare media sales and customer support to riders, members of the public, and pass program partners.

The Operations Department includes the following full-time equivalent (FTE) positions and number of employees. For base bus service, no additional positions or employees are proposed.

Table 4: Operations Staffing

Staffing	2022	2023	2024	Change
Operations Manager	1.00	1.00	1.00	-
Safety and Training Manager	1.00	1.00	1.00	-
Dispatcher	4.00	4.00	4.00	-
Bus Operators	66.00	63.00	63.00	-
Operations Assistant	1.00	1.00	1.00	-
Shuttle Driver	1.00	1.00	1.00	-
Customer Service Manager	1.00	1.00	1.00	-
Customer Service Representative	2.00	2.00	2.00	-
IT Manager	1.00	1.00	1.00	-
Totals	78.00	75.00	75.00	-

Major Achievements and Challenges (2023)

During 2023, the Transit Operations Department made the following major achievements and worked to manage a range of challenges:

Major Achievements:

- Forthcoming

Top Challenges:

- Forthcoming

Performance (2023)

Department performance is measured and managed across several dimensions including service reliability, service availability, safety, employee retention, and customer satisfaction:

<p>Service Reliability</p> <p>Metro’s goal for system level on-time performance (OTP) is 90% with a minimum standard of 85% reliability for individual routes. Major factors impacting OTP include:</p> <ul style="list-style-type: none"> ● Scheduled run/recovery times. ● Bus operator and dispatch performance ● Traffic volumes and construction activity. ● Ridership levels and fare payment speed. ● Bus stop placement. ● Staffing levels. 	<p>The chart displays 'ON-TIME PERFORMANCE (2023)' on the y-axis (0% to 100%) and months on the x-axis (Jan to Dec). A horizontal orange line represents the 'Goal 90%'. A blue line represents 'Actual On-time Performance', which starts at approximately 85% in January, peaks at 86% in February, then fluctuates between 82% and 84% through the rest of the year, ending at 81% in June. The data for the actual performance is as follows:</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Actual On-time Performance (%)</th> </tr> </thead> <tbody> <tr><td>Jan</td><td>85</td></tr> <tr><td>Feb</td><td>86</td></tr> <tr><td>Mar</td><td>84</td></tr> <tr><td>Apr</td><td>85</td></tr> <tr><td>May</td><td>82</td></tr> <tr><td>Jun</td><td>81</td></tr> <tr><td>Jul</td><td>-</td></tr> <tr><td>Aug</td><td>-</td></tr> <tr><td>Sep</td><td>-</td></tr> <tr><td>Oct</td><td>-</td></tr> <tr><td>Nov</td><td>-</td></tr> <tr><td>Dec</td><td>-</td></tr> </tbody> </table>	Month	Actual On-time Performance (%)	Jan	85	Feb	86	Mar	84	Apr	85	May	82	Jun	81	Jul	-	Aug	-	Sep	-	Oct	-	Nov	-	Dec	-
Month	Actual On-time Performance (%)																										
Jan	85																										
Feb	86																										
Mar	84																										
Apr	85																										
May	82																										
Jun	81																										
Jul	-																										
Aug	-																										
Sep	-																										
Oct	-																										
Nov	-																										
Dec	-																										

<p>Service Availability</p> <p>Service availability is measured by the percentage of scheduled trips (or Revenue Hours) completed. Metro’s goal for service completion is 100% at both system and route levels. Major factors impacting service availability include:</p> <ul style="list-style-type: none"> ● Scheduled run/recovery times. ● Bus operator and dispatch performance ● Traffic volumes and construction activity. ● Vehicle maintenance. ● Service disruptions (e.g., detours, accidents, incidents, weather). 	
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<p>Safety</p> <p>Safety is measured by the rate of accidents which could have been reasonably prevented (Preventable Accidents). Metro’s goal is 0 preventable accidents per 100,000 vehicle miles. Major factors impacting preventable accidents include:</p> <ul style="list-style-type: none"> ● Bus operator performance ● Bus operator training ● Vehicle maintenance ● Route design 	
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<ul style="list-style-type: none"> ● Weather ● Parking at bus stops 	
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<p>Employee Retention Employee turnover is highest for Bus Operators in the first 1-2 years of employment and can have a detrimental impact on staff and service. Metro’s Bus Operator turnover goal is to be under x%. Major factors impacting preventable accidents include:</p> <ul style="list-style-type: none"> ● Effective candidate screening. ● Bus operator training and support. ● Demands of job. ● Bus operator scheduling and hours. ● Workplace culture and morale. ● 	
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<p>Customer Complaints Metro’s goal for customer complaints related to transit operations is no more than x per 100,000 boardings. Major factors impacting preventable accidents include:</p> <ul style="list-style-type: none"> ● Service availability (i.e., service completion). ● System reliability (i.e., on-time performance). ● Bus operator performance. ● Vehicle maintenance. ● Agency policies and communications. ● Service changes 	
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2024 Transit Operations Department Goals

Based on the Metro 2030 Strategic Plan, and in connection with the development of the 2024 operating and capital budgets, the Transit Operations Department will work to achieve the following goals and complete the following initiatives in 2024.

Performance Goals:

- a. Achieve system level on-time performance of at least 90% - this goal is shared with the Planning-Marketing Department which is responsible for route and schedule development.

- b. Reduce Preventable Accidents to x per 100,000 vehicle miles or lower.
- c. Reduce customer complaints (related to transit operations) to no more than x per 100,000 boardings.
- d. Manage Bus Operator employee retention so as not to exceed x% in year 1 of employment, y% in year 2, and z% for the whole workgroup.
- e. Maintain service completion at no less than x% of scheduled service.

Department Projects and Initiatives

- a. Forthcoming
- b. Forthcoming

2024 Transit Operations Department Budget

Table 5: Transit Operations Department Budget

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Wages							
Regular Wages	4,011,944	4,423,275	4,342,040	4,594,205	170,930	3.9%	1
Overtime - Operations	814,135	452,218	524,314	452,218	-	0.0%	
Add'l Pay (PTO payout, Hlth opt out)	247,467	55,260	59,424	61,207	5,947	10.8%	2
Holiday Pay - Worked	111,395	105,769	107,334	110,554	4,785	4.5%	
Wages	5,184,941	5,036,522	5,033,112	5,218,184	181,662	3.6%	
Benefits							
FICA	387,078	381,266	385,942	399,191	17,925	4.7%	
Health Ins	990,614	1,085,755	1,061,934	1,113,849	28,094	2.6%	
HRA Payments	58,729	80,000	68,852	80,000	-	0.0%	
Dental Insurance	45,527	46,608	47,102	44,541	(2,067)	-4.4%	
Disability Insurance	38,222	46,212	47,763	50,421	4,209	9.1%	3
Life Insurance	1,979	2,065	1,682	2,065	-	0.0%	
Workers Comp	148,218	153,251	153,263	160,925	7,674	5.0%	
Unemployment	-	3,000	-	5,000	2,000	66.7%	4
Vision	2,004	2,132	2,025	2,150	18	0.8%	
Retirement	314,821	323,952	328,228	339,182	15,230	4.7%	
Uniforms/Reimbursements	13,975	24,800	20,488	29,800	5,000	20.2%	5
Benefits	2,001,168	2,149,042	2,117,278	2,227,125	78,083	3.6%	
Total Wages & Benefits	7,186,108	7,185,563	7,150,390	7,445,308	259,745	3.6%	
Services and Fees							
Temporary Help	-	-	-	-	-	0%	
Technology Services	62,909	63,839	62,100	65,000	1,161	1.8%	
Other Contracted Services	72,885	91,029	89,521	95,000	3,971	4.4%	
Services and Fees	135,794	154,868	151,621	160,000	5,132	3.3%	
Supplies & Equipment							
Transportation Supplies	4,614	6,000	2,500	3,000	(3,000)	-50.0%	
It Supplies	609	2,000	1,500	2,000	-	0.0%	
Fare Media	1,690	6,000	19,150	8,000	2,000	33.3%	6
Minor Equipment	6,230	8,500	7,471	6,500	(2,000)	-23.5%	
Supplies and Equipment	13,143	22,500	30,621	19,500	(3,000)	-13.3%	
Utilities							
Phone/Cell/Internet- AVL	4,800	4,800	4,800	4,800	-	0.0%	
Phone/Cell/Internet	26,262	26,640	25,800	26,640	-	0.0%	
Utilities	31,062	31,440	30,600	31,440	-	0.0%	
Miscellaneous Expenses							
Conferences and Travel	170	4,200	1,000	2,500	(1,700)	-40.5%	
Miscellaneous Expenses	170	4,200	1,000	2,500	(1,700)	-40.5%	
Total Non-Personnel Expenses	180,169	213,008	213,842	213,440	432	0.2%	
Total Base Bus Budget	7,366,277	7,398,571	7,364,232	7,658,748	260,177	3.5%	

Note #	Line Item	Explanation
1	Wages	Increase in regular wages is driven mainly by an estimated COLA increase in base wages and step increases as required by the Collective Bargaining Agreement with ATU and the Non-Union Salary Plan approved by the Board of Directors in 2022. The current CBA is set to expire on December 31, 2023. Wages related to service improvement are listed separately.
2	Additional Pay	Increase in additional pay is related to increased Health Insurance Opt Out payments for eligible employees. Increase is also related to hiring bonus for operations and maintenance staff.
3	Disability Insurance	There will be no premium increase in the cost of disability insurance. 2023 projections indicate Disability Insurance will be over budgeted amounts. Increase for 2024 is based on 2023 projected year end balances instead of 2023 budget, adjusted for department budget allocation.
4	Unemployment	Reallocating unemployment expenses to departments. Total unemployment budgeted expense increased overall based on anticipated upcoming claims.
5	Uniforms/Reimbursements	Addition of estimated relocation expense reimbursement for new employees.
6	Fare Media	Due to increased demand for Fare Media in 2023, Metro has incurred larger than estimated production costs. Staff anticipate demand to remain high in 2024.

