



ADOPTED BUDGET 2020-21

AS ADOPTED BY THE BOARD OF DIRECTORS ON JUNE 25, 2020

JUNE 2020



SALEM AREA MASS TRANSIT DISTRICT

FY2020-21 ADOPTED BUDGET

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OVERVIEW







MEMO

To: Salem Area Mass Transit District Budget Committee

From: Allan Pollock, General Manager

Date: May 7, 2020

Subject: FISCAL YEAR 2020-21 BUDGET MESSAGE

As I write this budget message, the District is operating a reduced service level following a temporary suspension of service as a result of the COVID-19 pandemic. These are unprecedented times and we are operating in an environment of uncertainty, but I am proud to say the District is working diligently to provide essential service and preparing to increase service levels as soon as we are able. The assumption, when developing this proposed budget, is that we intend to plan for and budget for a typical service level in FY 2021.

While it is doubtful we will be at full service levels by July 1, we will increase service levels incrementally in accordance with local, state, and federal guidelines, as conditions and staffing allow. It is important the adopted budget allows for that to happen. Currently, we are operating a modified level of service Monday through Saturday and have postponed the implementation of Sunday and holiday service. Our primary mission during this disruption is to provide service for essential workers to get to and from their job and for those community members who need to make an essential trip to places such as a grocery store, pharmacy, or medical facilities.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act provides \$25 billion for the public transportation industry. The CARES Act provides emergency assistance and health care response for individuals, families, and

businesses affected by the COVID-19 pandemic. The District is set to receive up to \$15,668,434 of federal 5307 formula funds for urban service and \$364,155 of federal 5311 formula funds for rural service.

The FY 2021 proposed budget was developed to provide a full year of service that was adopted by the board as a result of the Statewide Transportation Improvement Fund service enhancements. This includes Sunday, Saturday, later weekday evening, and holiday service. The proposed budget funds 205,066 Cherrlots Local revenue hours, 33,302 Cherrlots Regional revenue hours, 67,310 Cherrlots LIFT revenue hours, and 4,807 Cherrlots Shop and Ride revenue hours for a system wide total of 310,485 revenue hours.

The proposed budget provides the resources for the District's FY 2021 operations and capital plan. The primary focus for the year is to rebuild service and ridership. Ridership has suffered a significant decrease as a result of COVID-19 and it will take monumental effort to rebuild community trust. As a result of the COVID-19 situation, significant projects in this current budget year were delayed. The two primary capital projects that will carry over are implementation of the Intelligent Transportation System (ITS) project and the finance and human resources software installation. These projects will be restarted as soon as our vendors are able to resume business travel.

FY 2019-20 Year in Review

To support our brand promise of delivering an exceptional customer experience, the District introduced later evening and Saturday service on September 3, 2019. As a result, ridership increased more than 10% on weekday service and 153,797 rides were provided on Saturdays. By all measures the new service implemented in September was a huge success for the District and the community. In May, the District was scheduled to begin new Sunday service but has had to postpone as a result of the COVID-19 pandemic.

The District also began the implementation of its Intelligent Transportation Systems (ITS) project. This multi-million dollar, multi-year project will incorporate multiple technology applications to allow for improved operational efficiency and effectiveness, as well as enhancements to the customer experience. Although significant progress has been made on the project, the implementation date has been delayed due to COVID-19 related matters.

The District also procured nine (9) fixed route compressed natural gas vehicles, three (3) ADA-paratransit vehicles, two (2) regional service vehicles and one (1) Shop and Ride vehicle. These replace vehicles that have exceeded their useful life benchmarks and will ultimately improve service reliability.

In November, the District entered into a contract with U.S. Gain for Renewable Natural Gas (RNG) services. This project is structured through the RNG producer receiving CO2 Abatement and Carbon Credits. Because the credits cannot be generated without the vehicle fleets, the producer shares a percentage of the revenue received. The District estimates a first year revenue of \$221,400 with a five-year estimate of \$1.1 million. This project allows the District to generate new revenue and help us achieve our sustainability goals of reducing greenhouse gas emissions.

The District also received recognition from the Government Finance Officers Association (GFOA) earning its seventh consecutive Certificate for Excellence in Financial Reporting for its Consolidated Annual Financial Report (CAFR) for the fiscal year ended June 30, 2019.

All momentum came to a complete halt in March as the COVID-19 pandemic upended the world. On March 19, the District issued a declaration of emergency. This allowed the District to move to emergency operations in order to perform the District functions or services necessary, in the opinion of the District, to protect or preserve the lives, safety, health, or property of the citizens of the District, threatened by unusual or unforeseen circumstances.

Fiscal Year 2020-21 Review by Fund

General Fund

The FY 2020-21 General Fund budget includes total operating resources of \$39.1 million, an increase of 11.9% from the current year adopted budget. It also includes total operating requirements of \$34.6 million, an increase of 10.8% from the current year adopted budget. In addition, the fund's budget for contingency is \$1.5 million, same as last year.

Personnel services in the FY 2020-21 budget are expected to increase by \$2.8 million, about 11.4%, to \$27.4 million. Personnel services include wages, payroll taxes, insurance benefits and retirement benefits. Medical insurance is

estimated to increase by 10% and wages increase by 3% in accordance with the District's collective bargaining agreement with the Amalgamated Transit Union.

Materials and Services in the proposed Budget are expected to increase by \$578,516 about 8.8% to approximately \$7.2 million.

Transportation Programs Fund

The Transportation Programs Fund includes services provided by the District that are outside the scope of the Cherriots fixed-route service. These services include the Cherriots LIFT ADA paratransit service, Cherriots Regional service, Cherriots Shop and Ride, Cherriots call center, mobility management, transportation programs coordination, and rideshare and transportation demand management programs.

The funding sources for these programs include fares, and federal and state grants. Overall, the Transportation Programs Fund resources are expected to increase by 2.3 percent, to just over \$11.1 million in FY 2020-21.

The FY 2020-21 Budget for the Transportation Programs Fund provides for:

- Cherriots LIFT – origin-to-destination transportation service for people whose disability prevents them from being able to independently use Cherriots local service.
- Cherriots Shop and Ride – a shopper shuttle and dial-a-ride service for seniors and people with disabilities.
- Cherriots Regional – the regional bus system provides weekday service to rural Marion and Polk counties, as well as commuter service to Wilsonville.
- Cherriots call center – reservation and scheduling center for all Cherriots LIFT, and Cherriots Shop and Ride.
- Mobility Management – eligibility determination.
- Special Transportation Coordination–coordination and administration of the federal and state funds for the transportation of seniors and people with disabilities.
- Cherriots Trip Choice – The District's transportation demand management program focused on carpools, vanpools, and other modes such as bicycle and pedestrian.

Capital Project Fund

The District leverages federal and state funding with local sources to maintain and expand our capital assets. The FY 2020-21 budget provides for the following major projects:

- Transit ITS Project
- MUNIS Finance and Human Resource Software Implementation
- South Salem Transit Center

The implementation of the Transit ITS project will have a significant impact on the delivery of service to our customers. This technology will allow for the implementation of real-time passenger information and electronic fare collection. Both of these elements will improve the customer experience and make public transit easier to use. For example, this technology will enable customers who have smartphone transit apps to know when their bus will arrive at their stop. Additionally, customers will be able to pay their fare electronically with a smart phone or fare card. The customer's smartphone essentially functions like a day or monthly pass and doesn't charge for additional rides.

Summary

The FY 2020-21 Budget will provide the resources to implement a full year of service. While revenue is estimated at normal levels to ensure a balanced budget, the District intends to use the CARES Act funding to ensure all expenses incurred during the fiscal year are funded.

I would like to thank the Board of Directors, Budget Committee, and District staff for the commitment they have made to this community. While we are operating in unprecedented times, it is important for the community to know that Cherriots will be there for them to help with essential trips.





MISSION:

Connecting people with places through safe, friendly, and reliable public transportation services.

VISION:

Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options.

VALUES:

- Safety
- Service Excellence
- Communication
- Innovation
- Accountability

Strategic Priority: Provide an exceptional customer experience

The foundation of an exceptional customer experience is to receive a safe, friendly and reliable ride.

Goal: Ensure the customer has an exceptional experience when using Cherriots services from start to finish.

Strategic Priority: Team Cherriots: Culture of Excellence

In order for customers to receive an exceptional experience we must ensure that all members of the Cherriots team conduct themselves within a culture of excellence mindset.

Goal: That all actions support a positive customer experience whether that customer is a transit rider, community member, stakeholder or fellow employee.

Strategic Priority: Enhance Community Engagement

Ensure our services continue to match community needs. One of the components of a thriving community is a strong public transportation service.

Goal: To maintain strong partnerships to ensure the Salem-Keizer community is accessible to all.

Strategic Priority: Ensure Organizational Viability

We will ensure our ability to provide services now and in the future by maintaining a balanced budget, by ongoing identification of new revenue sources and opportunities for efficiency, and by providing responsible stewardship of public funds.

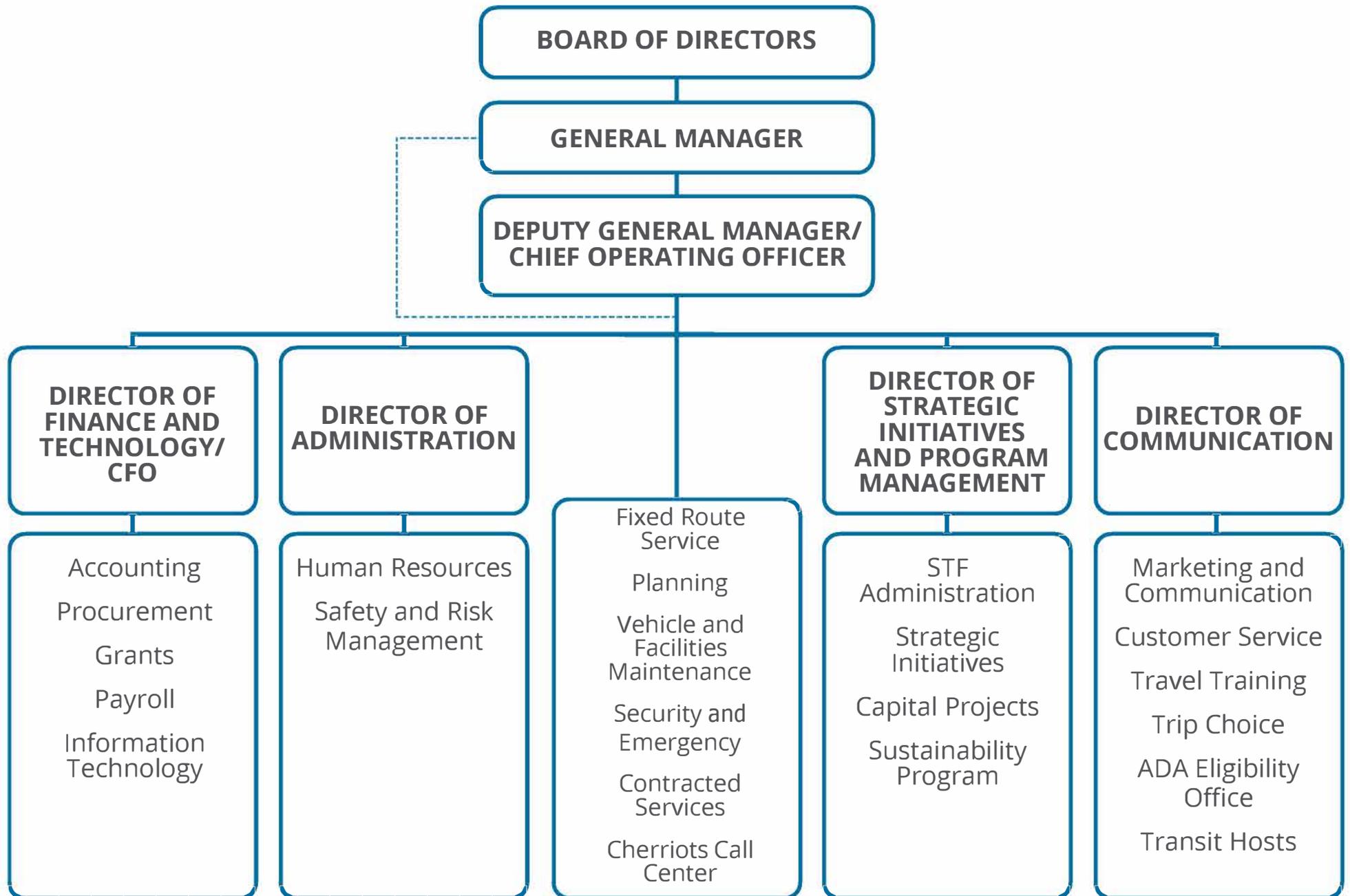
Goal: To ensure the public trust through the wise use of resources: human, capital and financial.

Strategic Priority: Be an environmentally responsible organization

Our daily practices and transportation services will support environmentally responsible stewardship.

Goal: We will minimize our impact on the environment including our services, public spaces and facilities.

SALEM AREA MASS TRANSIT DISTRICT

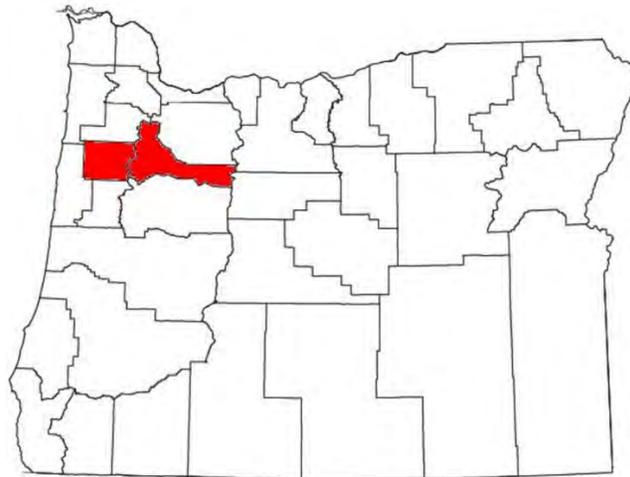


District Profile

Salem Area Mass Transit District (the District) is located within the Salem Metropolitan Statistical Area (MSA). The Salem MSA, as defined by the U.S. Census Bureau, is an area consisting of two counties, Marion and Polk. These counties are located south of the Portland Metropolitan area in the center of the Willamette Valley. The City of Salem is the capital of Oregon, the county seat of Marion County, and the regional destination for business and cultural activities in the mid-Willamette Valley.

The District's boundaries are contiguous with the urban growth boundaries and include the City of Salem and the City of Keizer. The District has a memorandum of understanding with Marion and Polk Counties to provide transit services to these two counties. Regional express bus routes serve the cities of Aumsville, Brooks, Gates, Gervais, Lyons, Mehama, Mill City, Mt. Angel, Silverton, Stayton, Turner, and Woodburn in Marion County. Polk County cities served by the Regional routes are Dallas, Independence, and Monmouth. The District also provides commuters a connection between Salem and the city of Wilsonville in Clackamas County.

Counties in Oregon (Salem MSA in Red)



Population

The Population Research Center at Portland State University estimates population every July 1 for all of Oregon’s cities, counties, and Metropolitan Statistical Areas (MSA). The table below shows the area’s growth since the 2010 U.S. Census. The two largest cities in the MSA are Salem and Keizer. Salem ranks as the third largest city and Keizer as the 14th largest city in Oregon. However, the Salem MSA has the second largest population in the state at July 1, 2019.

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Salem MSA | 390,738 | 394,115 | 397,120 | 399,945 | 403,885 | 408,340 | 413,680 | 420,200 | 426,135 | 430,700 |
| Marion County | 315,335 | 318,150 | 320,495 | 322,880 | 326,150 | 329,770 | 333,950 | 339,200 | 344,035 | 347,760 |
| Polk County | 75,403 | 75,965 | 76,625 | 77,065 | 77,735 | 78,570 | 79,730 | 81,000 | 82,100 | 82,940 |

Communities Served

The District’s routes serve the following cities and towns. All population estimates are from the Population Research Center at Portland State University as of July 1, 2019.

| <u>City</u> | <u>Population</u> | <u>County</u> | <u>City</u> | <u>Population</u> | <u>County</u> |
|--------------|-------------------|---------------|-------------|-------------------|---------------|
| Aumsville. | 4,130 | Marion | Mt. Angel | 3,465 | Marion |
| Dallas | 16,260 | Polk | Salem | 167,400 | Marion/Polk |
| Gates | 485 | Marion/Linn | Silverton | 10,380 | Marion |
| Gervais | 2,615 | Marion | Stayton | 7,870 | Marion |
| Independence | 9,530 | Polk | Turner | 2,215 | Marion |
| Keizer | 38,580 | Marion | Wilsonville | 25,635 | Clackamas |
| Lyons | 1,309 | Marion/Linn | Woodburn | 25,135 | Marion |
| Mill City | 1,880 | Polk | | | |
| Monmouth | 9,890 | Polk | | | |

Employment

Job growth had been projected to continue through 2027 for the Salem MSA, according to the State of Oregon Employment Department's 2nd quarter forecast. However, since that time the COVID-19 pandemic has brought most businesses to a standstill and caused record unemployment. Economists differ on the length of recession and whether the recovery will be in the form of a U (slower) or V (faster). For the most recent calendar year, 2019, the annual unemployment rate stood at 4.3%. Because Salem is the state capital and also the county seat, government jobs make up the largest sector of the job base, followed by trade, transportation, and utilities, and educational and health services.

| | 2019 | |
|--|------------------|-------------------|
| | <u>Employees</u> | <u>% of Total</u> |
| <u>Employment Sector</u> | | |
| Government | 41,300 | 24.5% |
| Educational and health services | 28,900 | 17.2% |
| Trade, transportation, and utilities | 28,600 | 17.0% |
| Leisure and hospitality | 15,700 | 9.3% |
| Professional and business services | 15,000 | 8.9% |
| Manufacturing | 13,200 | 7.8% |
| Construction | 11,200 | 6.7% |
| Financial activities | 7,300 | 4.3% |
| Other services | 5,300 | 3.1% |
| Information | 1,300 | 0.8% |
| Mining and logging | 600 | 0.4% |
| Total Salem MSA Non-Farm Payroll Employment | <u>168,400</u> | <u>100.0%</u> |

Climate

Salem enjoys a marine west coast climate with some distinct characteristics of the Mediterranean climate. Rain is heaviest in late fall and throughout winter, and almost all of the annual precipitation falls between October and May, with a dry season from June through September. Light snowfall occurs in winter, but major snows are rare. Mostly cloudy skies and low cloud ceilings are commonplace during the rainy season. ¹

| | January | July | Annual Average |
|--------------------------------|----------------|-------------|---------------------------|
| Average High Temperature (F) | 47.7 | 82.0 | 63.6 |
| Average Low Temperature (F) | 34.7 | 53.1 | 42.4 |
| Average Precipitation (inches) | 6.0 | 0.5 | 39.6 |
| Average Precipitation Days | 17.7 | 2.9 | 144.3 |
| Average Days with Heavy Fog | 6 | 0 | 33 |

¹Source: NowData - NOAA Online Weather Data normals from 1981-2010

Weekday Service Levels

Frequent Service

 Buses run every 15 minutes during most of the day.

Standard Service

 Buses run every 30 minutes during most of the day.

Basic Service

 Buses run every 60 minutes during most of the day.

Select Trips

 Trips offered only at select times. See schedule for more details.

Buses run on all routes on weekdays from approximately 6 a.m. to 11 p.m. See schedules for exact times and Saturday service levels.

 Park and Ride  Transit Center

Regional Express

 Regional express routes link Salem with neighboring cities.

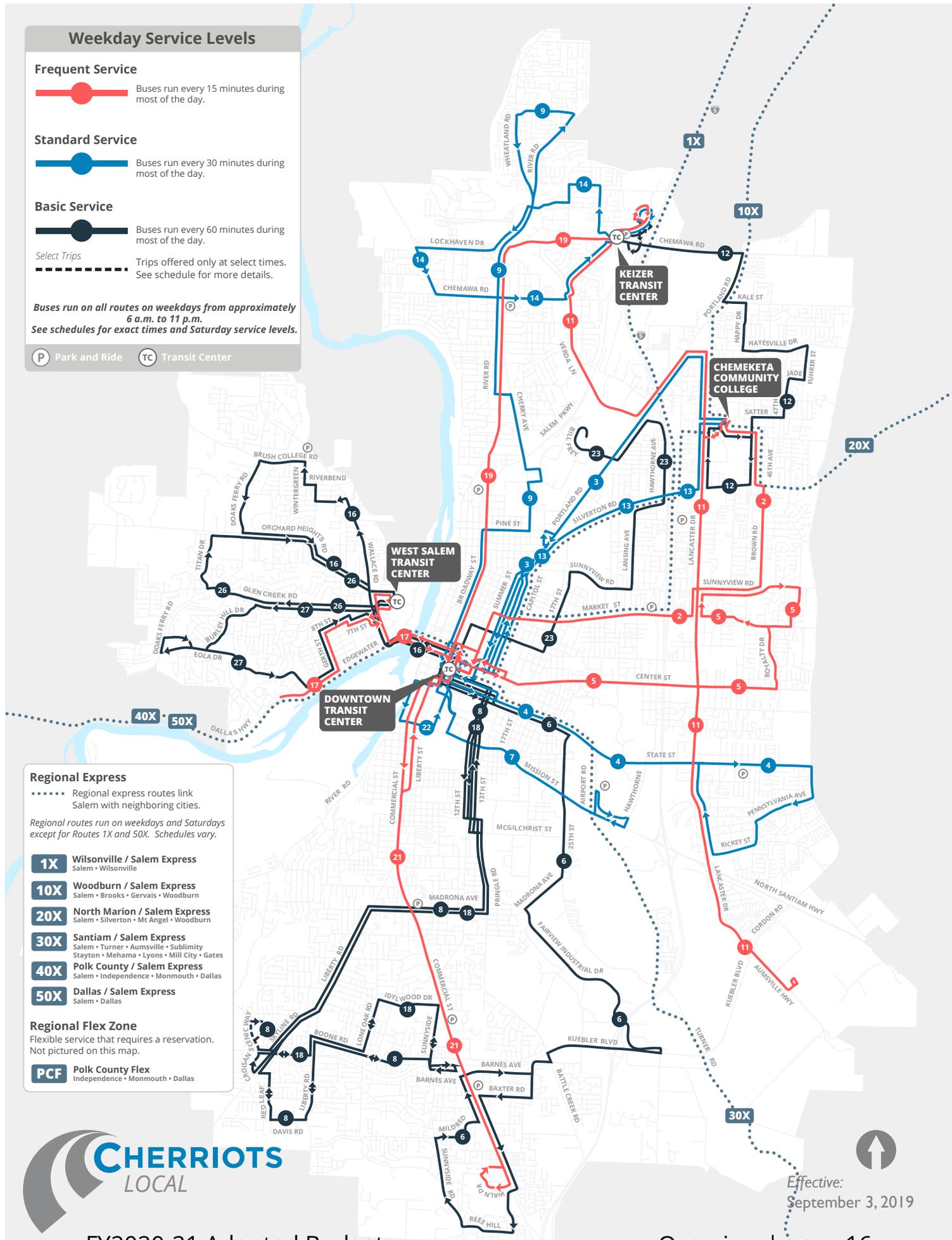
Regional routes run on weekdays and Saturdays except for Routes 1X and 50X. Schedules vary.

- 1X** Wilsonville / Salem Express
Salem • Wilsonville
- 10X** Woodburn / Salem Express
Salem • Brooks • Gervais • Woodburn
- 20X** North Marion / Salem Express
Salem • Silverton • Mc Angel • Woodburn
- 30X** Santiam / Salem Express
Salem • Turner • Aumsville • Sublimity
Stayton • Mehama • Lyons • Mill City • Gates
- 40X** Polk County / Salem Express
Salem • Independence • Monmouth • Dallas
- 50X** Dallas / Salem Express
Salem • Dallas

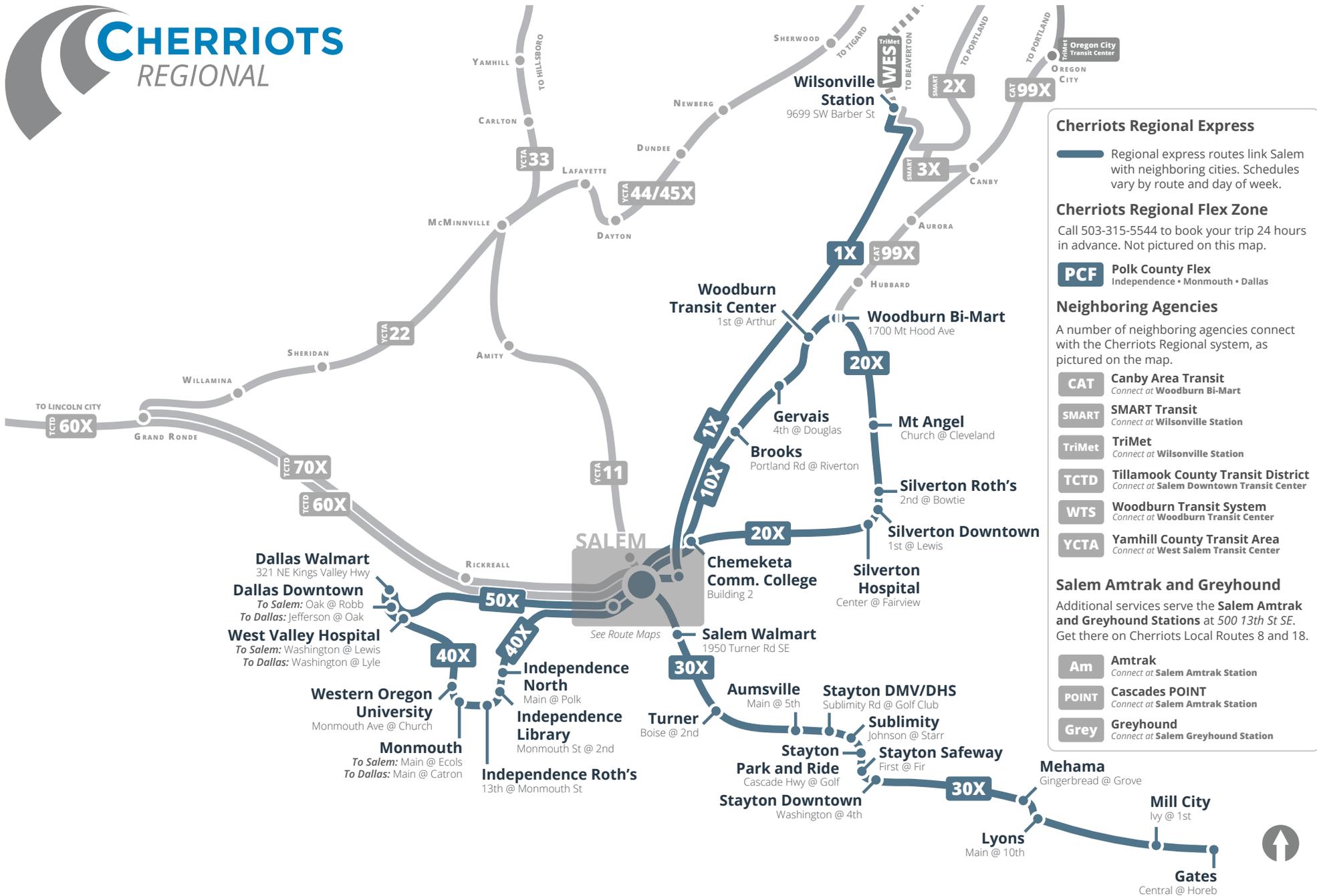
Regional Flex Zone

Flexible service that requires a reservation. Not pictured on this map.