FLEET & FACILITIES MAINTENANCE

Overview and Staffing

The mission of the Fleet and Facilities Maintenance Department is to maintain the agency’s physical assets in a state of good repair and ensure availability to deliver and support safe and effective transit services. This department maintains 44 transit buses, 5 support vehicles, 3 facilities and 500 bus stops including 50 with shelters and other amenities. The following two divisions make up this department:

- Fleet Maintenance – deliver safe and effective bus operations on a daily basis in accordance with Metro’s published routes and schedules while providing an excellent rider experience.
- Facilities Maintenance – effectively train and prepare new Bus Operators and manage Metro’s agency safety plan.

The Fleet-Facilities Maintenance Department includes the following full-time equivalent (FTE) positions and number of employees. For base bus service, no additional positions or employees are proposed.

Table 6: Maintenance Staffing

Staffing	2022	2023	2024	Change
Maintenance Manager	1.00	1.00	1.00	-
Master Technician	1.00	-	-	-
Technician	1.00	1.00	1.00	-
Mechanic I (1 PT Employee)	4.00	5.00	5.50	0.50
Mechanic II	2.00	1.00	1.00	-
Fleet Care	4.00	4.00	4.00	-
Utility	1.00	1.00	1.00	-
Building Maintenance	1.00	1.00	1.00	-
Bus Cleaner	-	1.00	1.00	-
Inventory Clerk	1.00	1.00	1.00	-
Totals	16.00	16.00	16.50	0.50

Major Achievements and Challenges (2023)

During 2023, the Transit Operations Department made the following major achievements and worked to manage a range of challenges:

Major Achievements:

- Forthcoming

Top Challenges:

- Forthcoming

Performance Metrics (2023)

- Forthcoming

2024 Maintenance Department Goals

- Forthcoming

Table 7: Fleet & Facilities Maintenance Department Budget

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Wages							
Regular Wages	850,791	998,715	996,600	1,112,369	113,654	11.4%	1
Overtime - Maintenance	66,218	42,877	52,563	42,877	-	0.0%	
Add'l Pay (PTO payout, Hlth opt out)	39,476	6,552	16,135	16,619	10,067	153.6%	2
Holiday Pay - Worked	19,875	20,141	21,194	21,829	1,688	8.4%	
Wages	976,360	1,068,285	1,086,491	1,193,694	125,409	11.7%	
Benefits							
FICA	71,682	81,724	83,117	91,318	9,594	11.7%	3
Health Ins	233,652	232,717	253,622	253,800	21,083	9.1%	
HRA Payments	10,094	-	6,443	-	-	0.0%	
Dental Insurance	9,823	10,033	9,938	10,235	202	2.0%	
Disability Insurance	6,919	10,085	10,241	11,490	1,404	13.9%	4
Life Insurance	-	-	84	-	-	0	
Workers Comp	27,293	28,220	28,220	29,633	1,413	5.0%	
Unemployment	-	-	-	-	-	0.0%	
Vision	436	457	521	431	(26)	-5.7%	
Retirement	39,378	69,439	70,622	75,278	5,840	8.4%	
Uniforms	8,153	9,100	7,201	8,800	(300)	-3.3%	
Benefits	407,429	441,774	470,007	480,984	39,210	8.9%	
Total Wages & Benefits	1,383,789	1,510,059	1,556,498	1,674,678	164,619	10.9%	

Note #	Line Item	Explanation
1	Wages	Increase in regular wages is driven mainly by an estimated COLA increase in base wages and step increases as required by the Collective Bargaining Agreement with ATU and the Non-Union Salary Plan approved by the Board of Directors in 2022. The current CBA is set to expire on December 31, 2023. Increase in wages is also related to the addition of a part-time Mechanic.
2	Additional Pay	Increase in additional pay is related to increased Health Insurance Opt Out payments for eligible employees. Increase is also related to hiring bonus for operations and maintenance staff.
3	FICA	Increase is related to the addition of a part-time mechanic
4	Disability Insurance	There will be no premium increase in the cost of disability insurance. 2023 projections indicate Disability Insurance will be over budgeted amounts. Increase for 2024 is based on 2023 projected year end balances instead of 2023 budget, adjusted for department budget allocation.

Table 8: Fleet & Facilities Maintenance Department Budget, continued

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Services and Fees							
Arch & Engineer Fees	-	-	-	5,000	5,000	#DIV/0!	
Temporary Help	-	-	-	-	-	0.0%	
Other Contracted Services	-	-	-	5,000	5,000	#DIV/0!	
Maint Software	2,690	3,950	4,090	4,000	50	1.3%	
Maintenance Services	174,340	162,500	173,927	187,000	24,500	15.1%	5
Snow Plowing/Removal	3,625	9,000	7,000	9,000	-	0.0%	
Custodial Services	21,734	48,000	46,805	48,000	-	0.0%	
Services and Fees	202,389	223,450	231,821	258,000	34,550	15.5%	
Fuel-Fluids-Tires- Non-Revenue Vehicles							
CNG Fuel	106,653	130,000	125,000	130,000	-	0.0%	
Diesel Fuel	386,878	525,928	548,500	638,500	112,572	21.4%	6
Greases and Fluids	64,174	68,040	71,215	74,600	6,560	9.6%	
Electricity as a Fuel	9,732	30,000	20,032	27,000	(3,000)	-10.0%	
Tires and Tubes	60,245	69,750	72,150	73,500	3,750	5.4%	
Fuel-Fluids-Tires- Non-Revenue Vehicle:	627,682	823,718	836,896	943,600	119,882	14.6%	
Supplies & Equipment							
Servicing/Fueling Supplies	3,905	3,500	5,000	3,500	-	0.0%	
Shop Supplies	22,836	32,000	32,000	32,000	-	0.0%	
Shelter Supplies	3,658	5,000	2,000	5,000	-	0.0%	
Building Supplies	30,754	31,000	35,000	35,000	4,000	12.9%	7
Parts	230,161	260,000	265,000	270,000	10,000	3.8%	
Minor Equipment	19,143	10,000	1,686	4,500	(5,500)	-55.0%	
Veh Ops- Other Supplies	-	5,000	-	2,000	(3,000)	-60%	
Supplies and Equipment	310,457	346,500	340,686	352,000	5,500	1.6%	
Utilities							
Phone/Cell/Internet	443	480	480	480	-	0.0%	
Utilities	443	480	480	480	-	0.0%	
Miscellaneous Expenses							
Liscenses and Permits	575	1,500	1,500	1,500	-	0.0%	
Miscellaneous Expenses	575	1,500	1,500	1,500	-	0.0%	
Total Non-Personnel Expenses	1,141,546	1,395,648	1,411,383	1,555,580	159,932	11.5%	
Total Base Bus Budget	2,525,335	2,905,707	2,967,881	3,230,258	324,551	11.2%	

Note #	Line Item	Explanation
5	Maintenance Services	Increased based on 2023 projections. Metro staff have been working to maintain the appearance of vehicles, and thus has seen an increase in this budgeted line. Also, accident insurance claims offset some of these expenses as well. This line item has been increase, with a corresponding revenue addition to account for those expenses as well.
6	Diesel Fuel	By purchasing diesel futures, Staff was able to secure a favorable rate for METRO's 23-24 diesel contract. Staff estimates that the current contract will expire late summer of 2024, and will secure a new contract. Estimates for fuel purchases beyond contract expiration are currently estimated at \$2.73/gal.
7	Building Supplies	Increased based on 2023 actuals. Category includes supplies for maintenance of buildings and grounds.

PLANNING & MARKETING

Overview and Staffing

The Planning-Marketing Department includes the following full-time equivalent (FTE) positions and number of employees. For base bus service, no additional positions or employees are proposed.

Table 9: Planning & Marketing Staffing

Staffing	2022	2023	2024	Change
Director of Transit Development	1.00	1.00	1.00	1.00
Marketing Manager	1.00	1.00	1.00	1.00
Totals	2.00	2.00	0.00	2.00

Major Achievements and Challenges (2023)

During 2023, the Transit Operations Department made the following major achievements and worked to manage a range of challenges:

Major Achievements:

- Forthcoming

Top Challenges:

- Forthcoming

Performance Metrics (2023)

- Forthcoming

2024 Planning-Marketing Department Goals

- Forthcoming

Table 10: Planning & Marketing Department Budget

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Wages							
Regular Wages	80,186	189,153	187,334	200,439	11,286	6.0%	1
Overtime - Administration	-	-	-	-	-	0.0%	
Add'l Pay (PTO payout, Hlth opt out)	2,800	-	-	-	-	0.0%	
Holiday Pay - Worked	-	-	-	-	-	0.0%	
Wages	82,986	189,153	187,334	200,439	11,286	6.0%	
Benefits							
FICA	6,143	6,503	14,331	15,334	8,831	135.8%	
Health Ins	21,317	18,518	46,039	42,617	24,099	130.1%	
HRA Payments	476	-	5,100	-	-	0.0%	
Dental Insurance	672	798	1,857	1,719	921	115.4%	
Disability Insurance	1,329	802	1,431	1,929	1,127	140.4%	2
Life Insurance	-	-	-	-	-	0.0%	
Workers Comp	210	217	217	227	11	5.0%	
Unemployment	-	-	-	-	-	0.0%	
Vision	31	36	53	74	38	103.4%	
Retirement	6,162	5,525	12,177	13,029	7,503	135.8%	
Uniforms	-	-	-	-	-	-	
Benefits	36,340	32,400	81,204	74,928	42,528	131.3%	
Total Wages & Benefits	119,326	221,553	268,538	275,367	53,814	24.3%	
Services and Fees							
Technology Services	9,512	17,400	17,400	17,400	-	0.0%	
Advertising	41,694	106,000	106,000	62,000	(44,000)	-41.5%	
Other Contracted Services	62,308	76,500	61,500	56,500	(20,000)	-26.1%	
Services and Fees	113,514	199,900	184,900	135,900	(64,000)	-32.0%	
Supplies & Equipment							
Supplies Cust Rel	9,948	7,500	7,500	7,500	-	0.0%	
Supplies Promo	3,172	3,000	3,000	3,000	-	0.0%	
Supplies and Equipment	13,120	10,500	10,500	10,500	-	0.0%	
Utilities							
Phone/Cell/Internet	481	480	480	960	480	100.0%	3
Utilities	481	480	480	960	480	100.0%	
Miscellaneous Expenses							
Dues, Subscriptions & Certifications	4,061	3,000	3,000	3,000	-	0.0%	
Conferences and Travel	395	1,610	1,610	4,000	2,390	148.4%	4
Miscellaneous Expenses	4,456	4,610	4,610	7,000	2,390	51.8%	
Total Non-Personnel Expenses	131,572	215,490	200,490	154,360	(61,130)	-28.4%	
Total Base Bus Budget	250,898	437,043	469,028	429,727	(7,316)	-1.7%	

Note #	Line Item	Explanation
1	Wages	Increase in regular wages is driven mainly by an estimated COLA increase in base wages and step increases as required by the Collective Bargaining Agreement with ATU and the Non-Union Salary Plan approved by the Board of Directors in 2022. The current CBA is set to expire on December 31, 2023.
2	Benefits	Increases shown in benefits is due to reallocation of staff from Administration to Planning. This is a one-time adjustment needed to present budget amounts by departments.
3	Utilities	Increases shown are due to reallocation of staff from Administration to Planning. This is a one-time adjustment needed to present budget amounts by departments.
4	Conferences & Travel	Increase related to anticipated additional conference attendance in 2024.

ADMINISTRATION

Overview and Staffing

The Administration Department includes the following full-time equivalent (FTE) positions and number of employees. For base bus service, no additional positions or employees are proposed.

Table 11: Administration Staffing

Staffing	2022	2023	2024	Change
Executive Director	1.00	1.00	1.00	-
Chief Transportation Officer	1.00	1.00	1.00	-
Chief Financial Officer	-	1.00	1.00	-
Finance Director	1.00	-	-	-
Director of Gov. and Community Relations	1.00	-	1.00	1.00
HR Director	1.00	-	-	-
HR Manager	-	1.00	1.00	-
Accounting Manager	1.00	1.00	1.00	-
Procurement Manager	1.00	1.00	1.00	-
Payroll Specialist	1.00	1.00	1.00	-
Accounting Assistant	1.00	1.00	1.00	-
HR Generalist	1.00	1.00	1.00	-
Administrative Assistant	-	1.00	1.00	-
Cash Counting Assistant (2 PT Staff)	0.50	0.50	0.50	-
Totals	10.50	10.50	11.50	1.00

Major Achievements and Challenges (2023)

During 2023, the Transit Operations Department made the following major achievements and worked to manage a range of challenges:

Major Achievements:

- Forthcoming

Top Challenges:

- Forthcoming

Performance Metrics (2023)

- Forthcoming

2024 Finance-Administration Department Goals

- Forthcoming

Table 12: Administration Department Budget

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Benefits							
FICA	65,658	75,329	49,945	73,150	(2,179)	-2.9%	
Health Ins	151,008	214,510	118,618	190,214	(24,296)	-11.3%	
HRA Payments	3,135	-	-	-	-	0.0%	
Dental Insurance	9,528	9,249	5,999	8,024	(1,225)	-13.2%	
Disability Insurance	13,148	8,532	13,415	9,008	476	5.6%	2
Life Insurance	370	361	47	361	-	0.0%	
Workers Comp	5,651	5,842	5,843	6,135	293	5.0%	
Unemployment	4,311	10,000	11,186	11,000	1,000	10.0%	3
Vision	375	387	284	327	(59)	-15.3%	
Retirement	49,823	64,005	42,091	60,830	(3,176)	-5.0%	
New Positions	-	-	-	-	-	0.0%	
Uniforms	248	300	-	-	(300)	-100.0%	
Total Benefits	303,255	388,515	247,425	359,050	(29,466)	-7.6%	
Total Wages & Benefits	1,206,654	1,216,422	900,295	1,315,262	98,840	8.1%	

Note #	Line Item	Explanation
1	Wages	<p>Increase in regular wages is driven mainly by an estimated COLA increase in base wages and step increases as required by the Collective Bargaining Agreement with ATU and the Non-Union Salary Plan approved by the Board of Directors in 2022. The current CBA is set to expire on December 31, 2023.</p> <p>Increases are also related to the addition of the Director of Government and Community Relations position that was frozen for the 2023 budget, but added back for 2024 assuming hiring for half the year.</p>
2	Disability Insurance	<p>There will be no premium increase in the cost of disability insurance. 2023 projections indicate Disability Insurance will be over budgeted amounts. Increase for 2024 is based on 2023 projected year end balances instead of 2023 budget, adjusted for department budget allocation.</p>
3	Unemployment Insurance	<p>Reallocating unemployment expenses to departments. Total unemployment budgeted expense increased overall based on anticipated upcoming claims.</p>

Table 13: Administration Department Budget, continued

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Services and Fees							
Tuition Reimbursement	2,955	5,000	1,500	5,000	-	0.0%	
Wellness Program	1,789	10,000	3,500	10,000	-	0.0%	
Legal Fees	43,492	40,000	65,000	40,000	-	0.0%	4
Audit Fees	23,500	26,000	25,000	27,500	1,500	5.8%	
Temporary Help	46,915	30,000	83,182	-	(30,000)	-100%	
Employment Services	13,898	12,287	12,695	14,500	2,213	18.0%	5
Benefit Administration Fees	8,514	8,636	9,746	10,000	1,364	15.8%	6
Technology Services	102,762	103,226	108,790	117,139	13,913	13.5%	7
Bank and CC Fees	20,622	24,050	17,532	24,600	550	2.3%	
Advertising	45,168	18,500	32,383	25,000	6,500	35.1%	8
Postage	2,254	2,954	2,627	3,000	46	1.6%	
Other Contracted Services	14,144	18,500	13,546	20,000	1,500	8.1%	
Office Machines Maintenance	6,236	8,000	7,876	8,000	-	0.0%	
Miscellaneous Services	2,361	2,500	2,350	2,625	125	5.0%	
Services and Fees	334,611	309,653	385,725	307,364	(2,289)	-0.7%	
Supplies & Equipment							
HR Supplies	-	-	-	2,500	2,500	100.0%	9
Office Supplies	20,981	17,500	17,997	18,100	600	3.4%	
Minor Equipment	3,554	5,000	3,500	5,000	-	0.0%	
Supplies and Equipment	24,535	22,500	21,497	25,600	3,100	13.8%	
Utilities							
Heating Fuel	156,711	175,469	175,708	180,844	5,375	3.1%	
Electricity	114,470	137,711	131,359	143,986	6,275	4.6%	
Water/Sewer/Stormwater	30,104	43,563	40,359	46,654	3,091	7.1%	
Phone/Cell/Internet	31,674	43,660	39,031	44,616	956	2.2%	
Utilities	332,960	400,403	386,457	416,100	15,697	3.9%	
Insurance							
Auto/Liability/Property Insurance	345,754	376,335	372,492	409,741	33,406	8.9%	
Insurance	345,754	376,335	372,492	409,741	33,406	8.9%	
Miscellaneous Expenses							
Dues, Subscriptions & Certifications	25,321	27,120	25,495	37,500	10,380	38.3%	10
Conferences and Travel	8,939	13,620	12,600	14,000	380	2.8%	
Meals and Hosting	10,460	8,500	9,000	15,000	6,500	76.5%	11
Miscellaneous Expenses	44,720	49,240	47,095	66,500	17,260	35.1%	
Total Non-Personnel Expenses	1,082,580	1,158,131	1,213,266	1,225,305	67,174	5.8%	
Total Base Bus Budget	2,289,233	2,374,553	2,113,561	2,540,567	166,014	7.0%	

Note #	Line Item	Explanation
4	Legal Fees	The increase in this line item reflects increased usage of legal services related to personnel and contracting consultation. Staff estimates continued increased usage of legal services in 2024.
5	Employment Services	Increased costs related to new hire and return to work screenings.
6	Benefit Administration Fees	HRA plan fees and HRA annual Federal fees that were not previously budgeted caused the increase for this line item.
7	Technology Services	Increase costs related to Munis financial software. Also, planned addition of Budget Book software contribute to the increases in this budget line.
8	Advertising	Increases due to hire costs related to job advertisements.

9	HR Supplies	Supplies related to HR Department needs, includes labor posters and other miscellaneous items.
10	Dues & Subscriptions	Increases based on anticipation of increased MTA dues.
11	Meals & Hosting	Increases based on historical expenses related to employee events. Staff estimates higher expenses in 2024 as planning for additional employee recognition/appreciation events.

DEBT SERVICE & CAPITAL

Table 14: Debt Service & Capital Budget

USES OF FUNDS	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Debt Service							
Interest Expense Short Term	23,053	100,000	75,000	85,000	(15,000)	-15.0%	
Interest Expense Long Term	31,271	32,178	33,487	29,215	(2,963)	-9.2%	
Debt Service Principal	182,500	199,150	199,150	199,150	-	0.0%	
Debt Service	236,824	331,328	307,637	313,365	(17,963)	-5.4%	
Capital & Reserves							
Contribution to Unrest Balance	-	45,000	45,000	45,000	-	0.0%	
GF Cap Outlay for Oth Cap Itms	155,460	125,000	125,000	345,100	220,100	176.1%	1
GF Cap Outlay for Capital	30,547	-	13,621	-	-	0.0%	
Transfers	2,935	-	-	-	-	0.0%	
Capital & Reserves	188,942	170,000	183,621	390,100	220,100	129.5%	
Total Base Bus Budget	425,766	501,328	491,258	703,465	202,137	40%	

Note #	Line Item	Explanation
1	Capital Prog.	Increase reflects the amount of new municipal funding needed to implement the proposed FY 2024 CIP.