- PCF** Polk County Flex
Independence • Monmouth • Dallas



Effective:
September 3, 2019





Resolution No. 2020-02

Adopt the Fiscal Year 2020-21 Budget for Salem Area Mass Transit District

I move that the Board adopt Resolution #2020-02 for the adoption of the approved budget for Fiscal Year 2020-21 in the amount of \$94,681,706; and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

GENERAL FUND

| | |
|--------------------------------------|----------------------|
| General Manager/Board/SIPM | \$ 1,366,223 |
| Administration | 855,391 |
| Finance & Technology | 3,156,021 |
| Communication | 2,246,264 |
| Operations | 25,832,481 |
| Unallocated - General Administration | 1,142,550 |
| Transfers | 3,546,576 |
| Contingency | 1,500,000 |
| Total | \$ 39,645,506 |

TRANSPORTATION PROGRAMS FUND

| | |
|----------------------------|----------------------|
| General Manager/Board/SIPM | \$ 840,185 |
| Operations | 9,090,227 |
| Communication | 494,261 |
| Transfers | - |
| Total | \$ 10,424,673 |

CAPITAL PROJECT FUND

| | |
|----------------------------|----------------------|
| Finance & Technology | \$ 1,291,557 |
| General Manager/Board/SIPM | 3,288,206 |
| Operations | 8,479,893 |
| Transfers | - |
| Total | \$ 13,059,656 |

| | |
|---|----------------------|
| Total Appropriations, All Funds | \$ 63,129,835 |
| Total Unappropriated and Reserve Amounts, All Funds | \$ 31,551,871 |
| TOTAL APPROVED BUDGET | \$ 94,681,706 |

CATEGORIZING THE TAX

| | |
|--|---------------------------------|
| General Government Limitation | Excluded from Limitation |
| Permanent Rate Tax.....\$.7609/\$1,000 | \$0.00 |

The above resolution statements were approved and declared adopted on this 25th day of June 2020.

ATTEST:

Linda Ann Galozzi
 Recording Secretary
 Board of Directors

John T Davidson
 President
 Board of Directors

REVENUE AND EXPENDITURES - ALL FUNDS





Revenue/Resource Definitions

Passenger Fares – Funds collected from passengers.

Federal STP Funds – The STP is flexible funding through FHWA used for public transportation projects, planning, infrastructure improvements and intercity bus service.

Federal Direct 5310 Funds – Formula funding for public transportation projects and services that enhance the mobility of seniors and individuals with disabilities.

Federal 5310 Funds Through State – Formula funding passed through the State for public transportation projects and services that enhance the mobility of seniors and individuals with disabilities.

Federal 5310 Pass Through Funds – Formula funding through the State for the purpose of assisting private nonprofit groups in meeting transportation needs of the elderly and persons with disabilities.

Federal 5311 Funds – Formula funding passed through the State for funding capital, operating, and administrative expenses for public transportation projects that meet the needs of rural communities.

Federal 5311 CARES Act Funds – Federal assistance administered through ODOT for preventing, preparing for, and responding to the COVID-19 disease.

Federal 5303 Planning Grant – Federal 5303 Planning Work Program grant passed through the Mid-Willamette Valley Council of Governments for the development of the District’s metropolitan transportation system plan.

Federal New Freedom Funds – New Freedom Formula 5317 Funds used for capital and operating expenses for improvements to address the transportation needs of persons with disabilities that go beyond those required by the Americans with Disabilities Act (ADA).

DD53 Revenues – Federal funds passed through the State for transporting individuals with disabilities to and from a work site.

Federal 5339 Funds – Formula funding for capital projects to replace, rehabilitate and purchase buses, vans and related equipment, and to construct bus-related facilities.

Federal 5307 Funds – Formula funding used for transit capital and operating assistance in urbanized areas and for transportation related planning.

Federal 5307 CARES Act Funds – Formula funding enacted to help transit protect public health and safety while ensuring transportation access to jobs, medical treatment, food, and other essential services remain available during the COVID-19 response. This funding requires no local match.

Federal FEMA Funds –Financial assistance at a cost-sharing basis (75/25) for emergency protective measures taken to respond to the COVID-19 emergency at the direction of guidance of state, local, tribal and territorial public health officials.

OHA Revenues – Federal funds passed through the State of Oregon Department of Human Services for non-emergency medical transportation for Medicaid and Oregon Health Plan Plus recipients.

Flex Funds – Discretionary funding for the acquisition of buses for fleet/service expansion and bus related facilities such as maintenance facilities, transfer facilities, terminals, computers, garage equipment, bus rebuilds and passenger shelters.

Federal 5309 Funds – Discretionary funding for the acquisition of buses for fleet/service expansion and bus related facilities such as maintenance facilities, transfer facilities, terminals, computers, garage equipment, bus rebuilds and passenger shelters.

Rideshare/TDM Grants – Federal Highway Administration grants, allocated to the Metropolitan Planning Organization as Surface Transportation Program-Urban funds, for the promotion of rideshare activities.

OHA Reimbursement – Funds either paid or received from the State of Oregon from an annual cost settlement which determines any overpayment or underpayment of billings associated with the OHA program.

STIF Funds– Statewide Transportation Improvement Fund; funding authorized through Oregon Legislature, establishing an employee payroll tax of one-tenth of one percent; 90% of revenues are distributed through formula; remainder is for discretionary grants (9%) and administrative costs.

STIF Pass Through Funds – Statewide Transportation Improvement Funds awarded to other Public Transportation Service Providers within Marion and Polk

counties, but administered by the District as the Qualified Entity of the STIF program.

State STF Funds – Special Transportation Funds are formula and discretionary funding through the State for support of transportation services for people who are senior and people with disabilities of any age.

STF Pass Through Funds – Special Transportation Funds are State funds administered by the District and awarded to other agencies.

Miscellaneous – May include litigation settlements, replacement ID fees, reimbursement of employee time spent on Union duties, etc.

Property Taxes – Funds generated from the District's permanent property tax rate of \$.7609/\$1,000.

Renewable Natural Gas Funds – Funding received through the District's agreement with U.S. Gain, in which the RNG producer receives CO2 Abatement and Carbon Credits. Because the credits cannot be generated without

our vehicle fleets, the producer shares a percentage of the revenue received with the District.

Oregon State In-Lieu – Funds received from the State through the Mass Transit Assistance Account. Consists of a state-paid payroll assessment on its employees within each of the state's mass transit districts, limited to six-tenths of one percent of gross wages.

Interest on Investments – Interest received from our cash deposits with the Oregon State Treasury's Local Government Investment Pool. As of April 2020 the interest rate is 1.75 percent, down 1 percentage point from the same period last year.

Energy Tax Credit – Funds received from the Federal Government for using CNG fuel. We receive \$.50 for each Diesel Gallon Equivalent (DGE) that we use.

Transfers In – Funds transferred from the General Fund to match grants and to cover expenses not paid for by grants.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| District Wide Revenues/Resources and Expenses/Requirements Resolution Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 | Change from FY2019-20 Budget | Percent Change | |
|---|--------------------------------------|------------------|------------------|-----------------------------|--------------------------|----------------|------------------------------|----------------|----|
| | | | | | | Adopted Budget | | | |
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Passenger Fares | \$ 2,934,938 | \$ 2,598,276 | \$ 1,847,002 | \$ 3,227,497 | \$ 1,844,110 | \$ (1,383,387) | -42.9% | 1 |
| 2 | Other Fixed Route Services | 162,671 | - | - | - | - | - | | 2 |
| 3 | Federal FEMA Assistance | - | - | 50,000 | - | 100,000 | 100,000 | | 3 |
| 4 | Federal STP Funds | 25,752 | 6,330,297 | 1,694,933 | 5,552,075 | 4,013,059 | (1,539,016) | -27.7% | 4 |
| 5 | Federal Direct 5310 Funds | 230,475 | 221,126 | 120,489 | 240,112 | 245,231 | 5,119 | 2.1% | 5 |
| 6 | Federal 5310 Funds Through State | 1,354,030 | 1,088,898 | 1,177,270 | 1,449,625 | 1,348,916 | (100,709) | -6.9% | 6 |
| 7 | Federal 5311 Funds | 304,583 | 393,057 | 302,576 | 364,155 | 391,787 | 27,632 | 7.6% | 7 |
| 8 | Federal 5311 CARES ACT through State | - | - | 91,416 | - | 272,739 | 272,739 | | 8 |
| 9 | Federal 5303 Planning Grant | 114,026 | 113,761 | 122,360 | 120,903 | 120,000 | (903) | -0.7% | 9 |
| 10 | Federal New Freedom Funds | 41,274 | - | - | - | - | - | | 10 |
| 11 | DD53 Revenues | 2,361,353 | 2,257,875 | 1,762,347 | 2,439,446 | 1,762,350 | (677,096) | -27.8% | 11 |
| 12 | FTA 5339 Funds | 177,812 | 2,610,616 | 2,474,563 | 1,874,965 | 258,450 | (1,616,515) | -86.2% | 12 |
| 13 | CARES ACT Revenues | - | - | 5,916,514 | - | 9,751,920 | 9,751,920 | | 13 |
| 14 | Federal 5307 Discretionary | - | - | - | - | 2,094,298 | 2,094,298 | | 14 |
| 15 | Federal 5307 | 6,099,493 | 5,289,630 | 6,683,118 | 10,099,743 | 7,452,699 | (2,647,044) | -26.2% | 15 |
| 16 | OHA Revenues | 7,388,078 | - | - | - | - | - | | 16 |
| 17 | Flex Funds | 116,084 | 123,225 | 98,032 | - | - | - | | 17 |
| 18 | Federal 5309 Funds | 622,256 | 940,771 | 540,570 | 1,234,398 | - | (1,234,398) | -100.0% | 18 |
| 19 | TripChoice Grant | 229,339 | 216,626 | 194,687 | 231,686 | 275,062 | 43,376 | 18.7% | 19 |
| 20 | In-Kind Match | - | - | 16,359 | 19,836 | 38,869 | 19,033 | 96.0% | 20 |
| 21 | TDM Grant | 150,681 | 177,103 | 142,931 | 173,312 | 180,330 | 7,018 | 4.0% | 21 |
| 22 | OHA Reimbursement | 28,623 | - | - | - | - | - | | 22 |
| 23 | State 5339 Discretionary Funds | - | - | - | - | 495,975 | 495,975 | | 23 |
| 24 | STF Pass Through Funds | 266,884 | 266,434 | 255,768 | 255,766 | 255,764 | (2) | 0.0% | 24 |
| 25 | State STF Funds | 744,948 | 1,013,449 | 704,203 | 737,720 | 624,985 | (112,735) | -15.3% | 25 |
| 26 | STIF Pass Through Funds | - | 432,983 | 255,000 | 693,742 | 547,700 | (146,042) | -21.1% | 26 |
| 27 | State STIF Formula Funds | - | 3,139,020 | 6,454,409 | 7,932,016 | 6,295,550 | (1,636,466) | -20.6% | 27 |
| 28 | STIF Discretionary | - | - | 3,002 | 1,203,192 | 972,921 | (230,271) | -19.1% | 28 |
| 29 | Non-Federal or State Grants | - | 3,750 | 36,382 | - | - | - | | 29 |
| 30 | Advertising | 63,000 | 144,187 | 107,535 | 100,000 | 120,000 | 20,000 | 20.0% | 30 |
| 31 | Miscellaneous | 151,396 | 159,061 | 208,210 | 714,851 | 762,213 | 47,362 | 6.6% | 31 |
| 32 | Insurance Settlement | - | - | 10,023 | - | - | - | | 32 |
| 33 | Property Taxes | 12,078,234 | 12,868,092 | 12,600,436 | 12,660,092 | 12,950,000 | 289,908 | 2.3% | 33 |
| 34 | Oregon State In-Lieu | 6,212,475 | 6,250,829 | 7,117,920 | 6,289,276 | 7,118,000 | 828,724 | 13.2% | 34 |
| 35 | Interest on Investments | 354,847 | 431,753 | 277,295 | 295,800 | 292,000 | (3,800) | -1.3% | 35 |

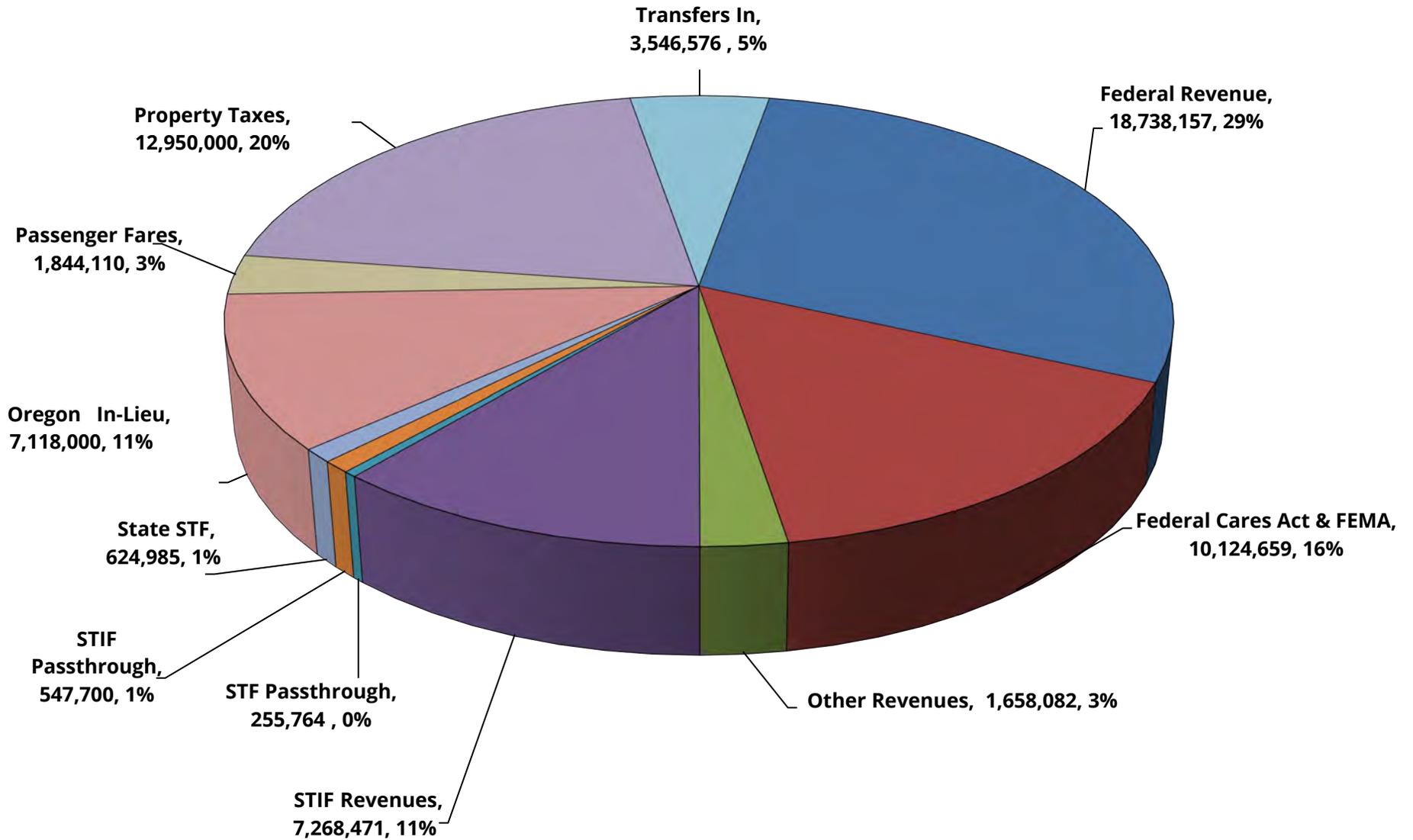
Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| District Wide Revenues/Resources and Expenses/Requirements Resolution Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 | Change from FY2019-20 Budget | Percent Change | |
|---|---|----------------------|----------------------|-----------------------------|--------------------------|----------------------|------------------------------|----------------|----|
| | | | | | | Adopted Budget | | | |
| 36 | Energy Tax Credit | 187,354 | - | 481,492 | 225,000 | 225,000 | - | 0.0% | 36 |
| 37 | Renewable Natural Gas Credit | - | - | 88,862 | - | 220,000 | 220,000 | | 37 |
| 38 | Transfers In | 754,000 | 335,448 | 1,569,609 | 1,569,609 | 3,546,576 | 1,976,967 | 126.0% | 38 |
| 39 | Operating Revenues/Resources Total | \$ 43,154,606 | \$ 47,406,267 | \$ 53,405,313 | \$ 59,704,817 | \$ 64,576,504 | \$ 4,871,687 | 8.2% | 39 |

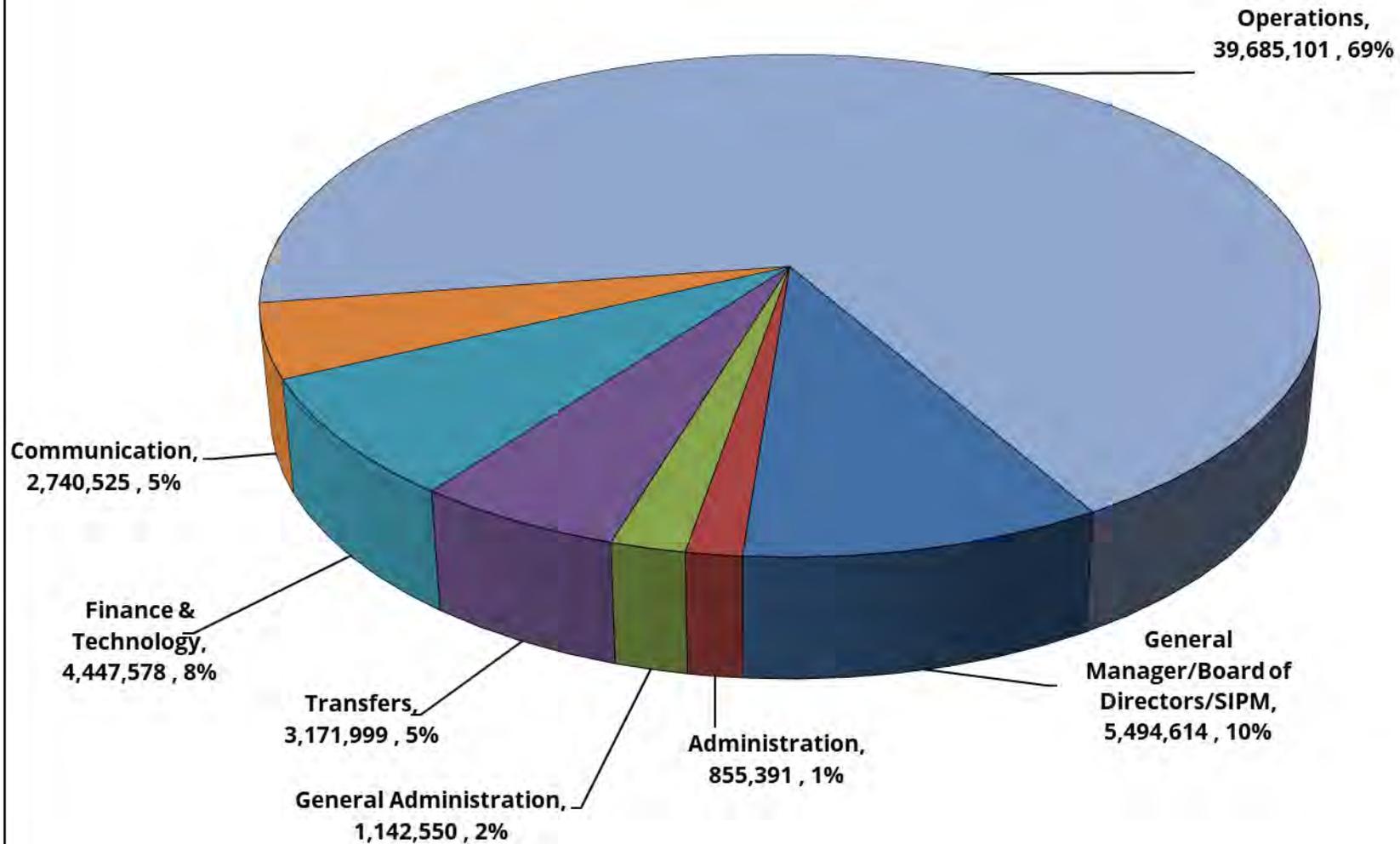
Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| District Wide Revenues/Resources and Expenses/Requirements Resolution Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 | Change from FY2019-20 Budget | Percent Change | |
|---|--|----------------------|----------------------|-----------------------------|--------------------------|----------------------|------------------------------|----------------|----|
| | | | | | | Adopted Budget | | | |
| Operating Expenses/Requirements | | | | | | | | | |
| 40 | General Manager/Board of Directors/SIPM | \$ 659,951 | \$ 587,320 | \$ 2,574,482 | \$ 7,903,511 | \$ 5,494,614 | \$ (2,408,897) | -30.5% | 40 |
| 41 | Administration | 1,162,504 | 990,898 | 952,373 | 898,065 | 855,391 | (42,674) | -4.8% | 41 |
| 42 | Communication | 1,628,451 | 1,518,945 | 1,976,835 | 2,691,308 | 2,740,525 | 49,217 | 1.8% | 42 |
| 43 | Finance and Technology | 925,287 | 1,161,178 | 2,789,803 | 3,820,618 | 4,447,578 | 626,960 | 16.4% | 43 |
| 44 | Transportation Development | 3,311,647 | 4,547,722 | - | - | - | - | | 44 |
| 45 | Operations | 33,879,908 | 38,421,306 | 35,804,948 | 41,416,521 | 43,402,601 | 1,986,080 | 4.8% | 45 |
| 46 | Unallocated General Administration | 870,558 | 1,003,128 | 1,187,971 | 1,170,787 | 1,142,550 | (28,237) | -2.4% | 46 |
| 47 | Operating Expenses/Requirements Total | \$ 42,438,306 | \$ 48,230,497 | \$ 45,286,412 | \$ 57,900,810 | \$ 58,083,259 | \$ 182,449 | 0.3% | 47 |
| Operating Revenue/Resources less Operating | | | | | | | | | |
| 48 | Expenses/Requirements | 716,300 | (824,230) | 8,118,901 | 1,804,007 | 6,493,245 | 4,689,238 | 259.9% | 48 |
| 49 | Transfers to Other Funds | | | | | | | | 49 |
| 50 | Transfer to Transportation Programs Fund | (754,000) | (335,448) | (1,557,609) | (1,557,609) | (1,555,000) | 2,609 | -0.2% | 50 |
| 51 | Transfer to Capital Fund | - | - | (12,000) | (12,000) | (1,991,576) | (1,979,576) | 16496.5% | 51 |
| 52 | Transfers to Other Funds Total | \$ (754,000) | \$ (335,448) | \$ (1,569,609) | \$ (1,569,609) | \$ (3,546,576) | \$ (1,976,967) | 126.0% | 52 |
| 53 | Net Operating and Transfers to Other Funds Total | (37,700) | (1,159,678) | 6,549,292 | 234,398 | 2,946,669 | 2,712,271 | 1157.1% | 53 |
| Other Designations | | | | | | | | | |
| 54 | Contingency | - | - | - | (1,500,000) | (1,500,000) | - | 0.0% | 54 |
| 55 | Reserved Working Capital | - | - | - | (26,033,098) | (28,321,296) | (2,288,198) | 8.8% | 55 |
| 56 | Other Designations Total | \$ - | \$ - | \$ - | \$ (27,533,098) | \$ (29,821,296) | \$ (2,288,198) | 8.3% | 56 |
| Net Operating, Transfers to Other Funds and Other | | | | | | | | | |
| 57 | Designations Total | (37,700) | (1,159,678) | 6,549,292 | (27,298,700) | (26,874,627) | 424,073 | -1.6% | 57 |
| 58 | Beginning Working Capital | 24,753,288 | 24,715,588 | 23,555,910 | 27,298,701 | 30,105,202 | 2,806,501 | 10.3% | 58 |
| 59 | Ending Working Capital | \$ 24,715,588 | \$ 23,555,910 | \$ 30,105,202 | \$ 1 | \$ 3,230,575 | \$ 3,230,574 | 323057400.0% | 59 |