REVENUE

Table 15: Base Bus Budget: Revenue

SOURCES OF FUNDS	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Passenger Fares								
Passenger Fares	1,140,893	1,325,270	1,510,307	1,106,767	1,972,732	462,425	30.6%	1
Organization Paid Fares	244,234	783,388	850,429	786,085	651,614	(198,815)	-23.4%	2
Total Passenger Fares	1,385,127	2,108,658	2,360,736	1,892,852	2,624,346	263,610	11.2%	
Miscellaneous Revenue								
Advertising Revenue	194,244	349,816	355,000	220,000	300,000	(55,000)	-15.5%	3
Non-Member Municipal Funding (Huskey Line)	-	-	-	105,000	330,167	330,167	100.0%	
Vehicle Maint Services	9,915	6,000	5,000	6,000	5,000	-	0.0%	
Sale of Fuel	15,884	7,868	7,000	6,936	7,000	-	0.0%	
Interest Income	6,109	48,027	15,000	100,656	90,000	75,000	500.0%	4
Reimbursements of Auto Fare fees	10,088	13,887	14,450	15,350	15,810	1,360	9.4%	
Wellness Grant Reimbursements	3,014	1,284	5,500	210	3,500	(2,000)	-36.4%	
Training Grant Reimbursements	-	1,872	2,000	-	2,000	-	0.0%	
Miscellaneous Income	20,462	29,427	10,000	10,000	10,000	-	0.0%	
Rental of Property	40,228	-	-	-	-	-	0.0%	
Claims Recovery	14,807	37,826	-	21,692	20,000	20,000	0.0%	
Total Other Revenue	314,751	496,006	413,950	485,844	783,477	369,527	89.3%	
Municipal Funding								
Non-Member Municipal Funding (Gorham)	33,000	33,000	35,000	35,000	35,000	-	0.0%	5
Member Municipal Funding: Operations	4,171,355	4,198,244	4,374,570	4,374,572	4,445,432	70,862	1.6%	6
Municipal Credit	(351,661)	-	-	-	-	-	0.0%	
Municipal Funding: CIP Local Match	106,649	155,460	125,000	125,000	345,100	220,100	176.1%	7
Municipal Funding: Svc Veh Local Match	-	8,000	-	-	-	-	0.0%	
Total Municipal Revenue	3,959,343	4,394,704	4,534,570	4,534,572	4,825,532	290,962	6.4%	
State Funding								
State Operating Subsidy	170,426	170,427	170,426	170,426	850,000	679,574	398.8%	
Total State Revenue	170,426	170,427	170,426	170,426	850,000	679,574	398.8%	
Federal Funding								
Federal Operating Assistance	2,424,171	3,247,517	3,928,774	3,728,774	4,100,000	171,226	4.4%	8
TW Fed Operating Assistance	650,000	219,674	-	-	-	-	0.0%	9
Federal Prev Maint Assistance	944,263	1,107,990	1,248,269	1,248,269	1,273,234	24,965	2.0%	10
Federal CARES Act	2,039,840	1,400,000	865,292	865,292	-	(865,292)	-100.0%	11
Federal ARPA	-	-	-	494,586	-	-	100.0%	
Total Federal Revenue	6,058,274	5,975,181	6,042,335	6,336,921	5,373,234	(669,101)	-11.1%	
Total Revenue	\$ 11,887,921	\$ 13,144,976	\$ 13,522,017	\$ 13,420,615	\$ 14,456,589	934,572	6.9%	

Note #	Line Item	Explanation
1	Pass. Fares	Anticipated increase in fare revenue is based on anticipated increases in ridership as transit ridership patterns continue to show slow, but steady improvements.
2	Org. Fares	Amount reflects continued incremental improvement in fare revenue from pass programs as well as a change in the funding terms associated with Metro’s pass program agreement with the University of Southern Maine.
3	Advertising	Advertising revenue is projected to be under budget for 2023 based on changes in national advertising patterns. Using that as baseline for 2024 as a conservative estimate. In 2023, Metro was advertising for positions on 7 buses. 2024 revenue estimates assume these vehicles are available for outside advertising.
4	Interest Income	Interest income is estimated based on current interest earning rates. For 2024, the projection assumes a slow decrease in the interest rate throughout the year.

5	Non-Member Mun. Funding	Metro and Gorham agreed to continue the pilot phase of the Husky Line. As a result, Gorham’s pilot phase contribution is remaining stable.
6	Member Mun. Funding	Amount reflects the local funding from member municipalities to support planned programs and operations in FY 2024. Current figure represents an amount equal to a 1.6% increase compared to 2023.
7	Municipal Funding (CIP)	Amount reflects the estimated amount of new municipal funding needed to implement the proposed FY 2024-2028 CIP.
8	Federal 5307 (Operating)	Amount reflects a 4.4% increase in Federal 5307 formula funding for operations for FY 2024.
9	Federal 5307 (Prev. Maint.)	The amount reflects a 2% increase in funding for Preventative Maintenance for FY 2024.
10	Federal CARES Act (Operating)	CARES Act funding was fully exhausted in FY2023.
11	Federal ARPA (Operating/Service Improvements)	ARPA Act funding for FY 2024 service improvements are reported separately.

ADA PARATRANSIT

Table 16: ADA Paratransit

USES OF FUNDS	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
ADA Paratransit								
Contracted Services	\$ 350,479	\$ 408,210	\$ 416,404	\$ 469,771	\$ 507,402	90,998	21.9%	1
Total ADA Paratransit Service	350,479	408,210	416,404	469,771	507,402	90,998	21.9%	
Total Expenditures	350,479	408,210	416,404	469,771	507,402	90,998	21.9%	
SOURCES OF FUNDS	2021 Actual	2022-A Actual	2023 Request	2023 Projection	2024 Request	2021 \$ +/-	2021 % +/-	Notes
Municipal Funding								
Municipal Funding	71,756	83,088	83,281	93,954	101,480	18,200	21.9%	2
Total Municipal Funding	71,756	83,088	83,281	93,954	101,480	18,200	21.9%	
Federal Funding								
FTA Section 5307	280,383	326,566	333,123	326,566	405,922	72,798	21.9%	3
FTA CARES Act	-	-	-	-	-	-	-	4
Total Federal	280,383	326,566	333,123	326,566	405,922	72,798	21.9%	
Total Revenue	352,139	409,654	416,404	420,520	507,402	90,998	21.9%	
Surplus/(Deficit)	1,660.20	1,444	-	(49,251)	0.00			

Note #	Line Item	Explanation
1	Contracted Serv.	Metro has a contract with the Regional Transportation Program (RTP) to provide complementary ADA Paratransit services. Metro’s cost is based on a negotiated net cost per trip boardings, which has increased in 2023. For FY 2024, staff are assuming ridership continues to increase.
2	Mun. Funding	Municipalities are billed directly for 20% of the actual cost of ADA paratransit trips that originate in their jurisdictions.
3	Federal Funding (5307)	Metro receives federal funding to cover 80% of the cost of ADA paratransit.
4	Federal Funding (CARES Act)	Metro sought CARES Act funding support in 2020 for ADA paratransit. The combination of reduced ridership and cost along with the supplemental CARES Act funding created a surplus in the agency’s regular 5307 funding in 2020.

Table 17: ADA Paratransit Ridership: 2021-2023

2020	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total	%
Falmouth	26	21	13	-	-	5	3	7	12	11	10	2	110	1%
Gorham	10	18	33	12	-	2	7	21	14	9	2	-	128	1%
Portland	1,263	1,098	899	195	152	641	752	899	934	883	761	787	9,264	80%
Westbrook	341	279	235	37	14	143	157	134	151	217	179	247	2,134	18%
Total	1,640	1,416	1,180	244	166	791	919	1,061	1,111	1,120	952	1,036	11,636	100%
2021	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total	%
Falmouth	7	3	8	7	11	5	7	13	9	9	9	8	96	1%
Gorham	1	3	1	3	8	10	11	6	7	7	8	8	73	1%
Portland	729	728	1,052	1,045	959	1,024	999	975	1,009	1,002	995	1,001	11,518	79%
Westbrook	230	179	262	290	284	238	221	164	243	240	232	223	2,806	19%
Total	967	913	1,323	1,345	1,262	1,277	1,238	1,158	1,268	1,258	1,244	1,240	14,493	100%
2022	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Total	%
Falmouth	13	10	32	37	26	39	24						181	2%
Gorham	4	3	6	9	8	10	3						43	0%
Portland	847	876	1,041	1,031	1,081	1,172	1,091						7,139	80%
Westbrook	137	160	246	242	241	262	248						1,536	17%
Total	1,001	1,049	1,325	1,319	1,356	1,483	1,366	-	-	-	-	-	8,899	100%

LEASE PROPERTY

Table 18: 115 St. John’s Street Property

USES OF FUNDS	2021 Actual	2022 Actual	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Services and Fees								
Arch/Eng Fees	1,511			-	-	-	#DIV/0!	
Legal Fees	-	6,095	5,000	500	-	(5,000)	-100.0%	
Property Management Fees- Broker, Cam, Etc	-	63,783	8,766	8,766	8,941	174	2.0%	
Maintenance Services- 115 St John St.	3,202	4,298	15,000	5,000	10,000	(5,000)	-33.3%	
Snow Plowing/Removal- 115 St John St.	-	-	10,000	-	-	(10,000)	-100.0%	
Supplies	-	714	3,500	1,000	2,000	(1,500)	-42.9%	
Total Services and Fees	4,713	74,889	42,266	15,266	20,941	(21,326)	-50.5%	1
Utilities								
Heating Fuel- 115 St. John St.	425	8,535	-	-	-	-	#DIV/0!	
Electricity- 115 St. John St.	1,217	7,176	-	1,296	-	-	#DIV/0!	
Water/Sewer/Stormwater- 115 St. John St.	1,004	5,982	-	870	-	-	#DIV/0!	
Total Utilities	2,646	21,693	-	2,166	-	-	#DIV/0!	2
Rental Fees								
Rental Fees	54,167	326,083	332,605	332,605	339,257	6,652	2.0%	
Property Taxes	8,643	35,302	40,182	37,500	41,000	818	2.0%	
Total Rental Fees	62,810	361,385	372,787	370,105	380,257	7,470	2.0%	3
CAM Charges								
Management Fees	-	-	13,304	13,308	13,570	266	2.0%	
General R&M	-	-	7,700	7,704	7,935	235	3.1%	
General Administration	-	-	48,290	49,455	50,939	2,649	5.5%	
Total CAM Charges	-	-	69,294	70,467	72,444	3,150	4.5%	4
Property Insurance								
Property Insurance- 115 St. John Street	-	18,377	18,974	18,974	19,543	569	3.0%	
Total Insurance	-	18,377	18,974	18,974	19,543	569	3.0%	5
Total	70,169	476,344	503,321	476,978	493,185	(10,136)	-2.0%	
SOURCES OF FUNDS	2021 Actual	2022 Actual	2023 Request	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Other Revenue								
Reimbursements- Insurance	-	7,657	18,974	18,974	19,543	569	3.0%	
Reimbursements- Taxes	-	15,230	40,182	40,182	41,000	818	2.0%	
Reimbursements- Maintenance and Repair	-	4,502	28,500	8,166	12,000	(16,500)	-57.9%	
Management Fees	-	2,384	7,013	7,013	7,153	140	2.0%	
Rental of Property- 115 St. John's St.	1,000	59,612	175,321	175,321	178,828	3,506	2.0%	
Total Other Revenue	1,000	89,386	269,990	249,656	258,524	(11,466)	-4%	6
Municipal Funding								
Municipal Assessment for Operating	-	90,938	93,861	93,862	94,245	384	0.4%	
Total Municipal Funding	-	90,938	93,861	93,862	94,245	384	0.4%	7
State Funding								
State Operating Subsidy	37,500	227,344	234,654	234,654	246,592	11,938	5.1%	
Total State Funding	37,500	227,344	234,654	234,654	246,592	11,938	5.1%	8
Total Revenue	38,500	407,668	598,505	578,172	599,361	856	0.1%	
Surplus/(Deficit)	(31,669)	(68,676)	95,185	101,194	106,177	10,992	12%	

Note #	Line Item	Explanation
1	Service-Fees	Anticipated services and maintenance expenses for building.
2	Utilities	Utilities have been transferred to sub-tenant upon occupancy in 2022.
3	Rental Fees	This figure represents the base lease cost and taxes for FY 2024.
4	CAM Charges	Based on 2023 actual, increased by 4% estimate.

5	Insurance	Based on 2023 actual, increased by 3% estimate.
6	Other Revenue	Anticipated revenue from sub-leasing entire building.
7	Mun. Funding	Municipal funding approved by the Board of Directors in July 2021.
8	State Funding	Funding committed to Metro by the Maine Department of Transportation.

SERVICE IMPROVEMENTS

Table 19: ARPA Service Improvements

USES OF FUNDS	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Wages & Benefits						
Wages	\$ 135,000	\$ 133,763	\$ 788,991	655,227	490%	1
Benefits	\$ 50,000	\$ 51,829	\$ 326,073	274,244	529%	1
Total Wages & Benefits	185,000	185,592	1,115,064	929,471	501%	
Fuel & Fluids						
CNG Fuel	3,306	3,339	13,851	10,512	315%	2
Diesel Fuel	25,000	24,375	101,377	77,002	316%	2
Greases and Fluids			6,914	6,914	#DIV/0!	2
Tires and Tubes			6,304	6,304	#DIV/0!	2
Total Fuel & Fluids	28,306	27,714	128,446	100,732	363%	
Supplies & Equipment						
Parts	-	-	35,817	35,817	#DIV/0!	3
Total Supplies & Equipment	-	-	35,817	35,817	#DIV/0!	
Total	213,306	213,306	1,279,326	1,066,020	500%	
SOURCES OF FUNDS	2023 Budget	2023 Projection	2024 Request	2024 \$ +/-	2024 % +/-	Notes
Passenger Fares						
Passenger Fares	21,331	21,331	191,899	170,568	800%	4
Total Passenger Fares	21,331	21,331	191,899	170,568	800%	
Municipal Funding						
Municipal Funding	-	-	-	-	#DIV/0!	
Total Municipal Funding	-	-	-	-	#DIV/0!	
Federal Funding						
FTA Section 5307			-	-	#DIV/0!	
FTA CARES Act			-	-	#DIV/0!	
FTA American Rescue Plan	191,975	191,975	1,087,427	895,452	466%	5
FHWA CMAQ	-	-	-	-	#DIV/0!	
Total Federal Revenue	191,975	191,975	1,087,427	895,452	466%	
Total Revenue	213,306	213,306	1,279,326	1,066,020	500%	
Surplus/(Deficit)	-	-	-	-		

Note #	Line Item	Explanation
1	Wages/Benefits	Staffing for ARPA funded service improvements anticipate the addition of 4 Bus Operator positions for the August 2023 planned improvements, and an addition of 9 Bus Operator positions for the May 2024 planned improvements.
2	Fuel, Fluids and Tires	Estimates of additional usage related to planned service improvements.
3	Parts	Estimates of additional usage related to planned service improvements.
4	Fare Revenue	Estimates of additional fare revenue for service improvements.
5	FTA ARPA	ARPA funds awarded for service improvements.

PROPOSED 2024-2024 CAPITAL IMPROVEMENT PROGRAM

PROGRAM SUMMARY

	Funds Rem.	2023	2024	2025	2026	2027	2028
	-	-	-	0	0	0	0
Total	1,622,693	4,467,551	8,883,620	5,403,800	1,606,924	29,078,181	2,296,038
Federal (5307)	801,357	2,167,000	5,358,991	4,323,040	1,285,539	15,762,545	1,836,830
Federal (CARES)	412,178	296,650	1,560,000	-	-	-	-
Federal (ARPA)	-	1,061,441	-	-	-	-	-
Federal (CRRSAA)	-	36,440	-	-	-	-	-
Federal (5310)	-	429,560	219,529	-	-	-	-
State	-	184,000	180,000	430,800	60,000	7,855,036	202,592
Local (Bond)	-	166,500	1,220,000	370,800	-	5,295,036	202,592
Local (Assessment)	409,158	125,960	345,100	279,160	261,385	165,564	54,024
Local Assess (Projects)		125,960	345,100	279,160	261,385	165,564	54,024
Local Assess (Cap Res.)		-	-	-	-	94,436	205,976
Local (Debt Service)		232,637	228,365	339,379	386,349	380,298	672,145
Total		358,597	573,465	618,539	647,734	640,298	932,145

100 PLANNING & PROGRAMS

	Funds Rem.	2023	2024	2025	2026	2027	2028
101 Replacement Facility: Planning-Design							
<i>Prior funding and 2023 funding will be used to hire a consultant firm to prepare conceptual design, capital cost estimate, operating cost forecasts, and develop project roadmap. Funding in outer years reflects 8% of a facility's estimated construction cost for planning-design-engineering.</i>							
Total	55,000	175,000	-	600,000	600,000	600,000	-
Federal (5307)	40,000	140,000	-	480,000	480,000	480,000	-
Federal (CARES)	-	-	-	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	17,500	-	60,000	60,000	60,000	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	15,000	17,500	-	60,000	60,000	60,000	-
102 Service Planning							
<i>Remaining funds are from 2016 Operating-Capital Grant. Staff propose utilizing these funds to augment Project 401 (General Bus Stop Improvements).</i>							
Total	53,525	-	-	-	-	-	-
Federal (5307)	42,820	-	-	-	-	-	-
Federal (CARES)	-	-	-	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	10,705	-	-	-	-	-	-
103 GPCOG Mobility Programs							
<i>Metro has served as a pass-through of federal CARES Act funding in order to allow GPCOG to use federal CARES Act funding to implement a variety of mobility management programs.</i>							
Total	242,448	72,881	-	-	-	-	-
Federal (5307)	-	-	-	-	-	-	-
Federal (CARES)	242,448	-	-	-	-	-	-
Federal (ARPA)	-	36,441	-	-	-	-	-
Federal (CRRSAA)	-	36,440	-	-	-	-	-
State	-	-	-	-	-	-	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	-	-	-	-	-	-	-
Local	-	-	-	-	-	-	-
104 GPCOG Planning Projects							
<i>Transit Together and Rapid Transit Project.</i>							
Total	-	-	-	-	-	-	-
Federal (5307)	-	-	-	-	-	-	-
Federal (CARES)	-	-	-	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	-	-	-	-	-	-	-

200 FACILITIES: MAINTENANCE-ACQUISITION-CONSTRUCTION

	Funds Rem.	2023	2024	2025	2026	2027	2028
201 Metro Facility Replacement-Expansion							
<i>Phase 1: Acquire 151 St. John's Property - Federal assistance estimated at 50%; State assistance estimated at 30%. Local funding assumed to come from bonding. Bond issuance will be contingent on state-federal funding acquisition.</i>							
<i>Phase 2: Construct replacement facility - Federal assistance estimated at 50%; State assistance estimated at 30%. Local funding assumed to come from bonding.</i>							
Total	-	-	5,200,000	-	-	25,000,000	-
Federal (5307)	-	-	2,600,000	-	-	12,500,000	-
Federal (CARES)	-	-	1,560,000	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	-	-	-	-	7,500,000	-
Local (Bond)	-	-	1,040,000	-	-	5,000,000	-
Local (Assessment)	-	-	-	-	-	-	-
202 Facility Renovations-Major Component Replacement							
<i>Unspent funding (\$316,580) for facility renovations (\$96,580) and Bus Wash Rehab (\$150,000) and HVAC (\$70,000) - These projects are moving forward.</i>							
<i>Replacement of back-up generator in 2023</i>							
<i>CNG Station rehab/compressor replacement in 2024</i>							
Total	316,580	125,000	300,000	-	-	-	-
Federal (5307)	253,264	100,000	240,000	-	-	-	-
Federal (CARES)	-	-	-	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	63,316	25,000	60,000	-	-	-	-
202 Safety-Security Maintenance/Upgrades							
<i>Remaining funds (20,000) from 2016 Op-Cap Grant, and (\$53,000) from 2017 Op-Cap Grant</i>							
<i>These funds will be used to replace/upgrade facility surveillance system, integrate ID badging access to harden access/exit points.</i>							
<i>Local funding remains from prior year budgets for which local match was collected but project was not included in PACTS program of projects for federal funding.</i>							
<i>Original 2024 entries removed as project can completed with existing funding.</i>							
Total	73,000	-	-	-	-	-	-
Federal (5307)	50,400	-	-	-	-	-	-
Federal (CARES)	-	-	-	-	-	-	-
Federal (ARPA)	-	-	-	-	-	-	-
Federal (5310)	-	-	-	-	-	-	-
State	-	-	-	-	-	-	-
Local (Bond)	-	-	-	-	-	-	-
Local (Assessment)	22,600	-	-	-	-	-	-