District Wide Revenues/Resources FY2020-21



District Wide Expenses/Requirements FY2020-21



PERSONNEL SERVICES





Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| Personnel Services Comparison | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year- End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--------------------------------------|--|-------------------------|-------------------------|---|-------------------------------------|-------------------------------------|---|---------------------------|----|
| District Wide | | | | | | | | | |
| 1 | Wages | \$ 11,972,604 | \$ 12,142,872 | \$ 14,571,705 | \$ 14,203,318 | \$ 16,718,257 | \$ 2,514,939 | 17.7% | 1 |
| 2 | Medical | 4,534,371 | 4,382,460 | 4,761,084 | 6,005,654 | 5,720,630 | (285,024) | -4.7% | 2 |
| 3 | Retirement | 2,264,954 | 3,278,172 | 3,732,929 | 3,960,867 | 4,388,834 | 427,967 | 10.8% | 3 |
| 4 | Workers Compensation | 24,948 | 197,643 | 250,856 | 238,987 | 294,017 | 55,030 | 23.0% | 4 |
| 5 | Other | 2,077,562 | 2,552,343 | 1,666,027 | 1,277,843 | 1,392,592 | 114,749 | 9.0% | 5 |
| 6 | District Wide Total | \$ 20,874,439 | \$ 22,553,490 | \$ 24,982,601 | \$ 25,686,669 | \$ 28,514,330 | \$ 2,827,661 | 11.0% | 6 |
| General Fund | | | | | | | | | |
| 7 | General Manager | \$ 383,411 | \$ 400,630 | \$ 393,387 | \$ 369,787 | \$ 383,122 | \$ 13,335 | 3.6% | 7 |
| 8 | Strategic Initiatives and Project Management | - | - | 191,876 | 235,697 | 356,201 | 120,504 | 51.1% | 8 |
| 9 | General Manager Total | \$ 383,411 | \$ 400,630 | \$ 585,263 | \$ 605,484 | \$ 739,323 | \$ 133,839 | 22.1% | 9 |
| Administration | | | | | | | | | |
| 10 | Human Resources | 540,810 | 468,825 | 538,384 | 503,722 | 455,853 | (47,869) | -9.5% | 10 |
| 11 | Human Resources Safety/Loss Control | 127,162 | 135,348 | 130,719 | 132,236 | 138,488 | 6,252 | 4.7% | 11 |
| 12 | Administration Total | \$ 667,972 | \$ 604,173 | \$ 669,103 | \$ 635,958 | \$ 594,341 | \$ (41,617) | -6.5% | 12 |
| Finance & Technology | | | | | | | | | |
| 13 | Finance | 551,532 | 789,795 | 1,088,606 | 1,079,170 | 1,261,611 | 182,441 | 16.9% | 13 |
| 14 | Procurement | - | 239,764 | 272,549 | 274,071 | 284,301 | 10,230 | 3.7% | 14 |
| 15 | Information Technology | - | - | 731,201 | 863,696 | 864,059 | 363 | 0.0% | 15 |
| 16 | Finance & Technology Total | \$ 551,532 | \$ 1,029,559 | \$ 2,092,356 | \$ 2,216,937 | \$ 2,409,971 | \$ 193,034 | 8.7% | 16 |
| Communication | | | | | | | | | |
| 17 | Marketing and Communication | \$ 500,429 | \$ 529,843 | \$ 568,586 | \$ 508,261 | \$ 572,186 | \$ 63,925 | 12.6% | 17 |
| 18 | Travel Trainer | 54,664 | 41,009 | 34,553 | 52,436 | 53,217 | 781 | 1.5% | 18 |
| 19 | Customer Service | 606,597 | 583,525 | 577,199 | 835,441 | 791,806 | (43,635) | -5.2% | 19 |
| 20 | Communication Total | \$ 1,161,690 | \$ 1,154,377 | \$ 1,180,338 | \$ 1,396,138 | \$ 1,417,209 | \$ 21,071 | 1.5% | 20 |
| Transportation Development | | | | | | | | | |
| 21 | Transportation Development Administration | \$ 742,778 | \$ 701,418 | \$ - | \$ - | \$ - | \$ - | | 21 |
| 22 | Information Technology | 722,263 | 757,616 | - | - | - | - | | 22 |
| 23 | Transportation Development Total | \$ 1,465,041 | \$ 1,459,034 | \$ - | \$ - | \$ - | \$ - | | 23 |
| Operations | | | | | | | | | |
| 24 | Operations Administration | \$ 539,853 | \$ 599,919 | \$ 615,768 | \$ 631,988 | \$ 658,499 | \$ 26,511 | 4.2% | 24 |
| 25 | Operations Planning | - | - | 516,491 | 556,864 | 549,281 | (7,583) | -1.4% | 25 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| Personnel Services Comparison | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year- End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from | Percent Change |
|---|---|----------------------|----------------------|---------------------------------|-----------------------------|-----------------------------|---------------------|-------------------|
| | | | | | | | FY2019-20 Budget | |
| 26 | Vehicle Maintenance | 2,533,797 | 2,617,369 | 3,179,302 | 3,412,601 | 3,367,835 | (44,766) | -1.3% |
| 27 | Facilities Maintenance | 673,650 | 777,850 | 835,630 | 855,162 | 844,196 | (10,966) | -1.3% |
| 28 | Security & Emergency Management | 151,180 | 154,383 | 161,356 | 163,094 | 387,568 | 224,474 | 137.6% |
| 29 | Cherriots Local Service | 11,195,679 | 12,292,071 | 13,747,522 | 13,802,898 | 16,178,887 | 2,375,989 | 17.2% |
| 30 | West Salem Connector Operations | 1,418 | - | - | - | - | - | |
| 31 | West Salem Connector Vehicle Maintenance | 6,182 | - | - | - | - | - | |
| 32 | Operations Total | \$ 15,101,759 | \$ 16,441,592 | \$ 19,056,069 | \$ 19,422,607 | \$ 21,986,266 | \$ 2,563,659 | 13.2% |
| | Unallocated | | | | | | | |
| 33 | General Administration | \$ 312,542 | \$ 347,578 | \$ 314,310 | \$ 357,000 | \$ 295,000 | \$ (62,000) | -17.4% |
| 34 | Unallocated Total | \$ 312,542 | \$ 347,578 | \$ 314,310 | \$ 357,000 | \$ 295,000 | \$ (62,000) | -17.4% |
| 35 | General Fund Total | \$ 19,643,947 | \$ 21,436,943 | \$ 23,897,439 | \$ 24,634,124 | \$ 27,442,110 | \$ 2,807,986 | 11.4% |
| Transportation Programs Fund | | | | | | | | |
| Communication | | | | | | | | |
| 36 | Cherriots TripChoice | \$ 307,823 | \$ 329,607 | \$ 292,520 | \$ 330,950 | \$ 300,505 | \$ (30,445) | -9.2% |
| 37 | Communication Total | 307,823 | 329,607 | 292,520 | 330,950 | 300,505 | (30,445) | -9.2% |
| Operations | | | | | | | | |
| 38 | Cherriots Lift | \$ 292,674 | \$ 348,951 | \$ 396,671 | \$ 365,701 | \$ 397,626 | \$ 31,925 | 8.7% |
| 39 | Cherriots Shop & Ride | 10,907 | 30,887 | 28,232 | 34,360 | 35,421 | 1,061 | 3.1% |
| 40 | Cherriots Regional | 115,450 | 129,713 | 159,671 | 135,929 | 141,607 | 5,678 | 4.2% |
| 41 | Non-Emergent Medical Transportation | 245,907 | (1) | - | - | - | - | |
| 42 | Cherriots Call Center | 31,829 | 19,503 | 17,972 | 1,209 | 1,300 | 91 | 7.5% |
| 43 | Mobility Management | 173,715 | 185,874 | 186,150 | 182,395 | 192,761 | 10,366 | 5.7% |
| 44 | Operations Total | \$ 870,482 | \$ 714,927 | \$ 788,696 | \$ 719,594 | \$ 768,715 | \$ 49,121 | 6.8% |
| General Manager/Board of Directors/SIPM | | | | | | | | |
| 45 | Special Transportation Coordination | \$ 6,790 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,000 | \$ 1,000 | 50.0% |
| 46 | General Manager/Board of Directors/SIPM Total | \$ 6,790 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,000 | \$ 1,000 | 50.0% |
| 47 | Transportation Programs Fund Total | \$ 1,185,095 | \$ 1,046,534 | \$ 1,083,216 | \$ 1,052,544 | \$ 1,072,220 | \$ 19,676 | 1.9% |
| Capital Projects Fund | | | | | | | | |
| 48 | Capital Projects Fund Total | \$ 45,397 | \$ 70,013 | \$ 1,946 | \$ - | \$ - | \$ - | |
| 50 | District Wide Total | \$ 20,874,439 | \$ 22,553,490 | \$ 24,982,601 | \$ 25,686,668 | \$ 28,514,330 | \$ 2,827,662 | 11.0% |

GENERAL FUND





Salem Area Mass Transit District Adopted
Budget - Fiscal Year 2020-21

| General Fund Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year- End Estimate | FY2019-20 Amended Budget | FY2020-21 | Change from FY2019-20 Budget | Percent Change | |
|--|---|----------------------|----------------------|---------------------------------|-----------------------------|----------------------|---------------------------------|-------------------|----|
| | | | | | | Adopted Budget | | | |
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Passenger Fares | \$ 2,519,889 | \$ 2,196,271 | \$ 1,565,910 | \$ 2,690,232 | \$ 1,565,910 | \$ (1,124,322) | -41.8% | 1 |
| 2 | Other Fixed Route Services | 162,671 | - | - | - | - | - | | 2 |
| 3 | FEMA Assistance | - | - | 50,000 | - | 100,000 | 100,000 | | 3 |
| 4 | Planning Grant | 114,026 | 113,761 | 122,360 | 120,903 | 120,000 | (903) | -0.7% | 4 |
| 5 | Federal 5307 CARES ACT | - | - | 5,438,864 | - | 7,862,995 | 7,862,995 | | 5 |
| 6 | Federal 5307 | 5,018,974 | 3,632,223 | 4,738,375 | 5,660,325 | 3,078,040 | (2,582,285) | -45.6% | 6 |
| 7 | DMAP Reimbursement | 28,623 | - | - | - | - | - | | 7 |
| 8 | Federal 5311 C | - | - | 7,193 | - | 14,385 | 14,385 | | 8 |
| 9 | State STIF Formula Funds | - | 2,569,251 | 5,156,645 | 6,485,370 | 5,171,000 | (1,314,370) | -20.3% | 9 |
| 10 | State STIF Discretionary Funds | - | - | - | 261,729 | 52,856 | (208,873) | -79.8% | 10 |
| 11 | Non-Federal or State Grants | - | 3,750 | 36,382 | - | - | - | | 11 |
| 12 | Advertising | 63,000 | 144,187 | 107,535 | 100,000 | 120,000 | 20,000 | 20.0% | 12 |
| 13 | Miscellaneous | 151,643 | 151,938 | 208,210 | 157,653 | 224,850 | 67,197 | 42.6% | 13 |
| 14 | Property Taxes | 12,078,234 | 12,868,092 | 12,600,436 | 12,660,092 | 12,950,000 | 289,908 | 2.3% | 14 |
| 15 | Oregon State In-Lieu | 6,212,475 | 6,250,829 | 7,117,920 | 6,289,276 | 7,118,000 | 828,724 | 13.2% | 15 |
| 16 | Interest on Investments | 354,847 | 431,753 | 277,295 | 295,800 | 292,000 | (3,800) | -1.3% | 16 |
| 17 | Energy Tax Credit | 187,354 | - | 481,492 | 225,000 | 225,000 | - | 0.0% | 17 |
| 18 | Renewable Natural Gas Credit | - | - | 88,862 | - | 220,000 | 220,000 | | 18 |
| 19 | Operating Revenues/Resources Total | \$ 26,891,736 | \$ 28,362,055 | \$ 37,997,479 | \$ 34,946,380 | \$ 39,115,036 | \$ 4,168,656 | 11.9% | 19 |

Salem Area Mass Transit District Adopted
Budget - Fiscal Year 2020-21

| General Fund Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year- End Estimate | FY2019-20 Amended Budget | FY2020-21 | Change from FY2019-20 Budget | Percent Change | |
|--|--|----------------------|----------------------|---------------------------------|-----------------------------|------------------------|---------------------------------|-------------------|----|
| | | | | | | Adopted Budget | | | |
| Operating Expenses/Requirements | | | | | | | | | |
| 20 | General Manager/Board of Directors/SIPM | 659,951 | 587,320 | 804,969 | 874,673 | 1,366,223 | 491,550 | 56.2% | 20 |
| 21 | Administration | 959,562 | 834,894 | 952,373 | 898,065 | 855,391 | (42,674) | -4.8% | 21 |
| 22 | Finance & Technology | 925,287 | 1,161,178 | 2,718,573 | 2,921,878 | 3,156,021 | 234,143 | 8.0% | 22 |
| 23 | Communication | 1,419,679 | 1,514,056 | 1,622,858 | 2,271,238 | 2,246,264 | (24,974) | -1.1% | 23 |
| 24 | Transportation Development | 2,087,625 | 2,179,474 | - | - | - | - | | 24 |
| 25 | Operations | 17,898,278 | 19,171,334 | 22,040,702 | 23,075,787 | 25,832,481 | 2,756,694 | 11.9% | 25 |
| 26 | Unallocated General Administration | 870,558 | 1,003,128 | 1,187,971 | 1,170,787 | 1,142,550 | (28,237) | -2.4% | 26 |
| 27 | Operating Expenses/Requirements Total | \$ 24,820,940 | \$ 26,451,384 | \$ 29,327,446 | \$ 31,212,428 | \$ 34,598,930 | \$ 3,386,502 | 10.8% | 27 |
| Operating Revenues/Resources less Operating | | | | | | | | | |
| 28 | Expenditures/Requirements | 2,070,796 | 1,910,671 | 8,670,033 | 3,733,952 | 4,516,106 | 782,154 | 20.9% | 28 |
| 29 | Transfers to Other Funds | | | | | | | | 29 |
| 30 | Transfer to Transportation Programs Fund | (754,000) | (335,448) | (1,557,609) | (1,557,609) | (1,555,000) | 2,609 | -0.2% | 30 |
| 31 | Transfer to Capital Fund | - | - | (12,000) | (12,000) | (1,991,576) | (1,979,576) | 16496.5% | 31 |
| 32 | Transfers to Other Funds Total | \$ (754,000) | \$ (335,448) | \$ (1,569,609) | \$ (1,569,609) | \$ (3,546,576) | \$ (1,976,967) | 126.0% | 32 |
| Net Operating and Transfers to Other Funds | | | | | | | | | |
| 33 | Total | 1,316,796 | 1,575,223 | 7,100,424 | 2,164,343 | 969,530 | (1,194,813) | -55.2% | 33 |
| 34 | Other Designations | | | | | | | | 34 |
| 35 | Contingency | - | - | - | (1,500,000) | (1,500,000) | - | 0.0% | 35 |
| 36 | Reserved Working Capital | - | - | - | (20,132,255) | (25,711,980) | (5,579,725) | 27.7% | 36 |
| 37 | Other Designations Total | \$ - | \$ - | \$ - | \$ (21,632,255) | \$ (27,211,980) | \$ (5,579,725) | 25.8% | 37 |
| Net Operating, Transfers to Other Funds and | | | | | | | | | |
| 38 | Other Designations Total | 1,316,796 | 1,575,223 | 7,100,424 | (19,467,912) | (26,242,450) | (6,774,538) | 34.8% | 38 |
| 39 | Beginning Working Capital | 19,266,805 | 20,583,601 | 22,158,824 | 19,876,848 | 29,259,248 | 9,382,400 | 47.2% | 39 |
| 40 | Ending Working Capital | \$ 20,583,601 | \$ 22,158,824 | \$ 29,259,248 | \$ 408,936 | \$ 3,016,798 | \$ 2,607,862 | 637.7% | 40 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| General Fund Department | | | | | FY2019-20 | FY2020-21 | Change from | |
|---|--|-------------------------|-------------------------|------------------------------------|-----------------------|-----------------------|-------------------------|-----------------------|
| Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | Amended Budget | Adopted Budget | FY2019-20 Budget | Percent Change |
| General Manager/Board of Directors/SIPM | | | | | | | | |
| 1 | General Manager | \$ 632,790 | \$ 571,136 | \$ 593,915 | \$ 598,387 | \$ 636,722 | \$ 38,335 | 6.4% |
| 2 | Board of Directors | 27,161 | 16,184 | 11,600 | 34,600 | 32,500 | (2,100) | -6.1% |
| 3 | Strategic Initiatives and Project Management | - | - | 199,454 | 241,686 | 697,001 | 455,315 | 188.4% |
| 4 | Total | \$ 659,951 | \$ 587,320 | \$ 804,969 | \$ 874,673 | \$ 1,366,223 | \$ 491,550 | 56.2% |
| Administration | | | | | | | | |
| 5 | Human Resources | \$ 740,801 | \$ 634,029 | \$ 749,892 | \$ 633,673 | \$ 605,603 | \$ (28,070) | -4.4% |
| 6 | Human Resources Safety/Loss Control | 218,761 | 200,865 | 202,481 | 264,392 | 249,788 | (14,604) | -5.5% |
| 7 | Total | \$ 959,562 | \$ 834,894 | \$ 952,373 | \$ 898,065 | \$ 855,391 | \$ (42,674) | -4.8% |
| Finance & Techology | | | | | | | | |
| 8 | Procurement | \$ - | \$ 241,877 | \$ 276,811 | \$ 301,971 | \$ 316,051 | \$ 14,080 | 4.7% |
| 9 | Finance | 925,287 | 919,301 | 1,179,137 | 1,182,945 | 1,373,611 | 190,666 | 16.1% |
| 10 | Information Technology | - | - | 1,262,625 | 1,436,962 | 1,466,359 | 29,397 | 2.0% |
| 11 | Total | \$ 925,287 | \$ 1,161,178 | \$ 2,718,573 | \$ 2,921,878 | \$ 3,156,021 | \$ 234,143 | 8.0% |
| Communication | | | | | | | | |
| 13 | Marketing and Communication | \$ 741,124 | \$ 869,138 | \$ 784,221 | \$ 1,061,586 | \$ 1,079,766 | \$ 18,180 | 1.7% |
| 14 | Customer Service | 622,571 | 603,046 | 597,082 | 902,541 | 858,606 | (43,935) | -4.9% |
| 15 | Van Pool Lease | - | - | 205,851 | 250,000 | 250,000 | - | 0.0% |
| 16 | Travel Trainer | 55,984 | 41,872 | 35,704 | 57,111 | 57,892 | 781 | 1.4% |
| 17 | Total | \$ 1,419,679 | \$ 1,514,056 | \$ 1,622,858 | \$ 2,271,238 | \$ 2,246,264 | \$ (24,974) | -1.1% |
| Transportation Development | | | | | | | | |
| 18 | Transportation Development Administration | \$ 807,284 | \$ 731,676 | \$ - | \$ - | \$ - | \$ - | |
| 19 | Information Technology | 1,045,961 | 1,241,118 | - | - | - | - | |
| 20 | Vanpool Lease | 234,380 | 206,680 | - | - | - | - | |
| 21 | Total | \$ 2,087,625 | \$ 2,179,474 | \$ - | \$ - | \$ - | \$ - | |
| Operations | | | | | | | | |
| 23 | Operations Administration | \$ 562,535 | \$ 663,833 | \$ 619,674 | \$ 671,488 | \$ 695,499 | \$ 24,011 | 3.6% |
| 24 | Operations Planning | - | - | 528,565 | 747,934 | 846,181 | \$ 98,247 | 13.1% |
| 25 | Vehicle Maintenance | 4,390,166 | 4,464,349 | 5,268,537 | 5,823,411 | 5,675,350 | (148,061) | -2.5% |
| 26 | Facility Maintenance | 941,448 | 1,027,246 | 1,132,274 | 1,149,062 | 1,158,296 | 9,234 | 0.8% |
| 27 | Security & Emergency Management | 628,043 | 608,440 | 667,862 | 754,294 | 1,159,968 | 405,674 | 53.8% |
| 28 | Cherriots Local Service | 11,258,852 | 12,407,466 | 13,823,790 | 13,929,598 | 16,297,187 | 2,367,589 | 17.0% |
| 29 | West Salem Connector Operations | 101,481 | - | - | - | - | - | |
| 30 | West Salem Connector Vehicle Maintenance | 15,753 | - | - | - | - | - | |
| 31 | Total | \$ 17,898,278 | \$ 19,171,334 | \$ 22,040,702 | \$ 23,075,787 | \$ 25,832,481 | \$ 2,756,694 | 11.9% |
| Unallocated | | | | | | | | |
| 32 | General Administration | \$ 870,558 | \$ 1,003,128 | \$ 1,187,971 | \$ 1,170,787 | \$ 1,142,550 | \$ (28,237) | -2.4% |
| 33 | Contingency | - | - | - | 1,500,000 | 1,500,000 | - | 0.0% |
| 34 | Total | 870,558 | 1,003,128 | 1,187,971 | 2,670,787 | 2,642,550 | (28,237) | -1.1% |
| 35 | Total General Fund Requirements | \$ 24,820,940 | \$ 26,451,384 | \$ 29,327,446 | \$ 32,712,428 | \$ 36,098,930 | \$ 3,386,502 | 10.4% |



General Manager/Board of Directors Division

The General Manager/Board of Directors Division acts as the catalyst in the agency's pursuit of its vision, mission, and goals.

The General Manager's section leads the day-to-day activities of the District as well as implementing the strategic plan and serves as the government relations arm of the District.

The Board of Directors section acts as the policy board and provides direction to the General Manager. The board sets the District's vision, mission, and strategic goals.

Strategic Initiatives and Program Management Division

The Strategic Initiatives and Program Management (SIPM) Division focuses on five areas. These areas are:

- Cross Divisional Project Oversight
- Special Transportation Fund (STF) and Statewide Transportation Improvement Fund (STIF) Programs
- External Agency Relationship Liaison
- Sustainability Program
- Major Capital Project Development

General Manager/Board of Directors/Strategic Initiatives and Project Management (SIPM)

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| General Manager | | | | | | | | |
| 1 Personnel Services | \$ 383,411 | \$ 400,630 | \$ 393,387 | \$ 369,787 | \$ 383,122 | \$ 13,335 | 3.6% | 1 |
| Materials and Services | | | | | | | | |
| 2 Advertising Fees | 115 | - | - | - | - | - | | 2 |
| 3 Other Professional & Technical | 230,691 | 142,180 | 172,832 | 200,000 | 225,000 | 25,000 | 12.5% | 3 |
| 4 Office Supplies | 1,969 | 873 | 750 | 1,000 | 1,000 | - | 0.0% | 4 |
| 5 Other Materials & Supplies | 17 | 17 | - | - | - | - | | 5 |
| 6 Utilities | 576 | 576 | 576 | 600 | 600 | - | 0.0% | 6 |
| 7 Dues & Subscriptions | 860 | 920 | 370 | 1,000 | 1,000 | - | 0.0% | 7 |
| 8 Travel, Meetings, Training, Education | 15,151 | 25,896 | 26,000 | 26,000 | 26,000 | - | 0.0% | 8 |
| 9 Printing | - | 44 | - | - | - | - | | 9 |
| 10 Materials and Services Total | \$ 249,379 | \$ 170,506 | \$ 200,528 | \$ 228,600 | \$ 253,600 | \$ 25,000 | 12.5% | 10 |
| 11 General Manager Total | \$ 632,790 | \$ 571,136 | \$ 593,915 | \$ 598,387 | \$ 636,722 | \$ 38,335 | 6.4% | 11 |
| Board of Directors | | | | | | | | |
| Materials and Services | | | | | | | | |
| 12 Advertising Fees | \$ - | \$ - | \$ - | \$ 4,000 | \$ 2,000 | \$ (2,000) | -50.0% | 12 |
| 13 Other Professional & Technical | 10,943 | 130 | - | 10,000 | 10,000 | - | 0.0% | 13 |
| 14 Legal Services | - | - | - | 2,000 | 2,000 | - | 0.0% | 14 |
| 15 Parts, Equipment & Tools | - | 764 | - | - | - | - | | 15 |
| 16 Uniforms | - | - | - | 1,500 | 1,400 | (100) | -6.7% | 16 |
| 17 Office Supplies | 97 | 791 | 1,600 | 1,600 | 1,600 | - | 0.0% | 17 |
| 18 Travel, Meetings, Training, Education | 16,121 | 14,499 | 10,000 | 15,000 | 15,000 | - | 0.0% | 18 |
| 19 Printing | - | - | - | 500 | 500 | - | 0.0% | 19 |
| 20 Board of Directors Total | \$ 27,161 | \$ 16,184 | \$ 11,600 | \$ 34,600 | \$ 32,500 | \$ (2,100) | -6.1% | 20 |

General Manager/Board of Directors/Strategic Initiatives and Project Management (SIPM) - Continued

| Strategic Initiatives and Project Management | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|---|-------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|-----------|
| 21 | Personnel Services | \$ - | \$ - | \$ 191,876 | \$ 235,697 | \$ 356,201 | \$ 120,504 | 51.1% | 21 |
| Materials and Services | | | | | | | | | |
| 22 | Advertising Fees | - | - | 875 | - | 2,700 | 2,700 | | 22 |
| 23 | Other Professional & Technical | - | - | 156 | - | 321,500 | 321,500 | | 23 |
| 24 | Parts, Equipment & Tools | - | - | - | - | 2,100 | 2,100 | | 24 |
| 25 | Office Supplies | - | - | 135 | 50 | 1,200 | 1,150 | 2300.0% | 25 |
| 26 | Utilities | - | - | 603 | 576 | 1,200 | 624 | 108.3% | 26 |
| 27 | Dues & Subscriptions | - | - | - | 75 | 600 | 525 | 700.0% | 27 |
| 28 | Travel, Meetings, Training, Education | - | - | 6,640 | 5,288 | 13,100 | 7,812 | 147.7% | 28 |
| 29 | Other Misc. Expenses | - | - | 44 | - | 1,100 | 1,100 | | 29 |
| 30 | Materials and Services Total | \$ - | \$ - | \$ 7,578 | \$ 5,989 | \$ 340,800 | \$ 334,811 | 5590.4% | 30 |
| 31 | Strategic Initiatives and Project Management Total | \$ - | \$ - | \$ 199,454 | \$ 241,686 | \$ 697,001 | \$ 455,315 | 188.4% | 31 |
| 32 | General Manager/Board of Directors/SIPM Total | \$ 659,951 | \$ 587,320 | \$ 804,969 | \$ 874,673 | \$ 1,366,223 | \$ 491,550 | 56% | 32 |
| FTE | | | | | | | | | |
| 33 | General Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | | 33 |
| 34 | Strategic Initiatives and Project Management Director | - | - | 1.0 | 1.0 | 1.0 | - | | 34 |
| 35 | Sustainability Program Administrator | - | - | - | - | 1.0 | 1.0 | a | 35 |
| 36 | Executive Assistant | 1.0 | 1.0 | 1.0 | 1.5 | 1.0 | (0.5) | | 36 |
| 37 | Administrative Assistant, Fin/Strategic Plg | - | - | - | - | 0.5 | 0.5 | | 37 |
| 38 | Total General Manager/Board of Directors/SIPM FTEs | 2.0 | 2.0 | 3.0 | 3.5 | 4.5 | 1.0 | | 38 |

a. Sustainability Program Administrator is a New Position for FY21

Human Resources/Safety and Loss Control

The Administration Division, comprised of Human Resources, Safety and Loss Control, and Reception, oversees recruiting and hiring, salary and benefits, health and safety, performance management, and employee and labor relations. The Division mission is to provide systems to ensure that the District has qualified staff to perform the necessary functions competently in a safe environment.

Strategic Priorities

Provide an Exceptional Customer Experience

The Administration Division's focus is on the employee experience and assuring that people are engaged, aligned with the mission, values, and goals, and have the tools and resources they need to be successful. As steward of the District's performance management system, this Division develops processes and policies and serves as a resource to supervisors and management.

- Ensures that human resources and safety policies are updated and disseminated to all staff.
- Provides District wide training on safety, human resources and environmental health topics.
- Performs personnel and public safety hazard identification.
- Serves as a resource for safety related issues such as protective equipment and ergonomic issues.
- Promptly and politely greets visitors and answers phones for Cherriots administrative office.

Team Cherriots: Culture of Excellence

This Division fosters an equitable and professional work environment where employees feel safe, valued, and flourish and advance on their merits.

- Develops and implements the District's Wellness Plan.
- Leads negotiations on the collective bargaining agreement.
- Negotiates and administers health and related benefit programs.
- Administers leave programs related to FMLA, OFLA, District policies and state law.
- Administers the District's retirement program.
- Prepares, implements and trains employees on Equal Employment Opportunity Act.

- Ensures compliance with federal and state laws, internal policies and the collective bargaining agreement.
- Administers the District's fit for duty program.

Enhance Community Engagement

The Administration Division is frequently the first point of contact for members of the community.

- This Division manages the talent acquisition process for all positions, advertising locally and nationally to recruit qualified applicants.
- Attends community job fairs to educate the community on the types of positions available.
- Participates in local, regional and state organizations to stay current and contribute to key issue discussion and analysis.

Ensure Organizational Viability

The Administration Division's activities advance and support the District's goal of being an employer of choice.

Attracting qualified applicants, motivating the existing workforce, and inspiring long-term commitment are essential to meeting turnover and retention goals.

- Develops an equitable and transparent compensation strategy; negotiates cost effective benefits.
- Manages the drug and alcohol testing program for safety sensitive positions.
- Manages the criminal history review program to ensure compliance.
- Maintains commercial driver's license and driver's license records.
- Negotiates, procures, and administers the workers compensation program, including managing claims and return to work program.
- Leads the District's risk management effort, handling claims made for and against the District, OSHA regulations and negotiates, procures, and administers the property liability, cyber, and environmental insurance programs.

Be an Environmentally Responsible Organization

This Division is implementing and will maintain an electronic human resources information system.

Administration

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Human Resources | | | | | | | | |
| 1 Personnel Services | \$ 540,810 | \$ 468,825 | \$ 538,384 | \$ 503,722 | \$ 455,853 | \$ (47,869) | -9.5% | 1 |
| Materials and Services | | | | | | | | |
| 2 Advertising Fees | 9,920 | 19,284 | 14,821 | 15,000 | 15,000 | - | 0.0% | 2 |
| 3 Other Professional & Technical | 53,659 | 88,463 | 67,415 | 40,000 | 52,900 | 12,900 | 32.3% | 3 |
| 4 Legal Services | 81,935 | 20,252 | 77,105 | 30,000 | 35,000 | 5,000 | 16.7% | 4 |
| 5 Temporary Help | 6,541 | - | 7,038 | - | 1,500 | 1,500 | | 5 |
| 6 Other Services | 10,658 | 1,159 | 80 | - | - | - | | 6 |
| 7 Training/Incentive | 21,408 | 22,962 | 35,000 | 35,000 | 35,000 | - | 0.0% | 7 |
| 8 Safety & Wellness | 1,063 | - | - | - | - | - | | 8 |
| 9 Office Supplies | 3,882 | 2,520 | 2,119 | 2,000 | 2,000 | - | 0.0% | 9 |
| 10 Other Materials & Supplies | 1,207 | 90 | 200 | 500 | - | (500) | -100.0% | 10 |
| 11 Utilities | - | - | 576 | 576 | 600 | 24 | 4.2% | 11 |
| 12 Dues & Subscriptions | 4,914 | 2,168 | 3,982 | 1,475 | 3,350 | 1,875 | 127.1% | 12 |
| 13 Travel, Meetings, Training, Education | 3,230 | 2,148 | 278 | 3,400 | 2,400 | (1,000) | -29.4% | 13 |
| 14 Printing | 1,574 | 6,119 | 2,894 | 2,000 | 2,000 | - | 0.0% | 14 |
| 15 Other Misc. Expenses | - | 39 | - | - | - | - | | 15 |
| 16 Materials and Services Total | \$ 199,991 | \$ 165,204 | \$ 211,508 | \$ 129,951 | \$ 149,750 | \$ 19,799 | 15.2% | 16 |
| 17 Human Resources Total | \$ 740,801 | \$ 634,029 | \$ 749,892 | \$ 633,673 | \$ 605,603 | \$ (28,070) | -4.4% | 17 |

Administration - Continued

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|---|-------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Human Resources Safety/Loss Control | | | | | | | | |
| 18 Personnel Services | \$ 127,162 | \$ 135,348 | \$ 130,719 | \$ 132,236 | \$ 138,488 | \$ 6,252 | 4.7% | 18 |
| Materials and Services | | | | | | | | |
| 18 Software Licensing Annual Maintenance | - | - | - | 6,750 | 5,000 | (1,750) | -25.9% | 18 |
| 19 Legal Services | 23 | 23 | - | - | - | - | | 19 |
| 20 Safety & Wellness | 17,910 | 36,845 | 49,068 | 45,000 | 45,000 | - | 0.0% | 20 |
| 21 Office Supplies | - | 170 | 338 | - | - | - | | 21 |
| 22 Utilities | 576 | 576 | 576 | 576 | 600 | 24 | 4.2% | 22 |
| 23 Other Losses & settlements | 68,518 | 18,800 | 18,389 | 75,000 | 50,000 | (25,000) | -33.3% | 23 |
| 24 Dues & Subscriptions | 855 | 1,190 | 1,093 | 1,080 | 1,200 | 120 | 11.1% | 24 |
| 25 Travel, Meetings, Training, Education | 3,717 | 7,913 | 2,298 | 3,750 | 9,500 | 5,750 | 153.3% | 25 |
| 27 Materials and Services Total | \$ 91,599 | \$ 65,517 | \$ 71,762 | \$ 132,156 | \$ 111,300 | \$ (20,856) | -15.8% | 27 |
| 28 Human Resources Safety/Loss Control Total | \$ 218,761 | \$ 200,865 | \$ 202,481 | \$ 264,392 | \$ 249,788 | \$ (14,604) | -5.5% | 28 |
| 29 Administration Total | \$ 959,562 | \$ 834,894 | \$ 952,373 | \$ 898,065 | \$ 855,391 | \$ (42,674) | -4.8% | 29 |

Administration - Continued

| FTE | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | |
|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-------------|
| Administration | | | | | | | |
| 30 Director of Administration | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | 30 |
| 31 Human Resources Specialist | 1.0 | 1.0 | - | 1.0 | - | (1.0) | <i>b</i> 31 |
| 32 Payroll Specialist | 1.0 | - | - | - | - | - | 32 |
| 33 Safety & Loss Control Specialist | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | 33 |
| 34 Human Resources Assistant-Reception | 1.0 | - | - | - | - | - | 34 |
| 35 Administrative Assistant, Human Resources | - | 1.0 | 1.0 | 1.0 | 1.0 | - | 35 |
| 36 Receptionist | 1.2 | 1.8 | 1.8 | 1.8 | 1.8 | - | 36 |
| 37 Benefits and Leave Administrator | - | - | 1.0 | - | 1.0 | 1.0 | <i>b</i> 37 |
| 38 Total Administration FTE | 6.2 | 5.8 | 5.8 | 5.8 | 5.8 | - | 38 |

b. Human Resources Specialist reclassified as Benefits and Leave Administrator

Finance & Technology Division

The Finance & Technology Division is responsible for safeguarding and managing the District's financial resources, producing financial reports, leading the District's budgeting process, paying vendors, processing payroll, seeking out and administering grants, procuring goods and services for the District's use, ensuring compliance with federal and state regulations, implementing and supporting all computer systems and telecommunications.

Strategic Priorities

Provide an Exceptional Customer Experience

This Division helps to shape the overall strategy and direction of the District and serves as a catalyst, instilling a financial approach and mind set throughout the organization to help other parts of the business perform better.

- Grants Administration seeks out funding opportunities to help fund operational and capital costs. These grants help fund projects and activities that provide a safe and reliable ride for our customers when using Cherrlots services, such as purchasing new vehicles, improving bus stops, and maintaining vehicles and facilities.
- Finance continues to improve the experience of its internal customers by accepting feedback and by applying best practices, e.g. streamlining processes, updating procedures, and improving transparency and accountability through timely reporting.
- IT provides an exceptional customer experience through its effective communication with staff and the tools it employs to streamline the process by which someone can engage our services. We routinely review processes to look for ways to improve agency operations and service delivery.

Team Cherriots: Culture of Excellence

Finance & Technology continuously works to update and improve services by implementing industry best practices in accounting, budgeting, reporting, grant administration, technology, and procurement of goods and services.

- Finance strives annually for the Certificate of Achievement for Excellence in Finance Reporting for the District's Comprehensive Annual Financial Report.
- Finance & Technology encourages its staff to take advantage of training opportunities to improve skills and stay current with federal, state, and industry regulations and practices, and the latest developments in technology solutions for administration and operations.
- The division supports a culture of excellence through maintaining systems as processes, procedures, and tools that enable effective information and data management.

Enhance Community Engagement

As a government agency with a high-profile presence in the community, Finance & Technology plays a vital role as the steward of taxpayer dollars.

- Procurement maintains compliance with the Federal Department of Transportation's DBE regulations.
- Procurement participates in community outreach by exhibiting at the Governor's Marketplace and other events that encourage access to a diverse supplier network.
- IT supports community engagement through website development and support that communicates information to the community.

Ensure Organizational Viability

The Finance & Technology Division is vital in providing financial leadership and aligning business and finance strategy to grow the District's business.

- Grants Administration, working with managers, applies existing grant funding to best insure the viability of the District's programs.
- Finance works with managers and the Budget Committee to produce a balanced budget each fiscal year, allocating the District's resources in a fiscally responsible manner.
- Finance provides analysis, costing information, and forecasting for various service changes, service expansion proposals, operating proposals, and capital projects.
- IT supports the mission of the district by maintaining internal infrastructure at a level that permits efficient and effective operations. We take stewardship of data needed to serve the public very seriously, and employ industry best practice safeguards to ensure the integrity of ongoing operations.

Be an Environmentally Responsible Organization

Finance & Technology drives business improvement initiatives, including process improvements and innovations that add value to the company.

- Finance tracks and reports on the District's credits in the Oregon Clean Fuels Program and, when appropriate, negotiates transfer of credits to obligated parties.
- Finance participates in the Cherriots Sustainability Committee and is developing a sustainable products and services purchasing policy.
- IT actively engages in environmentally responsible recycling of all technology components, and efficient utilization of resources.

Finance & Technology

| Procurement | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 1 Personnel Services | \$ - | \$ 239,764 | \$ 272,549 | \$ 274,071 | \$ 284,301 | \$ 10,230 | 3.7% | 1 |
| Materials and Services | | | | | | | | |
| 2 Advertising Fees | - | 230 | 1,200 | 1,600 | 1,600 | - | 0.0% | 2 |
| 3 Other Professional & Technical | - | - | - | 13,300 | 12,500 | (800) | -6.0% | 3 |
| 4 Other Services | - | - | - | 2,500 | - | (2,500) | -100.0% | 4 |
| 5 Legal Services | - | 52 | - | - | 4,000 | 4,000 | | 5 |
| 6 Parts, Equipment & Tools | - | - | - | 1,000 | - | (1,000) | -100.0% | 6 |
| 7 Office Supplies | - | 881 | 842 | 1,000 | 800 | (200) | -20.0% | 7 |
| 8 Dues & Subscriptions | - | 100 | 100 | 1,000 | 1,000 | - | 0.0% | 8 |
| 9 Printing | - | - | - | 750 | - | (750) | -100.0% | 9 |
| 10 Travel, Meetings, Training, Education | - | 850 | 2,120 | 6,000 | 9,000 | 3,000 | 50.0% | 10 |
| 11 Utilities | - | - | - | - | 600 | 600 | | 11 |
| 12 Other Misc. Expenses | - | - | - | 750 | 2,250 | 1,500 | 200.0% | 12 |
| 13 Materials and Services Total | \$ - | \$ 2,113 | \$ 4,262 | \$ 27,900 | \$ 31,750 | \$ 3,850 | 13.8% | 13 |
| 14 Procurement Total | \$ - | \$ 241,877 | \$ 276,811 | \$ 301,971 | \$ 316,051 | \$ 14,080 | 4.7% | 14 |

Finance & Technology - Continued

| Finance | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 15 Personnel Services | \$ 551,532 | \$ 789,795 | \$ 1,088,606 | \$ 1,079,170 | \$ 1,261,611 | \$ 182,441 | 16.9% | 15 |
| Materials and Services | | | | | | | | |
| 16 Advertising Fees | 2,436 | 3,110 | 3,110 | 2,500 | 3,500 | 1,000 | 40.0% | 16 |
| 17 Other Professional & Technical | 337,823 | 85,030 | 56,932 | 55,000 | 60,000 | 5,000 | 9.1% | 17 |
| 18 Contract Maintenance Services | - | - | - | - | - | - | - | 18 |
| 19 Legal Services | - | 546 | - | 1,000 | 250 | (750) | -75.0% | 19 |
| 20 Parts, Equipment & Tools | 460 | 162 | - | 300 | 500 | 200 | 66.7% | 20 |
| 21 Operating Supplies | - | 735 | 567 | - | 450 | 450 | | 21 |
| 22 Office Supplies | 2,485 | 3,499 | 2,447 | 3,100 | 3,250 | 150 | 4.8% | 22 |
| 23 Dues & Subscriptions | 1,590 | 1,992 | 1,162 | 2,625 | 1,900 | (725) | -27.6% | 23 |
| 24 Travel, Meetings, Training, Education | 3,783 | 5,530 | 3,154 | 11,000 | 12,000 | 1,000 | 9.1% | 24 |
| 25 Utilities | 125 | 434 | 1,069 | 450 | 1,650 | 1,200 | | 25 |
| 26 Printing | 2,036 | 821 | 1,090 | 2,800 | 2,500 | (300) | -10.7% | 26 |
| 27 Other Misc. Expenses | 23,017 | 27,647 | 21,000 | 25,000 | 26,000 | 1,000 | 4.0% | 27 |
| 28 Materials and Services Total | \$ 373,755 | \$ 129,506 | \$ 90,531 | \$ 103,775 | \$ 112,000 | \$ 8,225 | 7.9% | 28 |
| 29 Finance Total | \$ 925,287 | \$ 919,301 | \$ 1,179,137 | \$ 1,182,945 | \$ 1,373,611 | \$ 190,666 | 16.1% | 29 |

Finance & Technology - Continued

| Information Technology | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|---|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 30 Personnel Services | \$ - | \$ - | \$ 731,201 | \$ 863,696 | \$ 864,059 | \$ 363 | 0.0% | 30 |
| Materials and Services | | | | | | | | |
| 31 Software Licensing Annual Maintenance | - | - | 296,908 | 265,757 | 234,900 | (30,857) | -11.6% | 31 |
| 32 Other Professional & Technical | - | - | 25,997 | 15,200 | 34,000 | 18,800 | 123.7% | 32 |
| 33 Contract Maintenance Services | - | - | 88,970 | 93,495 | 117,100 | 23,605 | 25.2% | 33 |
| 34 Other Services | - | - | 46,001 | 65,050 | 78,750 | 13,700 | 21.1% | 34 |
| 35 Parts, Equipment & Tools | - | - | 64,020 | 99,108 | 101,500 | 2,392 | 2.4% | 35 |
| 36 Operating Supplies | - | - | 301 | 1,500 | 1,500 | - | 0.0% | 36 |
| 37 Office Supplies | - | - | 199 | 100 | 100 | - | 0.0% | 37 |
| 38 Utilities | - | - | 3,199 | 3,456 | 3,500 | 44 | 1.3% | 38 |
| 39 Dues & Subscriptions | - | - | 600 | 200 | 200 | - | 0.0% | 39 |
| 40 Travel, Meetings, Training, Education | - | - | 5,229 | 29,400 | 30,750 | 1,350 | 4.6% | 40 |
| 41 Materials and Services Total | \$ - | \$ - | \$ 531,424 | \$ 573,266 | \$ 602,300 | \$ 29,034 | 5.1% | 41 |
| 42 Information Technology Total | \$ - | \$ - | \$ 1,262,625 | \$ 1,436,962 | \$ 1,466,359 | \$ 29,397 | 2.0% | 42 |
| 43 Finance & Technology Division Total | \$ 925,287 | \$ 1,161,178 | \$ 2,718,573 | \$ 2,921,878 | \$ 3,156,021 | \$ 204,746 | 7.0% | 43 |

Information Technology amended to be part of Finance

FTE

Procurement

| | | | | | | | | |
|-------------------------------------|------------|------------|------------|------------|------------|----------|-------|----|
| 44 Procurement/Contracts Manager | 0.8 | 1.0 | 1.0 | 1.0 | 1.0 | - | c | 44 |
| 45 Procurement/Contracts Specialist | 0.8 | 1.0 | 1.0 | 1.0 | - | (1.0) | c / d | 45 |
| 46 Procurement/Contracts Analyst | - | - | - | - | 1.0 | 1.0 | d | 46 |
| 47 Grants Administrator | 1.0 | - | - | - | - | - | | 47 |
| 48 Total Procurement | 2.6 | 2.0 | 2.0 | 2.0 | 2.0 | - | | 48 |

Finance & Technology - Continued

| FTE - Continued | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | | |
|------------------------|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----|----|
| Finance | | | | | | | | | |
| 49 | Director of Finance & Technology/CFO | - | 1.0 | 1.0 | 1.0 | 1.0 | - | e | 49 |
| 50 | Finance Manager | 1.0 | - | - | - | - | - | | 50 |
| 51 | Accounting Manager | - | - | - | 1.0 | 1.0 | - | | 51 |
| 52 | Accounting Supervisor | - | 1.0 | 1.0 | - | - | - | | 52 |
| 53 | Accountant | 0.9 | 1.0 | 1.0 | 1.0 | 2.0 | 1.0 | f | 53 |
| 54 | Grants Administrator | - | 1.0 | 1.0 | 1.0 | 1.0 | - | | 54 |
| 55 | Business Performance Analyst | - | - | 1.0 | 1.0 | 1.0 | - | | 55 |
| 56 | Contracts/Procurement Manager | - | - | 0.3 | - | - | - | | 56 |
| 57 | Contract/Procurement Specialist | - | - | 0.3 | - | - | - | | 57 |
| 58 | Payroll Specialist | - | 1.0 | 1.0 | 1.0 | 1.0 | - | | 58 |
| 59 | Accounting Specialist | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | | 59 |
| 60 | Accounting Technician | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | | 60 |
| 61 | Receptionist | 0.3 | 0.3 | - | - | - | - | | 61 |
| 62 | Administrative Assistant, Fin/Strategic Plg | - | - | 0.5 | 0.5 | 0.5 | - | g | 62 |
| 63 | Total Finance | 4.2 | 7.3 | 9.1 | 8.5 | 9.5 | 1.0 | | 63 |
| Information Technology | | | | | | | | | |
| 64 | Information Technology Manager | - | - | 1.0 | 1.0 | 1.0 | - | | 64 |
| 65 | Network Administrator | - | - | 2.0 | 1.0 | 1.0 | - | | 65 |
| 66 | Intelligent Transportation Systems Administrator | - | - | 1.0 | 1.0 | 1.0 | - | | 66 |
| 67 | Database Administrator | - | - | - | 1.0 | - | (1.0) | | 67 |
| 68 | Support Analyst | - | - | 1.0 | 2.0 | 0.9 | (1.1) | h/* | 68 |
| 69 | Web Systems Administrator | - | - | 1.0 | - | 1.0 | 1.0 | | 69 |
| 70 | Systems Administrator | - | - | - | - | 1.0 | 1.0 | i | 70 |
| 71 | Total Information Technology | - | - | 6.0 | 6.0 | 5.9 | (0.1) | | 71 |
| 72 | Total Finance & Technology FTE | 6.8 | 9.3 | 17.1 | 16.5 | 17.4 | 0.9 | | 72 |

- c. Contracts/Procurement renamed to Procurement/Contracts
- d. Procurement/Contracts Specialist reclassified as Procurement/Contracts Analyst
- e. Title change to reference addition of Technology Department
- f. Limited Duration Accountant is a New Position for FY21
- g. Administrative Assistant position added with FY20 Budget Amendment

- h. One FTE reclassified as Web Systems Administrator
- i. Systems Administrator is a New Position for FY21 - replacing Database Administrator
- * A portion of this position is allocated to a program/project



Communication Division

This Communication Division centralizes, develops, leads, and executes a robust and fully integrated communication strategy that cultivates a clear, strong, and distinctive brand-led culture; strengthens the District's reputation as a leader and authoritative voice for public transit; and supports the brand promise to deliver a world-class customer experience. This Division directs and manages all public relations, advertising, marketing, community engagement, and promotional activities of the District.

The Division comprises the Marketing Department, Transportation Options, and the Customer Service Office, which includes the Travel Training program, the Eligibility Office, and Transit Host program.

Strategic Priorities

Provide an Exceptional Customer Experience – Ensure the customer has an exceptional experience when using Cherriots from start to finish.

Every member of the Communication Division is committed to being a champion for internal and external customers. By serving everyone with friendliness, courtesy, empathy, respect, and dignity they provide an exceptional experience for internal and external customers.

- Collaborates with the Operations Division to develop and execute a Customer Education Campaign.
- Supports employees by listening and advising them on the best communication strategy, including promotional materials, to educate and inform others about their work.
- Ensures internal customers have the communication tools they need, including fact sheets and response materials, so that external customers receive the information they need.
- Practices the ECHO philosophy: every contact holds opportunity.

Team Cherriots: Culture of Excellence – All actions support a positive customer experience whether that customer is a transit rider, community member, stakeholder, or fellow employee.

As a values-driven team, the Communication Division fosters a communication culture where people have a voice, are heard, valued, respected, and feel welcome.

- Create a work environment of teamwork and collaboration.
- Approach their work with integrity and purpose and are intentional in their cross-departmental communication to ensure their efforts have the most positive impact possible without creating hardships for other staff or departments.
- Remain mindful of the unique communication needs and challenges of operators and shift employees and work to identify the best way to provide them information that is useful and timely.

Enhance Community Engagement – Maintain strong partnerships to ensure the Salem-Keizer community is accessible to all.

Partnering with the community through effective communication is a strategic priority of Cherriots. The Community Communication Plan helps ensure the community receives consistent, accurate, and timely information.

- Informs and educates the community about Cherriots, its activities, and its services with its new website and a new digital community newsletter.
- Includes the community in the conversation when evaluating and improving services through public outreach and online engagement.
- Partners with community social services agencies to coordinate complimentary transportation to local resource events.
- Partners with social services agencies, medical providers, and community organizations to provide travel training.

Ensure Organizational Viability – Ensure the public trust through the wise use of resources: human, capital, and financial.

Communication is a strategic imperative for high performance and growth of the District.

- Executes an agency communication strategy that engages and aligns people to the vision, mission and values; communicates agency success stories and employee wins; translates the values into execution and performance.
- Defends, and protects the brand; safeguards the organization’s character; promotes and enhances the brand.

- Provides quality control for communication and media activities: develops guides for producing and publishing agency collaterals.

Be an Environmentally Responsible Organization – Minimize our impact on the environment, including our services, public spaces, and facilities.

The Communication Division consistently seeks digital solutions that reduce paper use and carbon footprint. For example, the Division successfully moved from a paper-based tracking system to a web-based system.

- Evaluates the District’s printed materials for relevance and need.
- Identifies ways to reduce the amount of materials printed to minimize waste; and when feasible, prints and binds materials in house.
- Uses recycled paper for the printed schedules.
- Works with local vendors are preferred because there are no shipping costs and staff travel time is minimal.
- Encourage “greener” transit options: walking, cycling, and ridesharing.