300 VEHICLE MAINTENANCE & ACQUISITION		Funds Rem.	2023	2024	2025	2026	2027	2028
301 Mid-Life Fleet Refurbishments Replacement of major components (engines, transmissions) and vehicle refurbishments of 5 2014 Gilligs (\$215,551) followed by 5 2018 New Flyers (2024); 6 2018 New Flyers (2025); 6 2019 New Flyers (2026); 5 2020 New Flyers (2027); 2 2020 New Flyers and 2 2021 New Flyers (2028).	Total	215,551	-	300,000	370,800	381,924	327,818	270,122
	Federal (5307)	172,441	-	240,000	296,640	305,539	262,254	216,098
	Federal (CARES)	-	-	-	-	-	-	-
	Federal (ARPA)	-	-	-	-	-	-	-
	Federal (5310)	-	-	-	-	-	-	-
	State	-	-	-	-	-	-	-
	Local (Bond)	-	-	-	-	-	-	-
	Local (Assessment)	43,110	-	60,000	74,160	76,385	65,564	54,024
302 Fleet Replacements GP Metro adheres manages to the FTA Uesful Life Benchmark (ULB) of 14 years, but aims to replace buses at years 13 and 14 in order to allow flexibility based on individual buses' condition. Replaced 4 original Breez buses in FY 2023 with diesel New Flyers Replace 3 2011 diesel Gillig buses in FY 2024 with diesel New Flyers using existing contract Replace 4 2011 diesel Gillig buses in FY 2025 with electric buses Replace 3 2014 CNG Gillig buses in FY 2027 with electric buses Replace 2 2014 CNG Gillig buses in FY 2028 with electric buses	Total		2,220,000	1,800,000	3,708,000	-	2,950,363	2,025,916
	Federal (5307)		1,887,000	1,440,000	2,966,400	-	2,360,290	1,620,733
	Federal (CARES)							
	Federal (ARPA)							
	Federal (5310)							
	State		166,500	180,000	370,800	-	295,036	202,592
	Local (Bond)		166,500	180,000	370,800	-	295,036	202,592
	Local (Assessment)							
303 Support Vehicle Replacement/Acquisitions 2023 replacement of operations support vehicle acquired in 2013. 2023 addition of employee shuttle to provide transport between base and relief point(s) 2024 replacement of maintenance/plow truck 2025 acquisition of diesel skid steer for bus stop/sidewalk/facility snow plowing. Remaining funds \$7,400 (from sale of retired vehicle) and \$1,730 (surplus from acquisition of operations shuttle) can be applied to future needs.	Total	9,130	105,000	65,000	100,000	-	-	-
	Federal (5307)		40,000	52,000	80,000	-	-	-
	Federal (CARES)	1,730	55,000					
	Federal (ARPA)							
	Federal (5310)							
	State							
	Local (Bond)		-	-	-	-	-	-
	Local (Assessment)	7,400	10,000	13,000	20,000	-	-	-
308 Fleet Expansion TBD	Total	-	-	-	-	-	-	-
	Federal (5307)	-	-	-	-	-	-	-
	Federal (CARES)	-	-	-	-	-	-	-
	Federal (ARPA)	-	-	-	-	-	-	-
	Federal (5310)	-	-	-	-	-	-	-
	State	-	-	-	-	-	-	-
	Local (Bond)	-	-	-	-	-	-	-
	Local (Assessment)	-	-	-	-	-	-	-
400 BUS STOP IMPROVEMENTS		Funds Rem.	2023	2024	2025	2026	2027	2028
401 General Bus Stop Improvements This project is aimed at general bus stop improvements including installation of shelters, seating, signage, and access improvements where needed. GP Metro plans to use consultant assistance to perform a full bus stop inventory and recommend design and amenity standards. Federal-Local funding remains from a 2016 project (\$38,642) which provided acquisition/installation of bus stop shelters and new bus stop signage across the region. Local funding remains from prior year budgets for which local match was collected but project was not included in PACTS program of projects for federal funding (\$70,000).	Total	108,642	-	-	200,000	200,000	200,000	
	Federal (5307)	30,914	-	-	160,000	160,000	160,000	
	Federal (CARES)							
	Federal (ARPA)							
	Federal (5310)							
	State							
	Local (Bond)		-	-	-	-	-	-
	Local (Assessment)	77,728	-	-	40,000	40,000	40,000	-
402 Transit Stop Access Project Planning-design work completed in prior years. Amounts shown are for construction. Remaining amount includes \$195,468 from prior grant which covers design-engineering as well as \$73,460 in local funding that was collected for construction but tied to federal funding in a future year. Amounts in FY 2023 are programmed for construction. Local match relates to Federal 5310 funding. Amounts in FY 2024 reflect the final allocation of federal formula funding for this project Amounts in FY 2025-26 represent new formula funding awarded to Metro thru PACTS formula set-aside application process.	Total	240,444	1,028,020	497,420	425,000	425,000		
	Federal (5307)	133,586	-	210,031	340,000	340,000	-	-
	Federal (CARES)							
	Federal (ARPA)		525,000					
	Federal (5310)		429,560	219,529				
	State							
	Local (Bond)							
	Local (Assessment)	106,858	73,460	67,860	85,000	85,000		
500 TECHNOLOGY INTEGRATIONS		Funds Rem.	2023	2024	2025	2026	2027	2028
501 Management Information Systems Remaining grant balance (\$97,415) earmarked for inventory tracking software (\$77,715), and Timekeeping software (\$19,700). Additional funding sought in 2024 to acquire and deploy timekeeping software. The timekeeping project previously included under this project series (2024) is moved to Project 503 so it functions with the AVL system.	Total	97,415	-	-	-	-	-	-
	Federal (5307)	77,932	-	-	-	-	-	-
	Federal (CARES)	-	-	-	-	-	-	-
	Federal (ARPA)	-	-	-	-	-	-	-
	Federal (5310)	-	-	-	-	-	-	-
	State	-	-	-	-	-	-	-
	Local (Bond)	-	-	-	-	-	-	-
	Local (Assessment)	19,483	-	-	-	-	-	-
502 Transit Signal Priority Metro awarded \$500,000 in federal ARPA funding to install transit signal priority technology along Washington Avenue and Forest Avenue in Portland. Additional \$170,000 applied for through PACTS FTA Section 5307 formula set-aside program for transit enhancements (pending approval). Additional award would add TSP to Brighton Ave. and Congress Street.	Total	-	500,000	171,200	-	-	-	-
	Federal (5307)	-	-	136,960	-	-	-	-
	Federal (CARES)	-	-	-	-	-	-	-
	Federal (ARPA)	-	500,000	-	-	-	-	-
	Federal (5310)	-	-	-	-	-	-	-
	State	-	-	-	-	-	-	-
	Local (Bond)	-	-	-	-	-	-	-
	Local (Assessment)	-	-	34,240	-	-	-	-
503 CAD/AVL System Replacement Approximately \$1.0 million needed to replace the existing system to include AVL, CAD, APC, AVA Unspent funding (\$168,000) from CARES Act funding allocated to AVA System/UV Lighting CARES Act funding recently allocated by PACTS for CAD/AVL replacement (\$242k). Local funding remains from prior year budgets for which local match was collected but project was not included in PACTS program of projects for federal funding (\$42,958- Electronic Signs).	Total	210,958	241,650	550,000	-	-	-	-
	Federal (5307)	-	-	440,000	-	-	-	-
	Federal (CARES)	168,000	241,650	-	-	-	-	-
	Federal (ARPA)	-	-	-	-	-	-	-
	Federal (5310)	-	-	-	-	-	-	-
	State	-	-	-	-	-	-	-
	Local (Bond)	-	-	-	-	-	-	-
	Local (Assessment)	42,958	-	110,000	-	-	-	-

DATE

October 24, 2023

SUBJECT

Determination of Local Assessments: Allocation of Costs and Revenues

PURPOSE

Review scenarios and policy considerations associated with different methods of allocating costs and revenues which impact determination of local assessments.

BACKGROUND/ANALYSIS

Prior to fiscal year 2022, Metro determined local assessments based on a cost allocation model that allocated gross costs in proportion to revenue hours by route and municipality. Under this framework, no distinction was made between fixed costs (overhead) and variable costs (costs that fluctuate with service levels). As a result, changes to service levels in one municipality would create ripple effects in other municipalities as the share of fixed costs was redistributed.

Under this approach, revenues from fares were allocated based on anticipated fare revenue by route and municipality in relation to anticipated ridership. Federal and other non-local forms of funding were generally allocated in proportion to revenue hours by route and municipality. Certain forms of funding were allocated to certain routes only, such as CMAQ start-up funding for the first 3-4 years of the Breez, Husky Line and Route 3. Because CMAQ start-up funding can cover 80% of net operating costs, the local assessments required for these expansion routes were low during the pilot phases.

In fiscal years 2022 and 2023, the board approved simple uniform percentage increases in local funding in place of using the precise cost/revenue allocations. This was done to mitigate major year-to-year volatility in local assessments stemming from the impacts of the pandemic just as CMAQ start-up funding was being drawn down, as well as the more recent impacts related to cost increases and service changes. This broad measure was made possible by federal emergency funding which was finally drawn down in 2023.

Starting in June 2023, staff have been working on the reinstatement of the cost/revenue allocation model. The Finance Committee reviewed several cost-revenue allocation scenarios at its September and October meetings. These scenarios result in significant increases in local funding required from Brunswick, Freeport, Westbrook and Yarmouth. The increases are the result of a combination of factors including:

- Drawdown of start-up funding during (or just prior to) the pandemic and temporary replacement with emergency federal funding.
- Pandemic impacts on ridership and fare revenue that stunted the growth potential of new routes.
- Overall cost increases in labor, fuel, contracted services, and commodities.
- Changes in service levels between communities which create cost increases/decreases in other communities due to the integrated fixed-variable method.
- Transition from small to large buses on the Breez Line which increased the operating cost of this route.