Communication

| | | | FY2019-20 Year-End | FY2019-20 Amended | FY2020-21 Adopted | Change from | Percent | |
|---|-------------------|-------------------|--------------------|---------------------|---------------------|------------------|-------------|----|
| | FY2017-18 Actual | FY2018-19 Actual | Estimate | Budget | Budget | FY2019-20 Budget | Change | |
| Marketing and Communication | | | | | | | | |
| 1 Personnel Services | \$ 500,429 | \$ 529,843 | \$ 568,586 | \$ 508,261 | \$ 572,186 | \$ 63,925 | 12.6% | 1 |
| Materials and Services | | | | | | | | |
| 2 Advertising Fees | 1,537 | 1,242 | 1,167 | 1,000 | 1,000 | - | 0.0% | 2 |
| 3 Other Professional & Technical | 80,865 | 168,302 | 29,054 | 250,000 | 200,000 | (50,000) | -20.0% | 3 |
| 4 Other Services | 133 | - | - | - | - | - | | 4 |
| 5 Parts, Equipment & Tools | - | 1,233 | 846 | 1,000 | 1,500 | 500 | 50.0% | 5 |
| 6 Uniforms | 42 | - | - | 500 | 500 | - | 0.0% | 6 |
| 7 Operating Supplies | 1,355 | 151 | - | 2,000 | 2,000 | - | 0.0% | 7 |
| 8 Office Supplies | 1,844 | 2,615 | 1,854 | 2,200 | 1,500 | (700) | -31.8% | 8 |
| 9 Other Materials & Supplies | 527 | 22,916 | 1,486 | 25,000 | 25,000 | - | 0.0% | 9 |
| 10 Utilities | 1,781 | 1,732 | 2,229 | 2,800 | 3,580 | 780 | 27.9% | 10 |
| 11 Dues & Subscriptions | 2,679 | 752 | 1,055 | 2,200 | 2,500 | 300 | 13.6% | 11 |
| 12 Advertising/Promotion Media | 29,421 | 8,012 | 42,581 | 30,000 | 35,000 | 5,000 | 16.7% | 12 |
| 13 Travel, Meetings, Training, Education | 15,267 | 16,636 | 16,949 | 31,625 | 30,000 | (1,625) | -5.1% | 13 |
| 14 Printing | 86,944 | 111,690 | 89,005 | 155,000 | 165,000 | 10,000 | 6.5% | 14 |
| 15 Other Misc. Expenses | 18,300 | 4,014 | 29,409 | 50,000 | 40,000 | (10,000) | -20.0% | 15 |
| 16 Materials and Services Total | \$ 240,695 | \$ 339,295 | \$ 215,635 | \$ 553,325 | \$ 507,580 | \$ (45,745) | -8.3% | 16 |
| 17 Marketing and Communication Total | \$ 741,124 | \$ 869,138 | \$ 784,221 | \$ 1,061,586 | \$ 1,079,766 | \$ 18,180 | 1.7% | 17 |

Communication Continued

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Customer Service | | | | | | | | |
| 18 Personnel Services | \$ 606,597 | \$ 583,525 | \$ 577,199 | \$ 835,441 | \$ 791,806 | \$ (43,635) | -5.2% | 18 |
| Materials and Services | | | | | | | | |
| 19 Other Professional & Technical | - | - | - | 40,000 | 40,000 | - | 0.0% | 19 |
| 20 Temporary Help | 6,350 | 10,562 | 10,562 | 8,000 | 8,000 | - | | 20 |
| 21 Uniforms | - | 100 | 100 | 2,500 | 2,500 | - | 0.0% | 21 |
| 22 Operating Supplies | 3,960 | 4,195 | 5,520 | 7,500 | 8,000 | 500 | 6.7% | 22 |
| 23 Office Supplies | 325 | 95 | 71 | 750 | 750 | - | 0.0% | 23 |
| 24 Utilities | 336 | 528 | 336 | 600 | 650 | 50 | 8.3% | 24 |
| 25 Advertising/Promotion Media | (378) | - | - | - | - | - | | 25 |
| 26 Travel, Meetings, Training, Education | 4,076 | 1,515 | 1,500 | - | 4,400 | 4,400 | | 26 |
| 27 Printing | - | - | - | 4,750 | - | (4,750) | -100.0% | 27 |
| 28 Other Misc. Expenses | 1,305 | 2,526 | 1,794 | 3,000 | 2,500 | (500) | -16.7% | 28 |
| 29 Materials and Services Total | \$ 15,974 | \$ 19,521 | \$ 19,883 | \$ 67,100 | \$ 66,800 | \$ (300) | -0.4% | 29 |
| 30 Customer Service Total | \$ 622,571 | \$ 603,046 | \$ 597,082 | \$ 902,541 | \$ 858,606 | \$ (43,935) | -4.9% | 30 |
| Vanpool Lease | | | | | | | | |
| 31 Vanpool Lease | \$ - | \$ - | \$ 205,851 | \$ 250,000 | \$ 250,000 | \$ - | 0.0% | 31 |

Vanpool Lease amended in FY19-20 to be under Communication Divison

Communication - Continued

| | | | | FY2019-20 Year-End | FY2019-20 Amended | FY2020-21 Adopted | Change from | Percent | |
|----|---------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------|----|
| | FY2017-18 Actual | FY2018-19 Actual | Estimate | Budget | Budget | FY2019-20 Budget | | Change | |
| 32 | Travel Training | | | | | | | | |
| | Personnel services | \$ 54,664 | \$ 41,009 | \$ 34,553 | \$ 52,436 | \$ 53,217 | \$ 781 | 1.5% | 32 |
| | Materials and Services | | | | | | | | |
| 33 | Uniforms | - | - | - | 300 | 300 | - | 0.0% | 33 |
| 34 | Office Supplies | - | - | - | 75 | 75 | - | 0.0% | 34 |
| 35 | Utilities | 244 | 863 | 816 | 950 | 950 | - | 0.0% | 35 |
| 36 | Advertising/Promotion Media | - | - | - | 300 | 300 | - | 0.0% | 36 |
| 37 | Travel, Meetings, Training, Education | 1,076 | - | - | 1,250 | 1,250 | - | 0.0% | 37 |
| 38 | Printing | - | - | 335 | 1,500 | 1,500 | - | 0.0% | 38 |
| 39 | Other Misc. Expenses | - | - | - | 300 | 300 | - | 0.0% | 39 |
| 40 | Materials and Services Total | \$ 1,320 | \$ 863 | \$ 1,151 | \$ 4,675 | \$ 4,675 | \$ - | 0.0% | 40 |
| 41 | Travel Training Total | \$ 55,984 | \$ 41,872 | \$ 35,704 | \$ 57,111 | \$ 57,892 | \$ 781 | 1.4% | 41 |
| 42 | Communication Division Total | \$ 1,419,679 | \$ 1,514,056 | \$ 1,622,858 | \$ 2,271,238 | \$ 2,246,264 | \$ (24,974) | -1.1% | 42 |

Communication - Continued

| FTE | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | |
|-----|--|------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------|
| | Marketing & Communication | | | | | | | |
| 43 | Director of Communication | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | 43 |
| 44 | Community Relations Officer | - | - | - | - | - | - | 44 |
| 45 | Marketing Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | 45 |
| 46 | Digital Marketing Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | 46 |
| 47 | Marketing Assistant | - | 1.0 | 1.0 | 1.0 | 1.0 | - | 47 |
| 48 | Customer Experience Specialist | - | - | - | - | 0.3 | 0.3 | k / * 48 |
| 49 | Total Marketing & Communication | 3.0 | 4.0 | 4.0 | 4.0 | 4.3 | 0.3 | 49 |
| | Customer Service | | | | | | | |
| 50 | Customer Service Manager | 0.8 | 0.9 | 0.9 | 0.9 | 1.0 | 0.1 | 50 |
| 51 | Customer Service Representative | 5.0 | 8.0 | 7.9 | 8.0 | 7.0 | (1.0) | 51 |
| 51 | Customer Experience Specialist | - | - | - | - | 0.3 | 0.3 | k / * 51 |
| 52 | Total Customer Service | 5.8 | 8.9 | 8.8 | 8.9 | 8.3 | (0.6) | 52 |
| | Travel Trainer | | | | | | | |
| 53 | Outreach Representative (Travel Trainer) | 0.1 | 0.3 | 0.4 | 0.4 | 0.4 | - | l / * 53 |
| 54 | Total Travel Trainer | 0.1 | 0.3 | 0.4 | 0.4 | 0.4 | - | 54 |
| 55 | Total Communication FTE | 8.9 | 13.2 | 13.2 | 13.3 | 13.0 | (0.3) | 55 |

k. Customer Experience Specialist reclassified Position from Customer Service Representative

l. Title change for clarification

* A portion of this position is allocated to a program/project.



Operations Division

Operations Division

The Operations Division is responsible for providing safe, reliable, and courteous transit services for our community, stakeholders, customers, and employees. The Division is comprised of five (5) departments:

Transportation

The Transportation Department is responsible for the delivery of all fixed-route services. The department includes the following functions: Transit Operators, Transportation Operations Supervisors, and Transportation Training Supervisor.

Planning

For all community engagement efforts, Planning will use the appropriate level for the project: inform, consult, involve, collaborate, and/or empower. The appropriate level will be selected depending on the audience. Planning support community engagement through outreach events and public meetings. Stakeholders are ensured to have a voice in all processes and can help affect the outcomes of the service that are offered throughout the community.

Maintenance

The Maintenance Department is responsible for maintaining safe, reliable vehicles for all of our transit services. The department is also responsible for maintaining all District facilities. The department includes all Maintenance and Facilities employees.

Security and Emergency Management

The Security and Emergency Management department is responsible for system safety for all services and facilities. The department is also responsible for emergency planning and primary operation of the Emergency Operations Center.

Contracted Services

The Contracted Services department is responsible for all contracted staff for the delivery of our Cherriots LIFT, Cherriots Regional, and Cherriots Shop & Ride services. The department also has oversight of the Cherriots Call Center. This budget is located in the Transportation Programs Fund.

Strategic Priorities

Provide an Exceptional Customer Experience

The Operations Division is responsible for delivering efficient Transit Services through a culture of system safety and service excellence, which are fundamental values that guide all business decisions. This is accomplished through the following set of activities:

- Effectively communicating the District's strategic objectives throughout all departments (Maintenance, Transportation, Contracted Services, and Security and Emergency Management).
- Develop and implement a Customer Education Campaign which teaches internal and external stakeholders about Cherriots services.
- Work with other departments to ensure bus schedules are realistic and are kept to a service level.
- Continually reinforce the value of good internal and external customer service.

Team Cherrlots: Culture of Excellence

The Operations Division establishes benchmarking metrics to efficiently monitor and increase performance goals for all division departments. Cherrlots Operations closely monitors performance metrics of its contractors to ensure adherence to our objectives. Instilling a culture of excellence involves the following activities:

- Provide opportunities for employees to think beyond the status quo.
- Allow all levels of staff to take ownership of their activities.
- Hold accountable all employees to demonstrate safety and service excellence.

Enhance Community Engagement

The Operations Division will continue to work closely with Local, State and Federal partners to promote awareness about transit and collect ideas on how to make services better and more efficient. Activities will include:

- Communicate District and Division goals to social services agencies and local partners.
- Work closely with advisory committees on service-related matters and system design.
- Provide follow up to customer inquiries Ensure Organizational Viability

The Operations Division strives toward continuous improvement in all areas of the business. Activities include:

- Leverage technologies and new ideas in order to control rising operating costs.
- Seek State and Federal grant opportunities for vehicle replacement and expansion.
- Adopt a vehicle acquisition policy that establishes guidelines for vehicle purchases.
- Maintain all vehicles and facilities in a State of Good Repair.
- Focus on optimizing performance and our ability to maximize efficiency.

Be an environmentally Responsible Organization

The Operations Division is committed to look for ways to maintaining all vehicles and facilities in a State of Good Repair. Activities include:

- Continue to work with the District's Sustainability Committee.
- Promote bus ridership to lower greenhouse gas emissions.
- Consider different fuel types in our vehicle strategy.
- Experiment with different vehicle types and vehicle technologies.

Operations

| Operations Administration | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|----------------------------------|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 1 | Personnel Services | \$ 539,853 | \$ 599,919 | \$ 615,768 | \$ 631,988 | \$ 658,499 | \$ 26,511 | 4.2% | 1 |
| | Materials and Services | | | | | | | | |
| 2 | Other Professional & Technical | 10,504 | 44,251 | - | 30,000 | 30,000 | - | 0.0% | 2 |
| 3 | Training/Incentive | 5,682 | - | - | - | - | - | | 3 |
| 4 | Uniforms | 65 | - | - | - | - | - | | 4 |
| 5 | Office Supplies | 494 | 520 | 244 | 500 | 500 | - | 0.0% | 5 |
| 6 | Utilities | 434 | 434 | 444 | 600 | 500 | (100) | -16.7% | 6 |
| 7 | Dues & Subscriptions | 30 | (180) | - | 3,600 | - | (3,600) | -100.0% | 7 |
| 8 | Travel, Meetings, Training, Education | 3,352 | 15,140 | 2,686 | 3,300 | 4,500 | 1,200 | 36.4% | 8 |
| 9 | Printing | - | 176 | - | - | - | - | | 9 |
| 10 | Other Misc. Expenses | 2,121 | 3,573 | 532 | 1,500 | 1,500 | - | 0.0% | 10 |
| 11 | Materials and Services Total | \$ 22,682 | \$ 63,914 | \$ 3,906 | \$ 39,500 | \$ 37,000 | \$ (2,500) | -6.3% | 11 |
| 12 | Operations Administration Total | \$ 562,535 | \$ 663,833 | \$ 619,674 | \$ 671,488 | \$ 695,499 | \$ 24,011 | 3.6% | 12 |
| FTE | | | | | | | | | |
| 13 | Deputy General Manager/COO | - | - | 1.0 | - | 1.0 | 1.0 | m | 13 |
| 14 | Chief Operating Officer | 0.9 | 1.0 | - | 1.0 | - | (1.0) | | 14 |
| 15 | Fixed Route Operations Manager | 1.0 | - | - | - | - | - | | 15 |
| 16 | Transportation Manager | - | 1.0 | 1.0 | 1.0 | 1.0 | - | | 16 |
| 17 | Assistant Transportation Manager | - | 1.0 | 1.0 | 1.0 | 1.0 | - | | 17 |
| 18 | Contracted Transportation Manager | 0.2 | - | - | - | - | - | | 18 |
| 19 | Operations Programs Administrator | - | 0.1 | 0.1 | 0.1 | 0.1 | - | * | 19 |
| 20 | Administrative Assistant, Operations | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | n | 20 |
| 21 | Total Operations Administration FTE | 3.1 | 4.1 | 4.1 | 4.1 | 4.1 | - | | 21 |

m. Reclassified position during FY20

n. Title change for clarification

* A portion of this position is allocated to a program/project.

Operations - Continued

| Planning* | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 22 Personnel Services | \$ - | \$ - | \$ 516,491 | \$ 556,864 | \$ 549,281 | \$ (7,583) | -1.4% | 22 |
| Materials and Services | | | | | | | | |
| 23 Advertising Fees | - | - | - | 1,000 | - | (1,000) | -100.0% | 23 |
| 24 Other Professional & Technical | - | - | - | 172,729 | 284,000 | 111,271 | 64.4% | 24 |
| 25 Other Services | - | - | - | 3,000 | 3,000 | - | 0.0% | 25 |
| 26 Parts, Equipment & Tools | - | - | - | 300 | 300 | - | 0.0% | 26 |
| 27 Operating Supplies | - | - | - | 300 | 300 | - | 0.0% | 27 |
| 28 Office Supplies | - | - | 78 | 250 | 250 | - | 0.0% | 28 |
| 29 Utilities | - | - | 1,824 | 2,344 | 2,300 | (44) | -1.9% | 29 |
| 30 Dues & Subscriptions | - | - | 127 | 225 | 250 | 25 | 11.1% | 30 |
| 31 Travel, Meetings, Training, Education | - | - | 10,045 | 10,622 | 6,500 | (4,122) | -38.8% | 31 |
| 32 Printing | - | - | - | 300 | - | (300) | -100.0% | 32 |
| 33 Materials and Services Total | \$ - | \$ - | \$ 12,074 | \$ 191,070 | \$ 296,900 | \$ 105,830 | 55.4% | 33 |
| 34 Planning Total | \$ - | \$ - | \$ 528,565 | \$ 747,934 | \$ 846,181 | \$ 98,247 | 13.1% | 34 |
| *Amended FY2019-20 Budget moved Planning from Transportation Development to Operations Division | | | | | | | | |
| 35 FTE | | | | | | | | 35 |
| 36 Senior Planner | - | - | 1.0 | 1.0 | 1.0 | - | | 36 |
| 37 Transit Planner II (Programs) | - | - | 1.0 | 1.0 | 1.0 | - | | 37 |
| 38 Transit Planner II (Scheduling) | - | - | 1.0 | 1.0 | 1.0 | - | | 38 |
| 39 Transit Planner I | - | - | 1.0 | 1.0 | 1.0 | - | | 39 |
| 40 Total Planning | - | - | 4.0 | 4.0 | 4.0 | - | | 40 |

Operations - Continued

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|---------------------|---------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Vehicle Maintenance | | | | | | | | |
| 41 Personnel Services | \$ 2,533,797 | \$ 2,617,369 | \$ 3,179,302 | \$ 3,412,601 | \$ 3,367,835 | \$ (44,766) | -1.3% | 41 |
| Materials and Services | | | | | | | | |
| 42 Other Professional & Technical | 13,865 | 16,584 | 23,050 | 22,000 | 22,000 | - | 0.0% | 42 |
| 43 Contract Maintenance Services | 21,260 | 1,706 | 1,632 | 1,000 | 1,500 | 500 | 50.0% | 43 |
| 44 Towing & Collision Repairs | (27,022) | 4,177 | 6,764 | 19,000 | 16,000 | (3,000) | -15.8% | 44 |
| 45 Legal Services | - | 858 | - | - | - | - | - | 45 |
| 46 Radio Charges | 40,068 | 44,352 | 48,787 | 44,800 | 48,800 | 4,000 | 8.9% | 46 |
| 47 Other Services | - | 47 | 317 | - | - | - | - | 47 |
| 48 Fuel-Cars & Other | 5,129 | 17,591 | 17,260 | 5,500 | 4,150 | (1,350) | -24.5% | 48 |
| 49 Fuel-Diesel | 508,601 | 524,789 | 473,535 | 680,625 | 650,400 | (30,225) | -4.4% | 49 |
| 50 Fuel-CNG | 236,763 | 228,386 | 261,367 | 372,725 | 346,415 | (26,310) | -7.1% | 50 |
| 51 Lubricant & Coolant | 49,495 | 58,001 | 53,441 | 62,500 | 60,000 | (2,500) | -4.0% | 51 |
| 52 Tires & Tire Supplies | 144,339 | 129,253 | 254,220 | 182,500 | 214,000 | 31,500 | 17.3% | 52 |
| 53 Parts, Equipment & Tools | 732,196 | 722,682 | 843,758 | 890,500 | 831,550 | (58,950) | -6.6% | 53 |
| 54 Uniforms | 53,027 | 53,483 | 26,928 | 55,000 | 30,000 | (25,000) | -45.5% | 54 |
| 55 Training/Incentive | 5 | 431 | - | - | - | - | - | 55 |
| 56 Safety & Wellness | 3,038 | 587 | - | 1,500 | 1,500 | - | 0.0% | 56 |
| 57 Operating Supplies | 35,419 | 29,588 | 47,955 | 40,000 | 50,000 | 10,000 | 25.0% | 57 |
| 58 Office Supplies | 2,514 | 1,676 | 1,643 | 2,500 | 2,000 | (500) | -20.0% | 58 |
| 59 Other Materials & Supplies | 15,008 | 262 | 14,228 | 1,000 | 1,000 | - | 0.0% | 59 |
| 60 Utilities | 527 | 544 | 525 | 660 | 700 | 40 | 6.1% | 60 |
| 61 Travel, Meetings, Training, Education | 15,244 | 7,336 | 4,967 | 21,500 | 21,500 | - | 0.0% | 61 |
| 62 Advertising/Promotion Media | 1,509 | 650 | 1,269 | 1,000 | 1,000 | - | 0.0% | 62 |
| 63 Printing | 5,648 | 3,935 | 7,512 | 4,500 | 4,500 | - | 0.0% | 63 |
| 64 Other Misc. Expenses | (264) | 62 | 77 | 2,000 | 500 | (1,500) | -75.0% | 64 |
| 65 Materials and Services Total | \$ 1,856,369 | \$ 1,846,980 | \$ 2,089,235 | \$ 2,410,810 | \$ 2,307,515 | \$ (103,295) | -4.3% | 65 |
| 66 Vehicle Maintenance Total | \$ 4,390,166 | \$ 4,464,349 | \$ 5,268,537 | \$ 5,823,411 | \$ 5,675,350 | \$ (148,061) | -2.5% | 66 |

Operations - Continued

| FTE | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | |
|--|------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|--------|
| 67 Maintenance Manager | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | - | * 67 |
| 68 Vehicle Maintenance Supervisor | 1.8 | 3.8 | 3.8 | 3.8 | 3.8 | - | * 68 |
| 69 Maintenance Training Supervisor | 1.0 | 1 | 1.0 | 1.0 | 0.9 | (0.1) | * 69 |
| 70 Administrative Assistant, Maintenance | 0.9 | 0.6 | 0.6 | 0.8 | 0.7 | (0.1) | o/* 70 |
| 71 Purchasing Agent | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | - | * 71 |
| 72 Journey Mechanic | 7.7 | 10.1 | 10.1 | 10.1 | 10.1 | - | * 72 |
| 73 Parts & Suppy Clerk | 0.9 | 0.9 | 0.9 | 0.9 | 0.9 | - | * 73 |
| 74 Service Technician | 4.3 | 6.4 | 6.4 | 5.5 | 5.5 | - | * 74 |
| 75 Service Worker | 5.2 | 7.4 | 7.4 | 7.4 | 7.4 | - | * 75 |
| 76 Total Vehicle Maintenance FTE | 23.6 | 32.0 | 32.0 | 31.3 | 31.1 | (0.2) | 76 |

o. Title change for clarrification

* A portion of this position is allocated to a program/project.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Operations - Continued

| Facility Maintenance | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 77 Personnel Services | \$ 673,650 | \$ 777,850 | \$ 835,630 | \$ 855,162 | \$ 844,196 | \$ 8,566 | 1.0% | 77 |
| Materials and Services | | | | | | | | |
| 78 Other Professional & Technical | 6,294 | 8,844 | 13,541 | 11,000 | 11,000 | - | 0.0% | 78 |
| 79 Contract Maintenance Services | 86,039 | 69,899 | 92,881 | 62,000 | 72,000 | 10,000 | 16.1% | 79 |
| 80 Legal Services | - | 450 | - | - | - | - | | 80 |
| 81 Other Services | 53 | - | - | - | - | - | | 81 |
| 82 Fuel-Cars & Other | 7,984 | - | - | 10,000 | 7,800 | (2,200) | -22.0% | 82 |
| 83 Parts, Equipment & Tools | 2,042 | 2,207 | 1,665 | 3,100 | 3,150 | 50 | 1.6% | 83 |
| 84 Uniforms | 1,617 | 1,333 | 1,829 | 3,000 | 3,000 | - | 0.0% | 84 |
| 85 Operating Supplies | 22,648 | 24,515 | 29,924 | 30,500 | 40,000 | 9,500 | 31.1% | 85 |
| 86 Office Supplies | 148 | 106 | - | 200 | - | (200) | -100.0% | 86 |
| 87 Other Materials & Supplies | 3,176 | 4,422 | 1,928 | 10,000 | 8,000 | (2,000) | -20.0% | 87 |
| 88 Utilities | 137,697 | 137,573 | 153,489 | 163,500 | 168,500 | 5,000 | 3.1% | 88 |
| 89 Travel, Meetings, Training, Education | - | - | 150 | - | - | - | | 89 |
| 90 Dues & Subscriptions | 100 | - | - | 200 | 250 | 50 | 25.0% | 90 |
| 91 Printing | - | - | - | 250 | 250 | - | 0.0% | 91 |
| 92 Other Misc. Expenses | - | 47 | 1,237 | 150 | 150 | - | 0.0% | 92 |
| 93 Materials and Services Total | \$ 267,798 | \$ 249,396 | \$ 296,644 | \$ 293,900 | \$ 314,100 | \$ 20,200 | 6.9% | 93 |
| 94 Facility Maintenance Total | \$ 941,448 | \$ 1,027,246 | \$ 1,132,274 | \$ 1,149,062 | \$ 1,158,296 | \$ 9,234 | 0.8% | 94 |
| FTE | | | | | | | | |
| 95 Facilities Maintenance Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | | 95 |
| 96 Facilities Maintenance Worker | 7.0 | 8.0 | 8.0 | 8.0 | 8.0 | - | | 96 |
| 97 Total Facilities Maintenance FTE | 8.0 | 9.0 | 9.0 | 9.0 | 9.0 | - | | 97 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Operations - Continued

| | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|----|------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|-----|
| Security & Emergency Management | | | | | | | | | |
| 98 Personnel Services | \$ | 151,180 | \$ 154,383 | \$ 161,356 | \$ 163,094 | \$ 387,568 | \$ 224,474 | 137.6% | 98 |
| Materials and Services | | | | | | | | | |
| 99 Other Professional & Technical | | 461,583 | 435,681 | 499,684 | 565,000 | 751,000 | 186,000 | 32.9% | 99 |
| 100 Other Services | | 1,469 | 1,230 | - | 1,500 | 1,500 | - | 0.0% | 100 |
| 101 Parts, Equipment & Tools | | 5,895 | 7,500 | 1,053 | 8,000 | 2,000 | (6,000) | -75.0% | 101 |
| 102 Operating Supplies | | 2,463 | 1,675 | 247 | 4,000 | 3,500 | (500) | -12.5% | 102 |
| 103 Office Supplies | | 434 | 351 | 1,083 | 600 | 700 | 100 | 16.7% | 103 |
| 104 Utilities | | 1,997 | 1,941 | 2,281 | 2,600 | 4,200 | 1,600 | 61.5% | 104 |
| 105 Dues & Subscriptions | | 669 | 669 | 892 | 1,000 | 1,000 | - | 0.0% | 105 |
| 106 Travel, Meetings, Training, Education | | 1,515 | 4,680 | 488 | 6,500 | 6,500 | - | 0.0% | 106 |
| 107 Printing | | 718 | 186 | 625 | 1,000 | 1,000 | - | 0.0% | 107 |
| 108 Other Misc. Expenses | | 120 | 144 | 153 | 1,000 | 1,000 | - | 0.0% | 108 |
| 109 Materials and Services Total | \$ | 476,863 | \$ 454,057 | \$ 506,506 | \$ 591,200 | \$ 772,400 | \$ 181,200 | 30.6% | 109 |
| 110 Security Total | \$ | 628,043 | \$ 608,440 | \$ 667,862 | \$ 754,294 | \$ 1,159,968 | \$ 405,674 | 53.8% | 110 |
| FTE | | | | | | | | | |
| 111 Security Coordinator | | 1.0 | 1.0 | 1.0 | - | - | - | | 111 |
| 112 Security & Emergency Management Manager | | - | - | - | 1.0 | 1.0 | - | | 112 |
| 113 Security Coordinator | | - | - | - | - | 1.0 | 1.0 | <i>p</i> | 113 |
| 114 Emergency Coordinator | | - | - | - | - | 1.0 | 1.0 | <i>q</i> | 114 |
| 115 Total Security & Emergency Management FTE | | 1.0 | 1.0 | 1.0 | 1.0 | 3.0 | 2.0 | | 115 |

p. Security & Emergency Management Coordinator New Position for FY21

q. Emergency Coordinator New Position for FY21

Operations - Continued

| Cherriots Local Service | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--------------------------------|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|-----|
| 116 | Personnel Services | \$ 11,195,679 | \$ 12,292,071 | \$ 13,747,522 | \$ 13,802,898 | \$ 16,178,887 | \$ 2,375,989 | 17.2% | 116 |
| | Materials and Services | | | | | | | | |
| 117 | Other Professional & Technical | 7,097 | 79 | 12,047 | 10,000 | 5,000 | (5,000) | -50.0% | 117 |
| 118 | Fuel-Cars & Other | 2,464 | - | - | 4,000 | 4,000 | - | 0.0% | 118 |
| 119 | Parts, Equipment & Tools | 944 | 719 | 1,356 | 2,000 | 2,000 | - | 0.0% | 119 |
| 120 | Uniforms | 14,889 | 77,730 | 37,701 | 78,000 | 68,000 | (10,000) | -12.8% | 120 |
| 121 | Safety & Wellness | - | 2,863 | 5,011 | 3,000 | 5,000 | 2,000 | 66.7% | 121 |
| 122 | Operating Supplies | 398 | 1,125 | 504 | 2,000 | 2,000 | - | 0.0% | 122 |
| 123 | Office Supplies | 5,766 | 4,051 | 5,775 | 4,800 | 6,000 | 1,200 | 25.0% | 123 |
| 124 | Utilities | 4,997 | 4,288 | 5,350 | 5,800 | 8,000 | 2,200 | 37.9% | 124 |
| 125 | Travel, Meetings, Training, Education | 24,042 | 22,096 | 5,476 | 12,500 | 13,700 | 1,200 | 9.6% | 125 |
| 126 | Printing | - | - | 600 | 600 | 600 | - | 0.0% | 126 |
| 127 | Other Misc. Expenses | 2,576 | 2,444 | 2,448 | 4,000 | 4,000 | - | 0.0% | 127 |
| 128 | Materials and Services Total | \$ 63,173 | \$ 115,395 | \$ 76,268 | \$ 126,700 | \$ 118,300 | \$ (8,400) | -6.6% | 128 |
| 129 | Cherriots Local Service Total | \$ 11,258,852 | \$ 12,407,466 | \$ 13,823,790 | \$ 13,929,598 | \$ 16,297,187 | \$ 2,367,589 | 17.0% | 129 |
| FTE | | | | | | | | | |
| 130 | Operations Supervisor | 8.0 | 8.0 | 11.0 | 11.0 | 12.0 | 1.0 | | 130 |
| 131 | Operations Training Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 | - | | 131 |
| 132 | Administrative Assistant, Transportation | - | - | 1.0 | 1.0 | 1.0 | - | r | 132 |
| 133 | Transit Operator | 101.0 | 109.0 | 124.0 | 124.0 | 133.5 | 9.5 | | 133 |
| 134 | Total Cherriots Fixed Route Service FTE | 110.0 | 118.0 | 137.0 | 137.0 | 147.5 | 10.5 | | 134 |

r. Title change for clarification

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Operations - Continued

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|----------------------|----------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| West Salem Connector Operations | | | | | | | |
| 135 Personnel Services | \$ 1,418 | \$ - | \$ - | \$ - | \$ - | \$ - | 135 |
| Materials and Services | | | | | | | |
| 136 Other Professional & Technical | 9,100 | - | - | - | - | - | 136 |
| 137 Radio Charges | 736 | - | - | - | - | - | 137 |
| 138 Utilities | 870 | - | - | - | - | - | 138 |
| 139 Contract Transportation | 89,357 | - | - | - | - | - | 139 |
| 140 Materials and Services Total | \$ 100,063 | \$ - | \$ - | \$ - | \$ - | \$ - | 140 |
| 141 Connector Operations Total | \$ 101,481 | \$ - | \$ - | \$ - | \$ - | \$ - | 141 |
| West Salem Connector Vehicle Maintenance | | | | | | | |
| 142 Personnel Services | \$ 6,182 | \$ - | \$ - | \$ - | \$ - | \$ - | 142 |
| Materials and Services | | | | | | | |
| 143 Towing & Collision Repairs | 320 | - | - | - | - | - | 143 |
| 144 Fuel-Diesel | 5,578 | - | - | - | - | - | 144 |
| 145 Lubricant & Coolant | 106 | - | - | - | - | - | 145 |
| 146 Tires & Tire Supplies | 524 | - | - | - | - | - | 146 |
| 147 Parts, Equipment & Tools | 3,043 | - | - | - | - | - | 147 |
| 148 Materials and Services Total | \$ 9,571 | \$ - | \$ - | \$ - | \$ - | \$ - | 148 |
| 149 Connector Vehicle Maintenance Total | \$ 15,753 | \$ - | \$ - | \$ - | \$ - | \$ - | 149 |
| 150 Total West Salem Connector | \$ 117,234 | \$ - | \$ - | \$ - | \$ - | \$ - | 150 |
| 151 Operations Division Total | \$ 17,898,278 | \$ 19,171,334 | \$ 22,040,702 | \$ 23,075,787 | \$ 25,832,481 | \$ 2,756,694 | 11.9% |
| 152 Total Operations Division FTE | 145.7 | 164.1 | 187.1 | 186.4 | 198.7 | 12.3 | 152 |

General Administration

General Administration is used for expenses that generally apply to the whole district rather than being identifiable to a specific division, and thus remain unallocated.

Personnel Services

This line item is for the retiree medical insurance premiums, professional benefit Health Reimbursement Administration (HRA) costs, and the Tuition Reimbursement program.

Materials and Services

- Other Professional and Technical – This line item includes services for insurance brokerage and investment advisers, and actuaries needed for the District’s pension plans.
- Legal Services – The District retains the services of legal counsel for general business matters.
- Other Materials and Supplies – Is for mail processing and postage through Garten Services.
- Utilities – This line includes the cost for the telephone system maintained by Marion County.
- Condo Association Courthouse Square – These fees are the District’s portion of the Courthouse Square utilities, grounds keeping and overall maintenance. The amount is assessed by the Condo Association.
- Premium for General Liability – Premiums for workers comp, auto, general, and cyber liability policies.
- Dues and Subscriptions – Memberships in various organizations, including Mid-Willamette Valley Council of Governments, American Public Transportation Association (APTA) and the Oregon Transit Association (OTA).

- Match Expense – This is a payment to the Mid-Willamette Council of Governments and ODOT as a matching amount for a federal planning grant and is based upon the grant amount. The Transportation Development Division provides planning services as required by the grant.
- Other Expenses – This includes funding for the Cherriots Connect Committee, the Wellness Committee, the Sustainability Committee, lease for archive storage, bank fees, and property tax.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|----------------------|----------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| General Administration | | | | | | | | |
| 1 Personnel Services | \$ 312,542 | \$ 347,578 | \$ 314,310 | \$ 357,000 | \$ 295,000 | \$ (62,000) | -17.4% | 1 |
| Materials and Services | | | | | | | | |
| 2 Other Professional & Technical | 42,148 | 106,497 | 59,048 | 102,000 | 104,000 | 2,000 | 2.0% | 2 |
| 3 Contract Maintenance Services | 32,341 | 30,675 | 25,033 | 31,000 | 31,000 | - | 0.0% | 3 |
| 4 Legal Services | 17,389 | 18,789 | 28,040 | 20,000 | 25,000 | 5,000 | 25.0% | 4 |
| 5 Parts, Equipment & Tools | - | - | 346 | - | 300 | 300 | | 5 |
| 6 Office Supplies | 4,116 | 3,116 | 4,240 | 4,000 | 4,000 | - | 0.0% | 6 |
| 7 Other Materials & Supplies | 8,317 | 9,361 | 9,231 | 9,000 | 9,200 | 200 | 2.2% | 7 |
| 8 Utilities | 33,528 | 31,940 | 26,214 | 33,100 | 33,000 | (100) | -0.3% | 8 |
| 9 Condo Assn Courthouse Square | 156,689 | 118,803 | 120,956 | 121,000 | 131,800 | 10,800 | 8.9% | 9 |
| 10 Premium for General Liability | 169,021 | 202,674 | 439,287 | 348,187 | 341,500 | (6,687) | -1.9% | 10 |
| 11 Retail Space Property Taxes | 948 | 1,050 | 2,119 | 1,200 | 2,150 | 950 | 79.2% | 11 |
| 12 Dues & Subscriptions | 27,798 | 59,325 | 92,131 | 64,200 | 73,400 | 9,200 | 14.3% | 12 |
| 13 Travel, Meetings, Training, Education | 250 | - | 1 | - | - | - | | 13 |
| 14 Printing | 1,428 | - | - | - | - | - | | 14 |
| 15 Passthrough | 23,749 | 14,261 | 12,446 | 25,000 | 25,000 | - | 0.0% | 15 |
| 16 Other Misc. Expenses | 36,829 | 54,194 | 51,161 | 50,600 | 62,400 | 11,800 | 23.3% | 16 |
| 17 Lease | 3,465 | 4,865 | 3,408 | 4,500 | 4,800 | 300 | 6.7% | 17 |
| 18 Materials and Services Total | \$ 558,016 | \$ 655,550 | \$ 873,661 | \$ 813,787 | \$ 847,550 | \$ 33,763 | 4.1% | 18 |
| 19 General Administration Total | \$ 870,558 | \$ 1,003,128 | \$ 1,187,971 | \$ 1,170,787 | \$ 1,142,550 | \$ (28,237) | -2.4% | 19 |
| 20 Total General Fund | \$ 24,820,940 | \$ 26,451,384 | \$ 29,856,011 | \$ 31,212,428 | \$ 34,598,930 | \$ 3,386,502 | 10.8% | 20 |
| 21 Total General Fund FTE | 181.0 | 205.4 | 226.2 | 225.5 | 239.4 | 13.9 | | 21 |

Transportation Development*

| Transportation Development Administration | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|
| 1 | Personnel Services | \$ 742,778 | \$ 701,418 | \$ - | \$ - | \$ - | \$ - | 1 |
| | Materials and Services | | | | | | | |
| 2 | Software Licensing Annual Maintenance | - | 1,200 | - | - | - | - | 2 |
| 3 | Advertising Fees | 1,162 | 849 | - | - | - | - | 3 |
| 4 | Other Professional & Technical | 48,363 | 16,900 | - | - | - | - | 4 |
| 5 | Legal Services | - | 180 | - | - | - | - | 5 |
| 6 | Other Services | 1,455 | 308 | - | - | - | - | 6 |
| 7 | Parts, Equipment & Tools | 244 | - | - | - | - | - | 7 |
| 8 | Operating Supplies | 55 | - | - | - | - | - | 8 |
| 9 | Office Supplies | 337 | 239 | - | - | - | - | 9 |
| 10 | Utilities | 2,223 | 2,053 | - | - | - | - | 10 |
| 11 | Dues & Subscriptions | 175 | 95 | - | - | - | - | 11 |
| 12 | Travel, Meetings, Training, Education | 7,961 | 8,434 | - | - | - | - | 12 |
| 13 | Printing | 1,522 | - | - | - | - | - | 13 |
| 14 | Other Misc. Expenses | 1,009 | - | - | - | - | - | 14 |
| 15 | Materials and Services Total | \$ 64,506 | \$ 30,258 | \$ - | \$ - | \$ - | \$ - | 15 |
| 16 | Transportation Development Administration Total | \$ 807,284 | \$ 731,676 | \$ - | \$ - | \$ - | \$ - | 16 |

Transportation Development* - Continued

| Information Technology | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|-------------------------------|--|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 17 | Personnel Services | \$ 722,263 | \$ 757,616 | \$ - | \$ - | \$ - | \$ - | | 17 |
| | Materials and Services | | | | | | | | |
| 18 | Software Licensing Annual Maintenance | 179,540 | 239,523 | - | - | - | - | | 18 |
| 19 | Advertising Fees | 115 | - | - | - | - | - | | 19 |
| 20 | Other Professional & Technical | 2,848 | 46,492 | - | - | - | - | | 20 |
| 21 | Contract Maintenance Services | 42,305 | 60,662 | - | - | - | - | | 21 |
| 22 | Other Services | 23,329 | 25,472 | - | - | - | - | | 22 |
| 23 | Parts, Equipment & Tools | 58,250 | 89,132 | - | - | - | - | | 23 |
| 24 | Operating Supplies | 1,116 | 1,965 | - | - | - | - | | 24 |
| 25 | Office Supplies | 37 | 80 | - | - | - | - | | 25 |
| 26 | Utilities | 3,600 | 3,456 | - | - | - | - | | 26 |
| 27 | Dues & Subscriptions | 100 | 100 | - | - | - | - | | 27 |
| 28 | Travel, Meetings, Training, Education | 12,398 | 16,620 | - | - | - | - | | 28 |
| 30 | Other Misc. Expenses | 60 | - | - | - | - | - | | 30 |
| 31 | Materials and Services Total | \$ 323,698 | \$ 483,502 | \$ - | \$ - | \$ - | \$ - | | 31 |
| 32 | Information Technology Total | \$ 1,045,961 | \$ 1,241,118 | \$ - | \$ - | \$ - | \$ - | | 32 |
| | Vanpool Lease | | | | | | | | |
| 33 | Vanpool Lease | \$ 234,380 | \$ 206,680 | \$ - | \$ - | \$ - | \$ - | | 33 |
| 34 | Total Transportation Development* | \$ 2,087,625 | \$ 2,179,474 | \$ - | \$ - | \$ - | \$ - | | 34 |

Transportation Development* - Continued

| FTE | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | |
|---|--|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|-----------|
| Transportation Development Administration | | | | | | | |
| 35 | Director of Transportation Development | 1.0 | 1.0 | - | - | - | 35 |
| 36 | Information Technology Manager | - | - | - | - | - | 36 |
| 37 | Database Administrator | - | - | - | - | - | 37 |
| 38 | Mobility Coordinator | 0.1 | - | - | - | - | 38 |
| 39 | Planning Analyst | - | - | - | - | - | 39 |
| 40 | Transit Planner I | 1.0 | 1.0 | - | - | - | 40 |
| 41 | Planning Technician | 1.0 | - | - | - | - | 41 |
| 42 | Transit Planner II (Scheduler) | 1.0 | 1.0 | - | - | - | 42 |
| 43 | Transit Planner II | 0.6 | 1.0 | - | - | - | 43 |
| 44 | Senior Planner | 1.0 | 1.0 | - | - | - | 44 |
| 45 | Long-Range Planning Analyst | - | - | - | - | - | 45 |
| 46 | Administrative Assistant | 0.7 | 1.0 | - | - | - | 46 |
| 47 | Total Transportation Development Admin. | 6.4 | 6.0 | - | - | - | 47 |
| Information Technology | | | | | | | |
| 48 | Information Technology Manager | 1.0 | 1.0 | - | - | - | 48 |
| 49 | Network Administrator | 0.9 | 0.9 | - | - | - | 49 |
| 50 | Intelligent Transportation Systems Administrator | 0.9 | 0.9 | - | - | - | 50 |
| 51 | Database Administrator | 0.8 | 0.8 | - | - | - | 51 |
| 52 | Technology Services Support Analyst | 1.4 | 1.4 | - | - | - | 52 |
| 53 | Total Information Technology | 5.0 | 5.0 | - | - | - | 53 |
| 54 | Total Transportation Development FTE | 11.4 | 11.0 | - | - | - | 54 |

*Transportation Development Division was reorganized with the Amended FY2019-20 Budget; Planning moved to Operations Division and IT moved to Finance; Van Pool Lease moved to Communication Division.

TRANSPORTATION PROGRAMS FUND





Transportation Programs Fund

The Transportation Programs Fund is used to account for eight programs that are primarily supported by fares collected and grant funding. These programs are:

Cherriots Lift

- Origin-to-destination transportation service for people whose disability prevents them from using the fixed route system (Cherriots).

Cherriots Shop & Ride

- Shopper shuttle and dial-a-ride services for seniors and people with disabilities.

Cherriots Regional

- Fixed and flex-route transportation for rural Marion and Polk counties.

OHA/WVCH (Oregon Health Authority/Willamette Valley Community Health)

- Brokered Non-Emergency Medical Transportation (NEMT) for Medicaid and Oregon Health Plan recipients in Marion and Polk counties. This program ended on February 28, 2018; program history is shown.

Cherriots Call Center

- Reservation and scheduling center for all Cherriots Lift, Cherriots Shop & Ride, and Cherriots Regional.

Mobility Management

- Eligibility determinations for Cherriots Lift services and coordination of travel training and mobility coordination programs.

Special Transportation Coordination

- Coordination and administration of the Federal and State funds for the transportation of seniors and people with disabilities.

TripChoice

- Carpool matching services for Marion, Polk, and Yamhill counties; coordination of vanpools in the Willamette Valley; provision of alternative modes of transportation to the public.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|---|---|----------------------|---------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Passenger Fares | \$ 415,049 | \$ 402,005 | \$ 281,092 | \$ 537,265 | \$ 278,200 | \$ (259,065) | -48.2% | 1 |
| 2 | Federal Direct 5310 Funds | 230,475 | 221,126 | 120,489 | 240,112 | 245,231 | 5,119 | 2.1% | 2 |
| 3 | Federal 5311 Funds | 304,583 | 393,057 | 302,576 | 364,155 | 391,787 | 27,632 | 7.6% | 3 |
| 4 | Federal New Freedom | 38,700 | - | - | - | - | - | | 4 |
| 5 | Federal 5310 Funds Through State | 969,076 | 958,864 | 854,233 | 965,083 | 1,106,645 | 141,562 | 14.7% | 5 |
| 6 | TripChoice Grant | 229,339 | 216,626 | 194,687 | 231,686 | 275,062 | 43,376 | 18.7% | 6 |
| 7 | In-Kind Match | - | - | 16,359 | 19,836 | 38,869 | 19,033 | 96.0% | 7 |
| 8 | TDM Grant | 150,681 | 177,103 | 142,931 | 173,312 | 180,330 | 7,018 | 4.0% | 8 |
| 9 | DD53 Revenues | 2,361,353 | 2,257,875 | 1,762,347 | 2,439,446 | 1,762,350 | (677,096) | -27.8% | 9 |
| 10 | Federal 5307 CARES | - | - | 477,650 | - | 1,888,925 | 1,888,925 | | 10 |
| 11 | Federal 5307 | 836,387 | 815,834 | 1,568,056 | 1,628,653 | 788,700 | (839,953) | -51.6% | 11 |
| 12 | Federal 5311 CARES ACT through State | - | - | 84,223 | - | 258,354 | 258,354 | | 12 |
| 13 | OHA/WVCH Revenues | 7,388,078 | - | - | - | - | - | | 13 |
| 14 | STF Pass Through Funds | 266,884 | 266,434 | 255,768 | 255,766 | 255,764 | (2) | 0.0% | 14 |
| 15 | STIF Pass Through Funds | - | 432,983 | 255,000 | 693,742 | 547,700 | (146,042) | -21.1% | 15 |
| 16 | State STF Funds | 688,458 | 717,942 | 704,203 | 737,720 | 624,985 | (112,735) | -15.3% | 16 |
| 17 | State STIF Formula Funds | - | 294,769 | 1,077,764 | 1,006,646 | 904,550 | (102,096) | -10.1% | 17 |
| 18 | Miscellaneous | (247) | 7,123 | - | - | - | - | | 18 |
| 19 | Transfers from Other Funds | 754,000 | 335,448 | 1,557,609 | 1,557,609 | 1,555,000 | (2,609) | -0.2% | 19 |
| 20 | Operating Revenues/Resources Total | \$ 14,632,816 | \$ 7,497,189 | \$ 9,654,987 | \$ 10,851,031 | \$ 11,102,452 | \$ 251,421 | 2.3% | 20 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year- End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|----------------------|---------------------|---------------------------------|--------------------------------|--------------------------------|------------------------------------|-------------------|----|
| Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary | | | | | | | | |
| Operating Expenses/Requirements | | | | | | | | |
| 21 | 206,085 | - | 353,977 | 420,070 | 494,261 | 74,191 | 17.7% | 21 |
| 22 | 652,671 | 639,355 | - | - | - | - | | 22 |
| 23 | - | - | 527,768 | 951,507 | 840,185 | (111,322) | -11.7% | 23 |
| 24 | 14,532,566 | 7,981,676 | 8,184,226 | 8,898,271 | 9,090,227 | 191,956 | 2.2% | 24 |
| 25 | \$ 15,391,322 | \$ 8,621,031 | \$ 9,065,971 | \$ 10,269,848 | \$ 10,424,673 | \$ 154,825 | 1.5% | 25 |
| Operating Revenue/Resources less Operating | | | | | | | | |
| 26 | \$ (758,506) | \$ (1,123,842) | \$ 589,016 | \$ 581,183 | \$ 677,779 | \$ 96,596 | 16.6% | 26 |
| Net Operating and Transfers to Other Funds | | | | | | | | |
| 27 | \$ (758,506) | \$ (1,123,842) | \$ 589,016 | \$ 581,183 | \$ 677,779 | \$ 96,596 | 16.6% | 27 |
| 28 | - | - | - | - | (1,477,434) | (1,477,434) | | 28 |
| Net Operating, Transfers to Other Funds, and | | | | | | | | |
| 29 | \$ (758,506) | \$ (1,123,842) | \$ 589,016 | \$ 581,183 | \$ (799,655) | \$ (1,380,838) | -237.6% | 29 |
| 30 | 2,092,987 | 1,334,481 | 210,639 | 2,102,046 | 799,655 | (1,302,391) | -62.0% | 30 |
| 31 | \$ 1,334,481 | \$ 210,639 | \$ 799,655 | \$ 2,683,229 | \$ - | \$ (2,683,229) | -100.0% | 31 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

| Transportation Programs Fund Program | | FY2018-19 | FY2019-20 Year- | FY2019-20 | FY2020-21 | Change from | Percent | | |
|---|---|----------------------|---------------------|---------------------|----------------------|----------------------|-------------------|-------------|----|
| Expenses/Requirements Summary | | FY2017-18 Actual | Actual | End Estimate | Amended Budget | Adopted Budget | FY2019-20 Budget | Change | |
| General Manager/BOD/SIPM/Sustainability Program | | | | | | | | | |
| 1 | Special Transportation Coordination* | \$ - | \$ - | \$ 527,768 | \$ 951,507 | \$ 840,185 | \$ (111,322) | -11.7% | 1 |
| 2 | General Manager/Board of Directors/SIPM | \$ - | \$ - | \$ 527,768 | \$ 951,507 | \$ 840,185 | \$ (111,322) | -11.7% | 2 |
| Transportation Development* | | | | | | | | | |
| 3 | Special Transportation Coordination | \$ 272,650 | 246,404 | \$ - | \$ - | \$ - | \$ - | | 3 |
| 4 | TripChoice | 380,021 | 392,951 | - | - | - | - | | 4 |
| 5 | Transportation Development Total | \$ 652,671 | \$ 639,355 | \$ - | \$ - | \$ - | \$ - | | 5 |
| Operations | | | | | | | | | |
| 6 | Cherriots Lift | \$ 5,502,201 | 5,938,182 | \$ 5,998,585 | \$ 6,574,115 | \$ 6,396,291 | \$ (177,824) | -2.76 | 6 |
| 7 | Cherriots Shop & Ride | 405,517 | 476,780 | 367,192 | 497,036 | 475,839 | (21,197) | -4.3% | 7 |
| 8 | Cherriots Regional | 1,422,280 | 1,361,849 | 1,597,019 | 1,605,475 | 1,983,586 | 378,111 | 23.6% | 8 |
| 9 | OHA/WVCH | 7,202,568 | (17,826) | - | - | - | - | | 9 |
| 10 | Cherriots Call Center ** | - | - | - | - | - | - | | 10 |
| 11 | Mobility Management | - | 222,691 | 221,430 | 221,645 | 234,511 | | | 11 |
| 12 | Operations Total | \$ 14,532,566 | \$ 7,981,676 | \$ 8,184,226 | \$ 8,898,271 | \$ 9,090,227 | \$ 191,956 | 2.2% | 12 |
| Communication | | | | | | | | | |
| 13 | TripChoice* | \$ - | \$ - | \$ 353,977 | \$ 420,070 | \$ 494,261 | \$ 74,191 | 17.7% | 13 |
| 14 | Mobility Management | 206,085 | - | - | - | - | - | | 14 |
| 15 | Communication Total | \$ 206,085 | \$ - | \$ 353,977 | 420,070 | \$ 494,261 | \$ 74,191 | 17.7% | 15 |
| 16 | Transportation Programs Fund Total | \$ 15,391,322 | \$ 8,621,031 | \$ 9,065,971 | \$ 10,269,848 | \$ 10,424,673 | \$ 154,825 | 1.5% | 16 |

*Transportation Development Division was reorganized in FY20 and the FY19-20 Budget was amended to reflect new structure.

**The Trip Link Call Center is allocated to those programs that utilize the call center services.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Cherriots Lift

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|---|---------------------|---------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Passenger Fares | \$ 222,413 | \$ 222,348 | \$ 143,785 | \$ 248,462 | \$ 140,850 | \$ (107,612) | -43.3% | 1 |
| 2 | Federal 5307 CARES ACT | - | - | 477,650 | - | 1,888,925 | 1,888,925 | | 2 |
| 3 | Federal New Freedom | 38,700 | - | - | - | - | - | | 3 |
| 4 | Federal Direct 5310 Funds | 28,693 | 2,890 | - | 838 | 500 | (338) | -40.3% | 4 |
| 5 | Federal 5310 Funds Through State | 162,392 | 163,674 | - | 255 | 176,650 | 176,395 | 69174.5% | 5 |
| 6 | DD53 Revenues | 2,361,353 | 2,257,875 | 1,762,347 | 2,439,446 | 1,762,350 | (677,096) | -27.8% | 6 |
| 7 | Federal 5307 | 836,387 | 815,834 | 1,568,056 | 1,628,653 | 788,700 | (839,953) | -51.6% | 7 |
| 8 | State STF Funds | 157,655 | 249,410 | 300,272 | 300,277 | 150,200 | (150,077) | -50.0% | 8 |
| 9 | State STIF Formula Funds | - | 99,644 | 398,576 | 398,576 | 404,750 | 6,174 | 1.5% | 9 |
| 10 | Miscellaneous | (247) | 7,123 | - | - | - | - | | 10 |
| 11 | Transfers from Other Funds | 754,000 | 326,800 | 1,557,609 | 1,557,609 | 1,555,000 | (2,609) | -0.2% | 11 |
| 12 | Operating Revenues/Resources Total | \$ 4,561,346 | \$ 4,145,598 | \$ 6,208,295 | \$ 6,574,116 | \$ 6,867,925 | \$ 293,809 | 4.5% | 12 |
| Operating Expenses/Requirements | | | | | | | | | |
| 13 | Personnel services | \$ 292,674 | \$ 348,951 | \$ 396,671 | \$ 365,701 | \$ 397,626 | \$ 31,925 | 8.7% | 13 |
| Materials and Services | | | | | | | | | |
| 14 | Other Professional & Technical | 47,596 | 2,632 | 4,450 | 5,500 | 6,700 | 1,200 | 21.8% | 14 |
| 15 | Contract Maintenance Services | - | - | 54 | - | - | - | | 15 |
| 16 | Contract Eligibility Determination | 116,318 | 118,640 | 119,205 | 121,000 | 135,000 | 14,000 | 11.6% | 16 |
| 17 | Towing & Collision Repairs | 1,175 | 1,819 | 2,000 | 1,500 | 2,000 | 500 | 33.3% | 17 |
| 18 | Radio Charges | 13,008 | 11,614 | 12,825 | 13,200 | 11,884 | (1,316) | -10.0% | 18 |
| 19 | Legal Services | - | - | - | 500 | 500 | - | 0.0% | 19 |
| 20 | Other Services | - | 1,310 | 1,134 | 2,400 | 3,200 | 800.00 | 33.3% | 20 |
| 21 | Fuel-Cars & Other | 327,259 | 330,141 | 291,534 | 385,000 | 353,250 | (31,750) | -8.2% | 21 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Cherriots Lift

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|--|---------------------|-----------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|----|
| 22 | Lubricant & Coolant | 7,575 | 7,373 | 7,488 | 7,300 | 8,000 | 700 | 9.6% | 22 |
| 23 | Tires & Tire Supplies | 29,639 | 22,129 | 28,383 | 29,800 | 26,800 | (3,000) | -10.1% | 23 |
| 24 | Parts, Equipment & Tools | 51,708 | 38,262 | 54,220 | 73,800 | 71,100 | (2,700) | -3.7% | 24 |
| 25 | Operating Supplies | 1,284 | 14,271 | 453 | 3,000 | 3,000 | - | 0.0% | 25 |
| 26 | Office Supplies | 33 | 317 | 54 | 500 | 500 | - | 0.0% | 26 |
| 27 | Other Materials & Supplies | - | 489 | 378 | 500 | - | (500) | -100.0% | 27 |
| 28 | Utilities | - | 546 | 576 | 1,200 | 600 | (600) | -50.0% | 28 |
| 29 | Contract Transportation | 3,465,354 | 3,578,979 | 3,607,178 | 3,962,712 | 3,928,885 | (33,827) | -0.9% | 29 |
| 30 | Dues & Subscriptions | 225 | 225 | 225 | 225 | 225 | - | 0.0% | 30 |
| 31 | Travel, Meetings, Training, Education | 686 | 303 | 87 | - | 350 | 350 | | 31 |
| 32 | Printing | 140 | 5,509 | 3,063 | 6,000 | 7,200 | 1,200 | 20.0% | 32 |
| 33 | Match Expense | 715,222 | 661,178 | 581,725 | 738,000 | 581,750 | (156,250) | -21.2% | 33 |
| 34 | Other Misc. Expenses | 37 | 125 | 186 | 30 | 450 | 420 | 1400.0% | 34 |
| 35 | Lease-Other | 2,537 | 11,243 | 31,860 | 33,000 | 42,366 | 9,366 | 28.4% | 35 |
| 36 | Call Center Allocation | 429,731 | 782,126 | 854,836 | 823,247 | 814,905 | (8,342) | -1.0% | 36 |
| 37 | Materials and Services Total | \$ 5,209,527 | \$ 5,589,231 | \$ 5,601,914 | \$ 6,208,414 | \$ 5,998,665 | \$ (209,749) | -3.4% | 37 |
| 38 | Operating Expenses/Requirements Total | \$ 5,502,201 | \$ 5,938,182 | \$ 5,998,585 | \$ 6,574,115 | \$ 6,396,291 | \$ (177,824) | -2.7% | 38 |
| 39 | Operating Revenue/Resources less Operating Expenses/Requirements | \$ (940,855) | \$ (1,792,584) | \$ 209,710 | \$ 1 | \$ 471,634 | \$ 471,633 | | 39 |
| 40 | Net Operating and Transfers to Other Funds Total | \$ (940,855) | \$ (1,792,584) | \$ 209,710 | \$ 1 | \$ 471,634 | \$ 471,633 | | 40 |
| 41 | Net Operating, Transfers to Other Funds and Other Designations Total | \$ (940,855) | \$ (1,792,584) | \$ 209,710 | \$ 1 | \$ 471,634 | \$ 471,633 | | 41 |
| 42 | Beginning Working Capital | 1,496,916 | 556,061 | (1,236,523) | 225,233 | (1,026,813) | (1,252,046) | -555.9% | 42 |
| 43 | Ending Working Capital | \$ 556,061 | \$ (1,236,523) | \$ (1,026,813) | \$ 225,234 | \$ (555,179) | \$ (780,413) | -346.5% | 43 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Cherriots Lift

| Revenues/Resources and Expenses/Requirements Summary | | | FY2019-20 Year- | FY2019-20 | FY2020-21 | Change from | Percent Change |
|---|------------------|------------------|---------------------------------|-----------------------------|-----------------------------|---------------------|-------------------|
| | FY2017-18 Actual | FY2018-19 Actual | End Estimate | Amended Budget | Adopted Budget | FY2019-20 Budget | |
| | FY2016-17 Actual | FY2017-18 Actual | FY2018-19 Year- End Estimate | FY2018-19 Amended Budget | FY2019-20 Adopted Budget | FY2018-19 Budget | |
| FTE | | | | | | | |
| 44 Maintenance Manager | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | - | 44 |
| 45 Vehicle Maintenance Supervisor | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | - | 45 |
| 46 Contracted Services Manager | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | - | s / * 46 |
| 47 Intelligent Transportation Systems Administra | - | 0.1 | 0.1 | - | - | - | 47 |
| 48 Mobility Coordinator | 0.1 | - | - | - | - | - | 48 |
| 49 Administrative Assistant, Contracted Services | 0.4 | 0.9 | 0.9 | 0.7 | 0.7 | - | s / * 49 |
| 50 Journey Mechanic | 0.7 | 0.7 | 0.7 | 0.6 | 0.7 | 0.1 | 50 |
| 51 Purchasing Agent | - | 0.1 | 0.1 | - | 0.1 | 0.1 | 51 |
| 52 Parts & Supply Clerk | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | - | 52 |
| 53 Service Technician | 0.4 | 0.4 | 0.4 | 0.3 | 0.4 | 0.1 | 53 |
| 54 Service Worker | 0.5 | 0.5 | 0.5 | 0.4 | 0.4 | - | 54 |
| 55 Maintenance Training Supervisor | - | - | - | - | 0.1 | 0.1 | 55 |
| 56 Total Cherriots Lift FTEs | 3.1 | 3.7 | 3.7 | 3.0 | 3.4 | 0.4 | 56 |

s. Title change for department clarification

Cherriots Shop & Ride

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|--|-------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| Operating Revenues/Resources | | | | | | | | |
| 1 | Passenger Fares | 25,060 | 24,153 | 11,538 | 25,000 | 11,600 | (13,400) | -53.6% |
| 2 | Federal Direct 5310 Funds | 196,350 | 218,236 | 105,489 | 239,274 | 244,731 | 5,457 | 2.3% |
| 3 | Federal 5310 Funds Through State | 105,304 | 144,661 | 142,440 | 208,210 | 134,305 | (73,905) | -35.5% |
| 4 | CARES ACT Revenues | - | - | 24,230 | - | - | - | |
| 5 | State STF Funds | 73,563 | 81,082 | 83,495 | 83,656 | 84,774 | 1,118 | 1.3% |
| 6 | Transfers from Other Funds | - | 8,648 | - | - | - | - | |
| 7 | Operating Revenues/Resources Total | \$ 400,277 | \$ 476,780 | \$ 367,192 | \$ 556,140 | \$ 475,410 | \$ (80,730) | -14.5% |
| Operating Expenses/Requirements | | | | | | | | |
| 8 | Personnel services | \$ 10,907 | \$ 30,887 | \$ 28,232 | \$ 34,360 | \$ 35,421 | \$ 1,061 | 3.1% |
| Materials and Services | | | | | | | | |
| 9 | Other Professional & Technical | - | - | 678 | - | - | - | |
| 10 | Towing & Collision Repairs | - | - | 288 | 450 | 450 | - | 0.0% |
| 11 | Radio Charges | 1,473 | 1,505 | 1,602 | 1,500 | 1,415 | (85) | -5.7% |
| 12 | Other Services | - | 62 | 45 | - | - | - | |
| 13 | Fuel-Cars & Other | 16,956 | 15,775 | 9,605 | 23,000 | 20,000 | (3,000) | -13.0% |
| 14 | Lubricant & Coolant | 327 | 294 | 218 | 700 | 500 | (200) | -28.6% |
| 15 | Tires & Tire Supplies | 1,796 | 449 | 556 | 1,500 | 1,500 | - | 0.0% |
| 16 | Parts, Equipment & Tools | 1,970 | 3,456 | 1,887 | 8,000 | 5,500 | (2,500) | -31.3% |
| 17 | Operating Supplies | 9 | 1 | - | - | - | - | |
| 18 | Utilities | - | 6 | - | - | - | - | |
| 19 | Contract Transportation | 272,970 | 276,447 | 176,927 | 269,627 | 280,643 | 11,016 | 4.1% |
| 20 | Lease-Other | 295 | 1,249 | - | 3,540 | 5,040 | 1,500 | 42.4% |
| 21 | Call Center Allocation | 98,814 | 146,649 | 147,154 | 154,359 | 125,370 | (28,989) | -18.8% |
| 22 | Materials and Services Total | \$ 394,610 | \$ 445,893 | \$ 338,960 | \$ 462,676 | \$ 440,418 | \$ (22,258) | -4.8% |
| 23 | Operating Expenses/Requirements Total | \$ 405,517 | \$ 476,780 | \$ 367,192 | \$ 497,036 | \$ 475,839 | \$ (21,197) | -4.3% |
| Operating Revenue/Resources less Operating Expenses/Requirements | | | | | | | | |
| 24 | Net Operating and Transfers to Other Funds | \$ (5,240) | \$ - | \$ - | \$ 59,104 | \$ (429) | \$ (59,533) | |
| 25 | Total | \$ (5,240) | \$ - | \$ - | \$ 59,104 | \$ (429) | \$ (59,533) | -100.7% |
| Other Designations | | | | | | | | |
| 26 | Reserved Working Capital | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| Net Operating, Transfers to Other Funds and Other Designations Total | | | | | | | | |
| 28 | Beginning Working Capital | \$ 42,094 | \$ 36,854 | \$ 36,854 | \$ 6,752 | \$ 36,854 | \$ 30,102.00 | |
| 29 | Ending Working Capital | \$ 36,854 | \$ 36,854 | \$ 36,854 | \$ 65,856 | \$ 36,425 | \$ (29,431) | |

Cherriots Shop & Ride

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|---|------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| 31 | FTE | | | | | | | |
| 32 | Contracted Services Manager | - | 0.1 | 0.1 | 0.1 | 0.1 | - | |
| 33 | Administrative Assistant, Contracted Services | - | 0.2 | 0.1 | 0.1 | 0.1 | - | |
| 34 | Journey Mechanic | 0.1 | 0.1 | 0.1 | 0.1 | 0.2 | 0.1 | |
| 35 | Service Technician | - | - | - | - | - | - | |
| 36 | Service Worker | 0.1 | 0.1 | - | - | - | - | |
| 37 | Total Cherriots Shop & Ride FTEs | 0.2 | 0.5 | 0.3 | 0.3 | 0.4 | 0.1 | |

Cherriots Regional

| Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End | FY2019-20 Amended | FY2020-21 Adopted | Change from | Percent Change | |
|---|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|----------------|----|
| | | | | Estimate | Budget | Budget | FY2019-20 Budget | | |
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Passenger Fares | \$ 167,576 | \$ 155,504 | \$ 125,769 | \$ 263,803 | \$ 125,750 | \$ (138,053) | -52.3% | 1 |
| 2 | Federal 5311 Funds | 304,583 | 393,057 | 302,576 | 364,155 | 391,787 | 27,632 | 7.6% | 2 |
| 3 | Federal 5310 Funds Through State | 516,459 | 450,820 | 513,104 | 554,645 | 590,440 | 35,795 | 6.5% | 3 |
| 4 | Federal 5311 CARES ACT through State | - | - | 84,223 | - | 258,354 | 258,354 | | 4 |
| 5 | State STF Funds | 434,718 | 362,468 | 295,695 | 328,670 | 363,511 | 34,841 | 10.6% | 5 |
| 6 | State STIF Formula Funds | - | 195,125 | 679,188 | 608,070 | 499,800 | (108,270) | -17.8% | 6 |
| 7 | Operating Revenues/Resources Total | \$ 1,423,336 | \$ 1,556,974 | \$ 2,000,555 | \$ 2,119,343 | \$ 2,229,642 | \$ 110,299 | 5.2% | 7 |
| Operating Expenses/Requirements | | | | | | | | | |
| 8 | Personnel Services | \$ 115,450 | \$ 129,713 | \$ 159,671 | \$ 135,929 | \$ 141,607 | \$ 5,678 | 4.2% | 8 |
| Materials and Services | | | | | | | | | |
| 9 | Advertising Fees | 681 | - | - | - | - | - | | 9 |
| 10 | Other Professional & Technical | 80,893 | 1,883 | - | 3,000 | 4,200 | 1,200 | 40.0% | 10 |
| 11 | Contract Maintenance Services | - | - | 3,908 | - | - | - | | 11 |
| 12 | Towing & Collision Repairs | 1,313 | 3,055 | 5,210 | 3,000 | 4,500 | 1,500 | 50.0% | 12 |
| 13 | Legal Services | - | - | - | 500 | - | (500) | -100.0% | 13 |
| 14 | Radio Charges | 4,663 | 4,302 | 4,580 | 4,308 | 3,700 | (608) | -14.1% | 14 |
| 15 | Other Services | - | 232 | 193 | - | - | - | | 15 |
| 16 | Fuel-Cars & Other | 123,480 | 131,641 | 151,971 | 163,000 | 165,000 | 2,000 | 1.2% | 16 |
| 17 | Lubricant & Coolant | 5,415 | 5,104 | 7,524 | 6,500 | 6,500 | - | 0.0% | 17 |
| 18 | Tires & Tire Supplies | 8,207 | 2,115 | 4,753 | 12,000 | 11,500 | (500) | -4.2% | 18 |
| 19 | Parts, Equipment & Tools | 36,758 | 22,991 | 42,738 | 49,500 | 44,600 | (4,900) | -9.9% | 19 |
| 20 | Operating Supplies | 435 | 5,157 | 272 | - | - | - | | 20 |
| 21 | Office Supplies | 201 | - | - | - | - | - | | 21 |
| 22 | Utilities | - | 24 | - | 900 | 900 | - | 0.0% | 22 |
| 23 | Contract Transportation | 999,568 | 988,359 | 1,150,989 | 1,142,385 | 1,477,500 | 335,115 | 29.3% | 23 |
| 24 | Printing | 7,989 | 14,635 | 2,111 | 21,000 | 6,000 | (15,000) | -71.4% | 24 |

Cherriots Regional

| Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End | FY2019-20 Amended | FY2020-21 Adopted | Change from | Percent Change |
|---|--|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|----------------|
| | | | | Estimate | Budget | Budget | FY2019-20 Budget | |
| 25 | Other Misc. Expenses | 50 | 7 | - | - | - | - | |
| 26 | Lease-Other | 885 | 3,748 | 10,620 | 12,000 | 13,104 | 1,104 | 9.2% |
| 27 | Call Center Allocation | 36,292 | 48,883 | 52,479 | 51,453 | 104,475 | 53,022 | 103.0% |
| 28 | Materials and Services Total | \$ 1,306,830 | \$ 1,232,136 | \$ 1,437,348 | \$ 1,469,546 | \$ 1,841,979 | \$ 372,433 | 25.3% |
| 29 | Operating Expenses/Requirements Total | \$ 1,422,280 | \$ 1,361,849 | \$ 1,597,019 | \$ 1,605,475 | \$ 1,983,586 | \$ 378,111 | 23.6% |
| 30 | Operating Revenue/Resources less Operating Expenses/Requirements | \$ 1,056 | \$ 195,125 | \$ 403,536 | \$ 513,868 | \$ 246,056 | \$ (267,812) | -52.1% |
| 31 | Net Operating and Transfers to Other Funds Total | \$ 1,056 | \$ 195,125 | \$ 403,536 | \$ 513,868 | \$ 246,056 | \$ (267,812) | |
| 32 | Net Operating, Transfers to Other Funds and Other Designations Total | \$ 1,056 | \$ 195,125 | \$ 403,536 | \$ 513,868 | \$ 246,056 | \$ (267,812) | |
| 33 | Beginning Working Capital | (290) | 766 | 195,891 | 312,896 | 599,427 | 286,531 | 91.6% |
| 34 | Ending Working Capital | \$ 766 | \$ 195,891 | \$ 599,427 | \$ 826,764 | \$ 845,483 | \$ 18,719 | 2.3% |
| FTE | | | | | | | | |
| 35 | Vehicle Maintenance Supervisor | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | - | |
| 36 | Contracted Services Manager | - | - | 0.2 | 0.2 | 0.2 | - | |
| 37 | Administrative Assistant, Contracted Services | 0.1 | 0.1 | 0.2 | 0.2 | 0.2 | - | |
| 38 | Journey Mechanic | 0.4 | 0.4 | 0.2 | 0.2 | 0.1 | (0.1) | |
| 39 | Service Technician | 0.2 | 0.2 | 0.2 | 0.2 | 0.1 | (0.1) | |
| 40 | Service Worker | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | - | |
| 41 | Total Cherriots Regional FTEs | 1.0 | 1.0 | 1.1 | 1.1 | 0.9 | (0.2) | |

Cherriots Call Center

| Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|---------------------------------|--|--------------------|--------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| Operating Expenses/Requirements | | | | | | | | |
| 1 | Personnel services | \$ 31,829 | \$ 31,829 | \$ 17,972 | \$ 1,209 | \$ 1,300 | \$ 91 | 7.5% |
| Materials and Services | | | | | | | | |
| 2 | Software Licensing and Annual Maintenance | \$ 35,128 | \$ 35,128 | \$ 90,000 | \$ 96,000 | \$ 96,000 | \$ - | 0.0% |
| 3 | Other Professional & Technical | 2,058 | 2,058 | 1,200 | 1,500 | 750 | (750) | -50.0% |
| 4 | Contract Maintenance Services | 1,376 | 1,376 | 321 | 350 | 500 | 150 | 42.9% |
| 5 | Brokerage Contract | 1,204,255 | 1,204,255 | 841,405 | 900,000 | 924,000 | 24,000 | 2.7% |
| 6 | Legal Services | - | - | - | - | 500 | 500 | |
| 7 | Other Services | 5,715 | 5,715 | 7,000 | 7,000 | - | (7,000) | -100.0% |
| 8 | Parts, Equipment & Tools | 36 | 36 | 3,933 | 3,000 | 500 | (2,500) | -83.3% |
| 9 | Office Supplies | 819 | 819 | 240 | - | 200 | 200 | |
| 10 | Utilities | 21,224 | 21,224 | 18,958 | 20,000 | 21,000 | 1,000 | 5.0% |
| 11 | Lease-Building | 27,179 | 27,179 | - | - | - | - | |
| 12 | Call Center Allocation | (1,329,619) | (1,329,619) | (981,029) | (1,029,059) | (1,044,750) | (15,691) | 1.5% |
| 13 | Materials and Services Total | \$ (31,829) | \$ (31,829) | \$ (17,972) | \$ (1,209) | \$ (1,300) | \$ (91) | 7.5% |
| 14 | Operating Expenses/Requirements Total | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | |
| FTE | | | | | | | | |
| 15 | Support Analyst | 0.2 | 0.2 | 0.1 | 0.1 | 0.1 | - | |
| 16 | Database Administrator | 0.1 | 0.1 | 0.1 | - | - | - | |
| 17 | Network Administrator | 0.1 | 0.1 | - | - | - | - | |
| 18 | Accounting Specialist | 0.1 | 0.1 | 0.1 | - | - | - | |
| 19 | Total Call Center FTEs | 0.5 | 0.5 | 0.3 | 0.1 | 0.1 | - | |

Mobility Management

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|--|----------------------|----------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|--|
| Operating Revenues/Resources | | | | | | | | | |
| 1 | Federal 5310 Funds Through State | 184,921 \$ | 199,709 \$ | 198,689 | 201,973 | 205,250 | 3,277 | 1.6% | |
| 2 | State STF Funds | 21,164 | 22,982 | 22,741 | 23,117 | 23,500 | 383 | 1.7% | |
| 3 | Operating Revenues/Resources Total | \$ 206,085 \$ | \$ 222,691 \$ | \$ 221,430 \$ | \$ 225,090 \$ | \$ 228,750 \$ | \$ 3,660 | 1.6% | |
| Operating Expenses/Requirements | | | | | | | | | |
| 4 | Personnel services | \$ 173,715 \$ | \$ 185,874 \$ | \$ 186,150 \$ | \$ 182,395 \$ | \$ 192,761 \$ | \$ 10,366 | 5.7% | |
| Materials and Services | | | | | | | | | |
| 5 | Other Professional & Technical | 28,665 | 31,104 | 27,778 | 35,000 | 36,250 | 1,250 | 3.6% | |
| 6 | Legal Services | - | 383 | - | - | - | - | | |
| 7 | Utilities | 168 | - | - | - | - | - | | |
| 8 | Advertising/Promotion Media | - | 2,850 | 5,936 | - | 2,000 | 2,000 | | |
| 9 | Travel, Meetings, Training, Education | 2,827 | 2,191 | 1,566 | 3,500 | 3,500 | - | 0.0% | |
| 10 | Printing | 710 | - | - | 250 | - | (250) | -100.0% | |
| 11 | Other Misc. Expenses | - | 289 | - | 500 | - | (500) | -100.0% | |
| 12 | Materials and Services Total | \$ 32,370 \$ | \$ 36,817 \$ | \$ 35,280 \$ | \$ 39,250 \$ | \$ 41,750 \$ | \$ 2,500 | 6.4% | |
| 13 | Operating Expenses/Requirements Total | \$ 206,085 \$ | \$ 222,691 \$ | \$ 221,430 \$ | \$ 221,645 \$ | \$ 234,511 \$ | \$ 12,866 | 5.8% | |
| Operating Revenue/Resources less Operating Expenses/Requirements | | | | | | | | | |
| 14 | Expenses/Requirements | - | - | - | 3,445 | (5,761) | (9,206) | | |
| 15 | Beginning Working Capital | 17,611 | 17,611 | 17,611 | - | 17,611 | 17,611 | | |
| 16 | Ending Working Capital | \$ 17,611 \$ | \$ 17,611 \$ | \$ 17,611 \$ | \$ 3,445 \$ | \$ 11,850 \$ | \$ 8,405 | | |
| FTE | | | | | | | | | |
| 17 | Outreach Representative (Travel Trainer) | 1 | 0.6 | 0.6 | 0.6 | 0.6 | - | | |
| 18 | Mobility Coordinator | 1.0 | - | - | - | - | - | | |
| 19 | Operations Programs Administrator | - | 0.9 | 0.9 | 0.9 | 0.9 | - | | |
| 20 | Customer Service Manager | 0.1 | - | - | - | - | - | | |
| 21 | Total Mobility Management FTEs | 2.1 | 1.5 | 1.5 | 1.5 | 1.5 | - | | |