Two (2) scenarios were selected for further evaluation and are outlined below.

- Scenario 1 represents a return to the method of making no distinction between fixed and variable costs and allocating most costs/revenues in proportion to revenue hours per municipality.
- Scenario 2 separates fixed from variable costs and assigns more stable funding sources to cover fixed costs, and less stable funding sources to cover variable costs. Revenue hours remains the primary anchor for allocating costs/revenue by municipality.

Additionally, the Finance Committee asked staff to incorporate options to mitigate the significant impacts on the municipalities of Brunswick, Freeport, Westbrook and Yarmouth. These options are explained later in the memo.

Scenario 1: Status Quo Approach

Scenario 1 maintains the integration of fixed and variable costs within a single allocation model. Costs and revenues are then allocated based on the following procedures. The full model is provided as Attachment A.

Step 1: Cost Allocation

All costs (fixed and variable) are collectively allocated by route and municipality in proportion to revenue hours.

- A consequence of this approach is that service level changes in one municipality impacts the share of costs/revenues borne by other municipalities. For example, if a municipality reduces service, its share of the agency's fixed costs goes down but pushes up the share borne by other municipalities.
- Note that Breez revenue hours are allocated evenly between the 4 municipalities (Brunswick, Freeport, Portland and Yarmouth).

Step 2: Fare Revenue

Fare revenue is allocated by route and municipality based on the estimated ridership by route (within each municipality) multiplied by average fare. Please note that Breez fare revenue is allocated uniformly between the four participating municipalities.

Step 3: Non-Local Funding

Most non-local funding (state and federal funding) and revenues (advertising, interest) are allocated by route and municipality in proportion to revenue hours. Emergency federal funding was similarly allocated in 2023 which was the final year this funding was available.

Step 4: Special Funding Sources

Allocate special funding to appropriate routes and municipalities. In this step, funding earmarked for a certain route(s) is allocated only to those routes. In prior years, this included CMAQ start-up funding for Breez, Husky Line and Route 3. These funds were drawn down in prior years.

- In the 2024 model, direct operating support from University of Maine is allocated directly to the Husky Line as is the pilot-phase funding contributed by the town of Gorham.
- A portion of the increased state funding is allocated to cover the local assessments that would be associated with non-member municipalities (i.e., Gorham and South Portland). *This marks a difference from the previous allocation method which adjusted member municipalities local assessments to proportionally absorb the local cost associated with non-member municipalities.*

Step 5: Determine Local Assessments

After implementing steps 1-4, the model outlines the remaining local cost to be covered by member municipalities.

The table below lists local funding needed per municipality, including local funding associated with the agency's property lease (also allocated in proportion to revenue hours). Both of these cost elements impact local assessments. ADA paratransit costs do not impact the local assessment. These costs are ridership driven, so municipalities are billed monthly for 20% of the cost of these trips.

Scenario 1: Status Quo Approach

Municipality	Bus Service	Property	Local Assess.	\$ Compared	% Compared	ADA	
	Integrated Fixed-Var. Costs	Lease	Total	to 2023	to 2023	Paratransit*	Total
Brunswick	130,441	2,325	132,766	43,711	49.1%	-	132,766
Falmouth	240,809	3,405	244,214	10,848	4.6%	1,156	245,371
Freeport	130,441	2,325	132,766	43,711	49.1%	-	132,766
Portland	3,063,191	66,033	3,129,224	(113,605)	-3.5%	80,028	3,209,252
Westbrook	1,095,210	17,831	1,113,041	262,968	30.9%	19,523	1,132,564
Yarmouth	130,441	2,325	132,766	43,711	49.1%	-	132,766
Annual Total	4,790,532	94,245	4,884,777	291,345	6.3%	101,480	4,985,485

Scenario 2: Fixed-Variable Split Approach

Scenario 2 distinguishes fixed and variable costs and uses two methods to determine the local assessment required for each.

- Fixed costs represent 40% of the agency's budget and include expenses such as non-union salaries and benefits, facility expenses, insurances, debt service and the local portion of the capital program. Fixed costs generally do not change when service levels change.
- Variable costs make up 60% of the agency's budget and include expenses that fluctuate with service levels such as bus operator wages and benefits, fuel and fluids costs, and vehicle maintenance costs.

Using this approach will improve the linearity between service level changes and local funding needs among Metro's member municipalities. Further, this approach will reduce distortion effects as service levels change in each community.

Step 1: Determine and Segment Fixed-Variable Costs and Assign Funding

The table below illustrates the segmentation of fixed and variable costs and outlines the assignment of funding sources. Please note this excludes cost associated with the property lease and ADA paratransit.

	Total	Fixed	Variable
Gross Costs	\$ 14,562,766	\$ 5,825,106	\$ 8,737,660
<i>Funding Categories</i>		40%	60%
Federal Funding - Preventive Maintenance	\$ 1,273,234	\$ 1,273,234	\$ -
Federal Funding - Operations	\$ 4,100,000	\$ 3,270,612	\$ 829,388
Miscellaneous Revenue-Cost Reimbursements	\$ 153,310	\$ 153,310	\$ -
Surplus Revenue: 115 St. John's Property	\$ 106,177	\$ 106,177	\$ -
Advertising Revenue	\$ 300,000	\$ -	\$ 300,000
Fare Revenue	\$ 2,624,346	\$ -	\$ 2,624,346
University of Maine Funding	\$ 330,167	\$ -	\$ 330,167
State Funding	\$ 850,000	\$ -	\$ 850,000
Local Funding - Gorham	\$ 35,000	\$ -	\$ 35,000
Member Municipal Funding	\$ 4,790,532	\$ 1,021,774	\$ 3,768,758
Totals	\$ 9,772,234	\$ 4,803,333	\$ 4,968,901

- The local funding associated with fixed costs includes costs that must be locally funded. These costs include local match for preventive maintenance federal funding, local match for the Capital Improvement Program, debt service, and contribution to reserves.

Funding Categories	Local Funding
Local Match: PM	\$ 318,309
Debt Service	\$ 313,365
Local Match: CIP	\$ 345,100
Reserves	\$ 45,000
Total	\$ 1,021,774

Municipality	Rev. Hours	%	Allocation
Brunswick	2,270	2.5%	\$ 25,210
Falmouth	3,324	3.6%	\$ 36,918
Freeport	2,270	2.5%	\$ 25,210
Portland	64,463	70.1%	\$ 715,910
Westbrook	17,407	18.9%	\$ 193,316
Yarmouth	2,270	2.5%	\$ 25,210
Totals	92,003	100.0%	\$ 1,021,774

The total local funding is apportioned based on the anticipated revenue hours in 2024. Ideally, a stable allocation method would be used to apportion this funding among municipalities. Options include population, board voting weight, and the 3-year average of revenue hours. **Because population and board voting weight would create significant changes in allocations, staff recommend a gradual shift to using the 3-year average of revenue hours commencing with FY 2024.**

Step 2: Allocate Variable Costs

The variable cost of \$8,737,698 divided by total revenue hours (101,307) equals \$86.25 per revenue hour. The variable cost model begins by multiplying the revenue hours by route and municipality by the variable cost per hour. In similar fashion to Scenario 1, Breez revenue hours are allocated evenly between the 4 municipalities (Brunswick, Freeport, Portland and Yarmouth). Also note that Breez costs are higher due to the 2023 transition to larger buses.

ROUTE	MUNICIPALITY	Rev. Hours	Cost/Hour	Total Costs
			\$86.25	
Route 1	Portland	9,831	\$86.25	\$ 847,927
Route 2	Portland	7,539	\$86.25	\$ 650,244
Route 2	Westbrook	1,227	\$86.25	\$ 105,854
Route 3	Portland	572	\$86.25	\$ 49,341
Route 3	South Portland	2,207	\$86.25	\$ 190,316
Route 3	Westbrook	5,476	\$86.25	\$ 472,266
Route 4	Portland	7,104	\$86.25	\$ 612,742
Route 4	Westbrook	6,558	\$86.25	\$ 565,608
Route 5	Portland	8,018	\$86.25	\$ 691,578
Route 5	South Portland	2,817	\$86.25	\$ 242,987
Route 7	Falmouth	2,750	\$86.25	\$ 237,225
Route 7	Portland	1,615	\$86.25	\$ 139,323
Route 8	Portland	6,745	\$86.25	\$ 581,753
Route 9	Falmouth	574	\$86.25	\$ 49,483
Route 9	Portland	15,818	\$86.25	\$ 1,364,319
Husky Line	Gorham	4,280	\$86.25	\$ 369,148
Husky Line	Portland	4,949	\$86.25	\$ 426,849
Husky Line	Westbrook	4,146	\$86.25	\$ 357,590
Breez	Brunswick	2,270	\$86.25	\$ 195,786
Breez	Freeport	2,270	\$86.25	\$ 195,786
Breez	Portland	2,270	\$86.25	\$ 195,786
Breez	Yarmouth	2,270	\$86.25	\$ 195,786
Totals		101,307	\$86.25	\$ 8,737,698

Step 2: Allocate Fare Revenue

Fare revenue is allocated by route and municipality based on the estimated ridership by route (within each municipality) multiplied by average fare. Note that because Breez revenue hours are allocated uniformly, so is ridership. Also note the different average fares for local and express (i.e., Breez) bus service.

ROUTE	MUNICIPALITY	Est. Ridership	Est. Avg. Fare	Fare Revenue	Fare Recovery %
Route 1	Portland	190,000	\$ 1.33	\$ 252,700	30%
Route 2	Portland	205,000	\$ 1.33	\$ 272,650	42%
Route 2	Westbrook	4,500	\$ 1.33	\$ 5,985	6%
Route 3	Portland	12,000	\$ 1.33	\$ 15,960	32%
Route 3	South Portland	32,000	\$ 1.33	\$ 42,560	22%
Route 3	Westbrook	32,000	\$ 1.33	\$ 42,560	9%
Route 4	Portland	220,000	\$ 1.33	\$ 292,600	48%
Route 4	Westbrook	92,000	\$ 1.33	\$ 122,360	22%
Route 5	Portland	257,500	\$ 1.33	\$ 342,475	50%
Route 5	South Portland	28,000	\$ 1.33	\$ 37,240	15%
Route 7	Falmouth	21,000	\$ 1.33	\$ 27,930	12%
Route 7	Portland	39,000	\$ 1.33	\$ 51,870	37%
Route 8	Portland	105,000	\$ 1.33	\$ 139,650	24%
Route 9	Falmouth	1,500	\$ 1.33	\$ 1,995	4%
Route 9	Portland	391,000	\$ 1.33	\$ 520,030	38%
Husky Line	Gorham	50,000	\$ 1.33	\$ 66,500	18%
Husky Line	Portland	92,000	\$ 1.33	\$ 122,360	29%
Husky Line	Westbrook	37,000	\$ 1.33	\$ 49,210	14%
Breez	Brunswick	16,750	\$ 3.25	\$ 54,438	28%
Breez	Freeport	16,750	\$ 3.25	\$ 54,438	28%
Breez	Portland	16,750	\$ 3.25	\$ 54,438	28%
Breez	Yarmouth	16,750	\$ 3.25	\$ 54,438	28%
Totals		1,876,500	\$ 1.40	\$ 2,624,385	30%

Step 3: Non-Local Funding

Remaining federal funding for operations, roughly half of state funding, and advertising revenue are allocated in proportion to revenue hours. Funding from the University of Maine to support the operation of the Husky Line is allocated exclusively to the municipalities of Gorham, Westbrook and Portland. The remaining half of new state funding is proposed to be allocated to cover the local funding requirements associated with service to non-member municipalities (Gorham and South Portland). This would be a change from the existing practice (see above).

ROUTE	MUNICIPALITY	Fed 5307 Operating	Fed 5307 FY23 Carry Forward	Directly Gen. Revenue	U-Maine	Non-Member Municipal Funding	State Funding (Non-Member Cities)	State Funding	Local Funding	\$ per Boarding
Route 1	Portland	\$ 80,486		\$ 29,113	\$ -	\$ -	\$ -	\$ 46,827	\$ 438,802	\$ 2.31
Route 2	Portland	\$ 61,722		\$ 22,325	\$ -	\$ -	\$ -	\$ 35,910	\$ 257,637	\$ 1.26
Route 2	Westbrook	\$ 10,048		\$ 3,634	\$ -	\$ -	\$ -	\$ 5,846	\$ 80,341	\$ 17.85
Route 3	Portland	\$ 4,683		\$ 1,694	\$ -	\$ -	\$ -	\$ 2,725	\$ 24,279	\$ 2.02
Route 3	South Portland	\$ 18,065		\$ 6,534	\$ -	\$ -	\$ 123,157	\$ -	\$ -	\$ 3.85
Route 3	Westbrook	\$ 44,828	\$ -	\$ 16,215	\$ -	\$ -	\$ -	\$ 26,081	\$ 342,582	\$ 10.71
Route 4	Portland	\$ 58,162		\$ 21,038	\$ -	\$ -	\$ -	\$ 33,839	\$ 207,103	\$ 0.94
Route 4	Westbrook	\$ 53,688		\$ 19,420	\$ -	\$ -	\$ -	\$ 31,236	\$ 338,905	\$ 3.68
Route 5	Portland	\$ 65,645		\$ 23,745	\$ -	\$ -	\$ -	\$ 38,192	\$ 221,521	\$ 0.86
Route 5	South Portland	\$ 23,064		\$ 8,343	\$ -	\$ -	\$ 174,340	\$ -	\$ -	\$ 6.23
Route 7	Falmouth	\$ 22,518		\$ 8,145	\$ -	\$ -	\$ -	\$ 13,101	\$ 165,532	\$ 7.88
Route 7	Portland	\$ 13,225		\$ 4,784	\$ -	\$ -	\$ -	\$ 7,694	\$ 61,751	\$ 1.58
Route 8	Portland	\$ 55,220		\$ 19,974	\$ -	\$ -	\$ -	\$ 32,127	\$ 334,781	\$ 3.19
Route 9	Falmouth	\$ 4,697		\$ 1,699	\$ -	\$ -	\$ -	\$ 2,733	\$ 38,359	\$ 25.57
Route 9	Portland	\$ 129,502		\$ 46,843	\$ -	\$ -	\$ -	\$ 75,344	\$ 592,600	\$ 1.52
Husky Line	Gorham	\$ 35,040		\$ 12,674	\$ 105,653	\$ 35,000	\$ 114,280	\$ -	\$ -	\$ 2.29
Husky Line	Portland	\$ 40,517		\$ 14,655	\$ 122,168	\$ -	\$ -	\$ 23,573	\$ 103,576	\$ 1.13
Husky Line	Westbrook	\$ 33,943		\$ 12,278	\$ 102,346	\$ -	\$ -	\$ 19,748	\$ 140,067	\$ 3.79
Breez	Brunswick	\$ 18,584	\$ -	\$ 6,722	\$ -	\$ -	\$ -	\$ 10,812	\$ 105,230	\$ 6.28
Breez	Freeport	\$ 18,584	\$ -	\$ 6,722	\$ -	\$ -	\$ -	\$ 10,812	\$ 105,230	\$ 6.28
Breez	Portland	\$ 18,584	\$ -	\$ 6,722	\$ -	\$ -	\$ -	\$ 10,812	\$ 105,230	\$ 6.28
Breez	Yarmouth	\$ 18,584	\$ -	\$ 6,722	\$ -	\$ -	\$ -	\$ 10,812	\$ 105,230	\$ 6.28
Totals		\$ 829,388	\$ -	\$ 300,000	\$ 330,167	\$ 35,000	\$ 411,777	\$ 438,223	\$ 3,768,757	\$ 2.23

* \$ per boarding reflects the estimated local funding per boarding which is a measure of route ridership productivity.

Step 3: Determine Local Assessments

After implementing steps 1-3, the model outlines the remaining local cost to be covered by member municipalities.

The table below lists local funding needed per municipality and adds in the local funding associated with the agency's property lease (also allocated in proportion to revenue hours). Both of these cost elements impact local assessments. ADA paratransit costs do not impact the local assessment. These costs are ridership driven, so municipalities are billed monthly for 20% of the cost of these trips.

Scenario 2: Fixed-Variable Approach

Municipality	Bus Service - Variable Costs	Bus Service - Fixed Costs	Property Lease	Local Assess. Total	\$ Compared to 2023	% Compared to 2023	ADA Paratransit*	Total
Brunswick	105,230	25,210	2,325	132,766	43,711	49.1%	-	132,766
Falmouth	203,892	36,918	3,405	244,214	10,848	4.6%	1,156	245,371
Freeport	105,230	25,210	2,325	132,766	43,711	49.1%	-	132,766
Portland	2,347,281	715,910	66,033	3,129,224	(113,605)	-3.5%	80,028	3,209,253
Westbrook	901,894	193,316	17,831	1,113,041	262,967	30.9%	19,523	1,132,564
Yarmouth	105,230	25,210	2,325	132,766	43,711	49.1%	-	132,766
Annual Total	3,768,757	1,021,774	94,245	4,884,777	291,345	6.3%	101,480	4,985,485

Although Scenarios 1 and 2 utilize different methods, the local assessment totals are the same, and this is the expected outcome. The difference (and utility) between the approaches will be shown in future years.

As noted above, the Finance Committee asked staff to incorporate options to mitigate the significant impacts on the municipalities of Brunswick, Freeport, Westbrook and Yarmouth. These options are explained below and incorporated into Scenario 2A.

- Assess additional overall budget and/or revenue adjustments – both scenarios reflect an overall budget reduction of approximately \$70,000.
- Develop a bridge funding plan using available grant funding capacity – Scenario 2A includes bridge funding using the agency’s available grant funding. In order to provide some runway to align service costs and sustainable municipal funding, staff propose allocating an additional \$36,000 each to Brunswick, Freeport and Yarmouth as well as \$168,000 to Westbrook.
 - For Westbrook, staff will work toward a slate of service changes in preparation for approval of the final budget in February. These changes may be planned for implementation later in 2024 so there is time to do public engagement, and develop mitigations that reduce impact on riders.
 - The value of these changes may lessen the amount of bridge funding needed in 2024 without impacting the 2024 local assessment amount as stated below. As this is more of a structural budget problem, it is most important to be working toward alignment in 2025.

Scenario 2A: Fixed-Variable Approach with Bridge Funding

Municipality	Bus Service - Variable Costs	Bus Service - Fixed Costs	Property Lease	Local Assess. Total	\$ Compared to 2023	% Compared to 2023	ADA Paratransit*	Total
Brunswick	105,230	25,210	2,325	95,766	6,711	7.5%	-	95,766
Falmouth	203,892	36,918	3,405	244,214	10,848	4.6%	1,156	245,371
Freeport	105,230	25,210	2,325	95,766	6,711	7.5%	-	95,766
Portland	2,347,281	715,910	66,033	3,129,224	(113,605)	-3.5%	80,028	3,209,253
Westbrook	901,894	193,316	17,831	945,041	94,967	11.2%	19,523	964,564
Yarmouth	105,230	25,210	2,325	95,766	6,711	7.5%	-	95,766
Annual Total	3,768,757	1,021,774	94,245	4,605,777	12,345	0.3%	101,480	4,706,485

FISCAL IMPACT

Scenario 2A contains the recommended 2024 local assessment amounts along with the estimated costs associated with ADA paratransit service.

PRIOR COMMITTEE REVIEW

- Finance Committee – June 7, 2023
- Finance Committee – September 6, 2023
- Finance Committee – September 27, 2023
- Finance Committee – October 11, 2023

RECOMMENDATION

Recommend to the board adoption of the Fixed-Variable Cost Allocation Model as described under Scenario 2, and recommend the board approve the 2024 local assessment amounts as outlined in Scenario 2A.

CONTACT

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ATTACHMENTS

Attachment A: Scenario 1 Model Detail