Special Transportation Coordination

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|--|--------------------|-------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| Operating Revenues/Resources | | | | | | | | |
| 1 | Federal Direct 5310 Funds | \$ 5,432 | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | |
| 2 | STF Pass Through Funds | 266,884 | 266,434 | 255,768 | 255,766 | 255,764 | (2) | 0.0% |
| 3 | STIF Pass Through Funds | - | 432,983 | 255,000 | 693,742 | 547,700 | (146,042) | -21.1% |
| 4 | State STF Funds | 1,358 | 2,000 | 2,000 | 2,000 | 3,000 | 1,000 | 50.0% |
| 5 | Operating Revenues/Resources Total | \$ 273,674 | \$ 701,417 | \$ 527,768 | \$ 951,508 | \$ 806,464 | \$ (145,044) | -15.2% |
| Operating Expenses/Requirements | | | | | | | | |
| 6 | Personnel services | \$ 6,790 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 3,000 | \$ 1,000 | 50.0% |
| Materials and Services | | | | | | | | |
| 7 | 5310 Pass-through Expense | - | - | 15,000 | - | - | - | |
| 8 | STF Pass-through Expense | 265,860 | 244,404 | 255,768 | 255,765 | 289,485 | 33,720 | 13.2% |
| 9 | STIF Pass-through Expense | - | - | 255,000 | 693,742 | 547,700 | (146,042) | -21.1% |
| 10 | Materials and Services Total | \$ 265,860 | \$ 244,404 | \$ 525,768 | \$ 949,507 | \$ 837,185 | \$ (112,322) | \$ -11.8% |
| 11 | Operating Expenses/Requirements Total | \$ 272,650 | \$ 246,404 | \$ 527,768 | \$ 951,507 | \$ 840,185 | \$ (111,322) | -11.7% |
| Operating Revenue/Resources less Operating Expenses/Requirements | | | | | | | | |
| 12 | Net Operating and Transfers to Other Funds Total | \$ 1,024 | \$ 455,013 | \$ - | \$ 1 | \$ (33,721) | \$ (33,722) | |
| 13 | Net Operating, Transfers to Other Funds and Other Designations Total | 1,024 | 455,013 | - | 1 | (33,721) | (33,722) | |
| 14 | Beginning Working Capital | (23,055) | (22,031) | 432,982 | (28,063) | 432,982 | 461,045 | |
| 16 | Ending Working Capital | \$ (22,031) | \$ 432,982 | \$ 432,982 | \$ (28,062) | \$ 399,261 | \$ 427,323 | |

Special Transportation Coordination

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|---|------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| FTE | | | | | | | | |
| 17 | Long-Range Planning Analyst | 0.1 | - | - | - | - | - | 17 |
| 18 | Strategic Initiatives and Project Management Director | - | 0.1 | 0.1 | 0.1 | 0.1 | - | 18 |
| 19 | Administrative Assistant | 0.1 | 0.1 | 0.1 | 0.1 | 0.1 | - | 19 |
| 20 | Total Special Transportation Coordination FTEs | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | - | 20 |

Cherriots TripChoice/Transportation Demand Management

| Revenues/Resources and Expenses/Requirements | | FY2017-18 Actual | | FY2018-19 Actual | | FY2019-20 Year-End Estimate | | FY2019-20 Amended Budget | | FY2020-21 Adopted Budget | | Change from FY2019-20 Budget | | Percent Change | |
|--|--|------------------|----------------|------------------|----------------|-----------------------------|----------------|--------------------------|----------------|--------------------------|----------------|------------------------------|---------------|----------------|----|
| Summary | | | | | | | | | | | | | | | |
| Operating Revenues/Resources | | | | | | | | | | | | | | | |
| 1 | TripChoice Grant | \$ | 229,339 | \$ | 216,626 | \$ | 194,687 | \$ | 231,686 | \$ | 275,062 | \$ | 43,376 | 18.7% | 1 |
| 2 | In-Kind Match | | - | | - | | 16,359 | | 19,836 | | 38,869 | | 19,033 | 96.0% | 2 |
| 3 | TDM Grant | | 150,681 | | 177,103 | | 142,931 | | 173,312 | | 180,330 | | 7,018 | 4.0% | 3 |
| 4 | Operating Revenues/Resources Total | \$ | 380,020 | \$ | 393,729 | \$ | 353,977 | \$ | 424,834 | \$ | 494,261 | \$ | 69,427 | 16.3% | 4 |
| Operating Expenses/Requirements | | | | | | | | | | | | | | | |
| 5 | Personnel Services | \$ | 307,823 | \$ | 329,607 | \$ | 292,520 | \$ | 330,950 | \$ | 300,505 | \$ | (30,445) | -9.2% | 5 |
| Materials and Services | | | | | | | | | | | | | | | |
| 6 | Advertising Fees | | 2,193 | | 515 | | 19,600 | | 5,000 | | 1,000 | | (4,000) | -80.0% | 6 |
| 7 | Other Professional & Technical | | 316 | | 1,860 | | 1,689 | | 10,000 | | 123,606 | | 113,606 | 1136.1% | 7 |
| 8 | Uniforms | | - | | - | | - | | 1,000 | | 1,000 | | - | 0.0% | 8 |
| 9 | Outside Services | | 24 | | 655 | | - | | - | | - | | - | | 9 |
| 10 | Legal Services | | - | | - | | - | | 620 | | - | | (620) | -100.0% | 10 |
| 11 | Other Services | | - | | 34 | | - | | - | | - | | - | | 11 |
| 12 | Parts, Equipment & Tools | | - | | - | | - | | 1,000 | | 1,000 | | - | 0.0% | 12 |
| 13 | Operating Supplies | | 108 | | - | | 365 | | - | | - | | - | | 13 |
| 14 | Office Supplies | | 487 | | 160 | | 42 | | 1,000 | | 1,000 | | - | 0.0% | 14 |
| 15 | Other Materials & Supplies | | - | | - | | - | | - | | 15,000 | | 15,000 | | 15 |
| 16 | Utilities | | 3,565 | | 2,111 | | 1,998 | | 4,000 | | 3,000 | | (1,000) | -25.0% | 16 |
| 17 | Dues & Subscriptions | | 1,923 | | 1,873 | | 1,358 | | 2,000 | | 4,500 | | 2,500 | 125.0% | 17 |
| 18 | Advertising/Promotion Media | | 39,794 | | 38,465 | | 16,915 | | 30,000 | | 2,500 | | (27,500) | -91.7% | 18 |
| 19 | Travel, Meetings, Training, Education | | 15,984 | | 12,615 | | 10,212 | | 17,500 | | 21,000 | | 3,500 | 20.0% | 19 |
| 20 | Guarantee Ride Home | | 506 | | 1,173 | | 257 | | 2,000 | | 1,900 | | (100) | -5.0% | 20 |
| 21 | Printing | | 7,298 | | 3,718 | | 8,554 | | 15,000 | | 10,250 | | (4,750) | -31.7% | 21 |
| 22 | Other Misc. Expenses | | - | | 165 | | 467 | | - | | 8,000 | | 8,000 | | 22 |
| 23 | Materials and Services Total | \$ | 72,198 | \$ | 63,344 | \$ | 61,457 | \$ | 89,120 | \$ | 193,756 | \$ | 104,636 | 117.4% | 23 |
| 24 | Operating Expenses/Requirements Total | \$ | 380,021 | \$ | 392,951 | \$ | 353,977 | \$ | 420,070 | \$ | 494,261 | \$ | 74,191 | 17.7% | 24 |
| Operating Revenue/Resources less Operating Expenses/Requirements | | | | | | | | | | | | | | | |
| 25 | | \$ | (1) | \$ | 778 | \$ | - | \$ | 4,764 | \$ | - | \$ | (4,764) | | 25 |
| Net Operating and Transfers to Other Funds | | | | | | | | | | | | | | | |
| 26 | Total | | (1) | | 778 | | - | | 4,764 | | - | | (4,764) | | 26 |
| Net Operating, Transfers to Other Funds and Other Designations Total | | | | | | | | | | | | | | | |
| 27 | | \$ | (1) | \$ | 778 | \$ | - | \$ | 4,764 | \$ | - | \$ | (4,764) | | 27 |
| 28 | Beginning Working Capital | | 1 | | - | | 778 | | - | | 778 | | 778 | | 28 |
| 29 | Ending Working Capital | \$ | - | \$ | 778 | \$ | 778 | \$ | 4,764 | \$ | 778 | \$ | (3,986) | | 29 |

Cherriots TripChoice/Transportation Demand Management

| Revenues/Resources and Expenses/Requirements | | | | | | | | |
|--|------------------------------------|------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|------|
| Summary | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
| FTE | | | | | | | | |
| 30 | Transportation Options Coordinator | - | - | - | - | 2.0 | 2.0 | t 30 |
| 31 | Rideshare & Outreach Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | - | (1.0) | t 31 |
| 32 | Rideshare Specialist | 1.0 | 1.0 | 1.0 | 1.0 | - | (1.0) | t 32 |
| 33 | Rideshare Assistant | 0.5 | 0.5 | - | 1.0 | - | (1.0) | t 33 |
| 34 | Customer Experience Specialist | - | - | - | - | 0.4 | 0.4 | u 34 |
| 35 | Total TripChoice/TDM FTEs | 2.5 | 2.5 | 2.0 | 3.0 | 2.4 | (0.6) | 35 |

t. 3 previous Rideshare positions reclassified into 2 Transportation Options Coordinator positions in FY21

Non-Emergent Medical Transportation (NEMT)

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|--|--|---------------------|--------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| Operating Revenues/Resources | | | | | | | | |
| 1 | OHA/WVCH Revenues | 7,388,078 | - | - | - | - | - | - |
| 2 | Operating Revenues/Resources Total | \$ 7,388,078 | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Operating Expenses/Requirements | | | | | | | | |
| 3 | Personnel services | \$ 245,907 | \$ (1) | \$ - | \$ - | \$ - | \$ - | - |
| 4 | Materials and Services | | | | | | | |
| 5 | Legal Services | 450 | - | - | - | - | - | - |
| 6 | Other Services | 10,819 | - | - | - | - | - | - |
| 7 | Office Supplies | 121 | - | - | - | - | - | - |
| 8 | Other Materials & Supplies | 131 | - | - | - | - | - | - |
| 9 | Utilities | 1,294 | - | - | - | - | - | - |
| 10 | Contract Transportation | 6,176,648 | (17,825) | - | - | - | - | - |
| 11 | Travel, Meetings, Training, Educati | 1,131 | - | - | - | - | - | - |
| 12 | Other Misc. Expenses | 410 | - | - | - | - | - | - |
| 13 | Lease-Building | 875 | - | - | - | - | - | - |
| 14 | Call Center Allocation | 764,782 | - | - | - | - | - | - |
| 15 | Materials and Services Total | \$ 6,956,661 | \$ (17,825) | \$ - | \$ - | \$ - | \$ - | - |
| 16 | Operating Expenses/Requirements Total | \$ 7,202,568 | \$ (17,826) | \$ - | \$ - | \$ - | \$ - | - |
| Operating Revenue/Resources less | | | | | | | | |
| 17 | Operating Expenses/Requirements | \$ 185,510 | \$ 17,826 | \$ - | \$ - | \$ - | \$ - | - |
| Net Operating, Transfers to Other Funds | | | | | | | | |
| 18 | and Other Designations Total | \$ 185,510 | \$ 17,826 | \$ - | \$ - | \$ - | \$ - | - |
| 19 | Beginning Working Capital | \$ 559,710 | \$ 745,220 | \$ - | \$ - | \$ - | \$ - | - |
| 20 | Ending Working Capital | \$ 745,220 | \$ 763,046 | \$ - | \$ - | \$ - | \$ - | - |

Non-Emergent Medical Transportation (NEMT)

| Revenues/Resources and Expenses/Requirements Summary | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|---|-----------------------------------|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|
| FTE | | | | | | | | |
| 21 | Chief Operating Officer | 0.1 | - | - | - | - | - | 21 |
| 22 | Contracted Transportation Manager | 0.1 | - | - | - | - | - | 22 |
| 23 | Accounting Specialist | 0.1 | - | - | - | - | - | 23 |
| 24 | Administrative Assistant | 0.7 | - | - | - | - | - | 24 |
| 25 | Total NEMT FTEs | 1.0 | - | - | - | - | - | 25 |

CAPITAL PROJECTS FUND





Capital Projects Fund

The Capital Projects Fund is used to manage funds and expenditures for major capital acquisitions and projects. Funding for capital acquisitions and projects is a combination of federal, state, and local sources. Federal funding is by far the largest source of funding, providing almost 70% of the total for FY2020-21 capital projects.

The Adopted Budget includes amounts that are expected to be spent during FY2020-21 and includes working capital reserves to help identify total requirements of some projects. Projects from the FY2019-20 Adopted Budget that cover multiple years or were not completed at year-end were re-evaluated by the Capital Projects Committee, and most were carried forward into the FY2020-21 Adopted Capital Projects Fund budget.

The following is a brief description of the major projects included in the Adopted FY2020-21 Budget for each of the Divisions. A complete list of projects are detailed on the following pages.

Finance & Technology

- \$330,000 for an Open Fare Payment System for passengers on District vehicles.
- \$300,000 for services of a project management consultant to assist in the successful implementation of the Financial and Human Resource modules from Tyler Munis software.

General Manager/Board/SIPM

- \$2,380,187 for a comprehensive ITS solution for District buses.
- \$600,000 for professional services to assist with South Salem Transit Center siting and planning.

Operations

- \$1,115,059 for replacement of Cherrlots Regional Vehicles
- \$1,519,015 for replacing one of the CNG Fueling Stations at Del Webb property
- \$387,000 for upgrading the perimeter of Del Webb property with fencing and gates
- \$371,074 for the first phase of replacing Del Webb in-ground lifts

Capital Projects Fund Revenues/Resources

| Total Capital Projects Fund Revenues/Resources and Expenses/Requirements | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|---|---|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 1 | Beginning Working Capital Grants | \$ - | \$ - | \$ - | \$ 2,530,963 | \$ - | \$ - | 0.0% | 1 |
| 2 | Federal FHWA STPG Funds | 25,752 | 6,330,297 | 1,694,933 | 5,552,075 | 4,013,059 | (1,539,016) | -27.7% | 2 |
| 3 | Federal New Freedom | 2,574 | - | - | - | - | - | - | 3 |
| 4 | Federal FHWA CMAQ Funds | 116,084 | 123,225 | 98,032 | - | - | - | - | 4 |
| 5 | Federal FTA 5339 Funds | 177,812 | 2,610,616 | 2,474,563 | 1,874,965 | 258,450 | (1,616,515) | -86.2% | 5 |
| 6 | Federal FTA 5307 Discretionary Funds | - | - | - | - | 2,094,298 | - | - | 6 |
| 7 | Federal FTA 5307 Funds | 244,132 | 841,573 | 376,687 | 2,810,765 | 3,585,959 | 775,194 | 27.6% | 7 |
| 8 | Federal 5309 Funds | 622,256 | 940,771 | 540,570 | 1,234,398 | - | (1,234,398) | -100.0% | 8 |
| 9 | Total Federal Assistance | 1,188,610 | 10,846,482 | 5,184,785 | 11,472,203 | 9,951,766 | (3,614,735) | -31.5% | 9 |
| 10 | Federal 5310 Funds Through State | 384,954 | 130,034 | 323,037 | 484,542 | 242,271 | (242,271) | -50.0% | 10 |
| 11 | State 5339 Discretionary Funds | - | - | - | - | 495,975 | 495,975 | - | 11 |
| 12 | State STF Funds | 56,490 | 295,507 | - | - | - | - | - | 12 |
| 13 | State STIF Formula Funds | - | 275,000 | 220,000 | 440,000 | 220,000 | (220,000) | -50.0% | 13 |
| 14 | State STIF Discretionary Funds | - | - | 3,002 | 941,463 | 920,065 | - | 0.0% | 14 |
| 15 | Total State Assistance | 441,444 | 700,541 | 546,039 | 1,866,005 | 1,878,311 | 33,704 | 1.8% | 15 |
| 16 | Other Resources | | | | | | | | |
| 16 | Insurance Settlement | - | - | 10,023 | - | - | - | - | 16 |
| 17 | Miscellaneous | - | - | - | 537,363 | 537,363 | - | 0.0% | 17 |
| 18 | Transfers from Other Funds | - | - | 12,000 | 12,000 | 1,991,576 | 1,979,576 | 16496.5% | 18 |
| 19 | Total Other Resources | - | - | 22,023 | 549,363 | 2,528,939 | 1,979,576 | 360.3% | 19 |
| 20 | Total Capital Project Fund Resources | \$ 1,630,054 | \$ 11,547,023 | \$ 5,752,847 | \$ 16,418,534 | \$ 14,359,016 | \$ (2,059,518) | -12.5% | 20 |

Capital Projects Fund Revenues/Resources

| Total Capital Projects Fund Revenues/Resources and Expenses/Requirements | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|---|---|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| Operating Expenses/Requirements | | | | | | | | | |
| 21 | General Manager/Board of Directors/SIPM | \$ - | \$ - | \$ 1,241,745 | \$ 6,077,331 | \$ 3,288,206 | \$ (2,789,125) | -45.9% | 21 |
| 22 | Administration | 202,942 | 156,004 | - | - | - | - | | 22 |
| 23 | Communications | 2,687 | 4,889 | - | - | - | - | | 23 |
| 24 | Finance and Technology | - | - | 71,230 | 898,740 | 1,291,557 | 392,817 | 43.7% | 24 |
| 25 | Transportation Development | 571,351 | 1,728,893 | - | - | - | - | | 25 |
| 26 | Operations | 1,449,064 | 11,268,296 | 5,580,020 | 9,442,463 | 8,479,893 | (962,570) | -10.2% | 26 |
| 27 | Total Capital Projects Fund Requirements | \$ 2,226,044 | \$ 13,158,082 | \$ 6,892,995 | \$ 16,418,534 | \$ 13,059,656 | \$ (3,358,878) | -20.5% | 27 |
| Operating Revenue/Resources less Operating Expenses/Requirements | | | | | | | | | |
| 28 | Expenses/Requirements | \$ (595,990) | \$ (1,611,059) | \$ (1,140,148) | \$ - | \$ 1,299,360 | \$ 1,299,360 | | 28 |
| 29 | Reserved Working Capital | - | - | - | - | (1,131,882) | (1,131,882) | | 29 |
| Net Operating and Reserve Working Capital | | | | | | | | | |
| 30 | Total | \$ (595,990) | \$ (1,611,059) | \$ (1,140,148) | \$ - | \$ 167,478 | \$ 167,478 | | 30 |
| 31 | Beginning Working Capital | 3,393,496 | 2,797,506 | 1,186,447 | 2,530,963 | 46,299 | (2,484,664) | -98% | 31 |
| 32 | Ending Working Capital | \$ 2,797,506 | \$ 1,186,447 | \$ 46,299 | \$ 2,530,963 | \$ 213,777 | \$ (2,317,186) | -92% | 32 |
| FTE | | | | | | | | | |
| 33 | Contracts/Procurement Manager | 0.2 | - | - | - | - | - | | 33 |
| 34 | Contract/Procurement Specialist | 0.2 | - | - | - | - | - | | 34 |
| 35 | Facilities Maintenance Worker | 1.2 | - | - | - | - | - | | 35 |
| 36 | Total FTE | 1.6 | - | - | - | - | - | | 36 |

Capital Projects Fund Expenses/Requirements by Division

| Total Capital Projects Fund Summary Expenses/Requirements by Division | | FY2017-18 | | FY2019-20 | FY2019-20 | FY2020-21 Adopted | Change from | | Percent Change |
|--|--|-------------------|-------------------|----------------------|---------------------|---------------------|-----------------------|---------------|-------------------|
| | | Actual | FY2018-19 Actual | Year-End Estimate | Amended Budget | Budget | FY2019-20 Budget | | |
| General Manager/Board of Directors/SIPM | | | | | | | | | |
| 1 | Radio and Radio System Upgrade | \$ - | \$ - | \$ - | \$ 174,767 | \$ - | \$ (174,767) | -100% | 1 |
| 2 | Del Webb Server Room Remodel | - | - | - | 29,000 | - | (29,000.00) | -100% | 2 |
| 3 | ITS Phase 4 (multiple component integration) | - | - | 332,517 | 1,663,202 | 1,504,454 | (158,748) | -10% | 3 |
| 4 | KTC Intersection Signalization | - | - | 675,712 | 2,171,989 | 100,000 | (2,071,989) | -95% | 4 |
| 5 | Bus Stop Improvement Program | - | - | 120,095 | 614,665 | 180,000 | (434,665) | -71% | 5 |
| 6 | Regional Stop Improvements and PCF | - | - | 5,504 | 61,771 | 28,019 | (33,752) | -55% | 6 |
| 7 | South Salem Transit Center | - | - | 584 | 376,937 | 600,000 | 223,063 | 59% | 7 |
| 8 | ITS Phases 2 & 3 (CAD/AVL & APC) | - | - | 107,333 | 985,000 | 875,733 | (109,267) | -11% | 8 |
| 9 | Total GM/BOD/SIPM | \$ - | \$ - | \$ 1,241,745 | \$ 6,077,331 | \$ 3,288,206 | \$ (2,585,358) | -42.5% | 9 |
| Administration | | | | | | | | | |
| 10 | Finance/HR Software Implementation | \$ 202,942 | \$ 156,004 | \$ - | \$ - | \$ - | \$ - | | 10 |
| 11 | Total Administration | \$ 202,942 | \$ 156,004 | \$ - | \$ - | \$ - | \$ - | | 11 |
| Finance and Technology | | | | | | | | | |
| 12 | Back-up Storage | \$ - | \$ - | \$ 53,070 | \$ 293,000 | \$ - | \$ (293,000) | -100.0% | 12 |
| 13 | Facilities Camera Replacement (Phase 1) | - | - | - | 111,000 | - | (111,000) | -100.0% | 13 |
| 14 | Tyler Munis Software Implementation | - | - | 18,160 | 150,000 | 300,000 | 150,000 | 100.0% | 14 |
| 15 | IT Switch Replacements & Upgrade | - | - | - | 72,000 | 72,000 | - | 0.0% | 15 |
| 16 | IT Server Replacements | - | - | - | 90,000 | 90,000 | - | 0.0% | 16 |
| 17 | Electric Vehicle Stations at KTC | - | - | - | 22,740 | 22,740 | - | 0.0% | 17 |
| 18 | Program Data Integration Software | - | - | - | 160,000 | 160,000 | - | 0.0% | 18 |
| 19 | Open Fare Payment System | - | - | - | - | 330,000 | 330,000 | | 19 |
| 20 | DW Server Room architecture | - | - | - | - | 39,800 | 39,800 | | 20 |
| 21 | Radio and Radio System Upgrade | - | - | - | - | 174,767 | 174,767 | | 21 |
| 22 | Lifecycle IT Hardware Replacement | - | - | - | - | 102,250 | 102,250 | | 22 |
| 23 | Total Finance and Technology | \$ - | \$ - | \$ 71,230 | \$ 898,740 | \$ 1,291,557 | \$ 392,817 | 43.7% | 23 |
| Communication | | | | | | | | | |
| 24 | POS Customer Service Software | \$ 2,687 | \$ 4,889 | \$ - | \$ - | \$ - | \$ - | | 24 |
| 25 | Total Communication | \$ 2,687 | \$ 4,889 | \$ - | \$ - | \$ - | \$ - | 0.0% | 25 |

Capital Projects Fund Expenses/Requirements by Division

| Total Capital Projects Fund Summary Expenses/Requirements by Division | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change |
|---|--|-------------------|---------------------|-----------------------------|--------------------------|--------------------------|------------------------------|----------------|
| Transportation Development* | | | | | | | | |
| 26 | ITS Phase 4 (multiple component integration) | \$ - | \$ 20,362 | \$ - | \$ - | \$ - | \$ - | 26 |
| 27 | Hardware -FY18 Budget | 101,499 | - | - | - | - | - | 27 |
| 28 | Back-up Storage | - | 183,864 | - | - | - | - | 28 |
| 29 | Bus Stop Improvement Program | - | 295,757 | - | - | - | - | 29 |
| 30 | Bus Stop Improvement Program | 138,989 | - | - | - | - | - | 30 |
| 31 | ITS Phases 2 & 3 (CAD/AVL & APC) | 70,048 | 47,350 | - | - | - | - | 31 |
| 32 | KTC Intersection Signalization | 244,096 | 1,163,961 | - | - | - | - | 32 |
| 33 | South Salem Transit Center | 16,719 | 14,291 | - | - | - | - | 33 |
| 34 | Bus Stop Improvement Program | - | 3,308 | - | - | - | - | 34 |
| 35 | Total Transportation Development | \$ 571,351 | \$ 1,728,893 | \$ - | \$ - | \$ - | \$ - | 35 |
| *Transportation Development Division was reorganized and amended to divide projects between GM and Finance Budgets in FY19-20 | | | | | | | | |
| Operations | | | | | | | | |
| 36 | Card Reader | \$ 6,973 | \$ - | \$ - | \$ - | \$ - | \$ - | 36 |
| 37 | Fuel Island Upgrades | 17,316 | - | - | - | - | - | 37 |
| 38 | Air Compressor | 24,654 | - | - | - | - | - | 38 |
| 39 | Cherriots Lift Vehicle Replacements (3) | 599,963 | - | - | - | - | - | 39 |
| 40 | Parts Room Cabinets (2) | - | 6,453 | - | - | - | - | 40 |
| 41 | Heated Pressure Washer Replacement | - | 5,863 | - | - | - | - | 41 |
| 42 | Del Webb Exterior Lighting | - | 13,618 | - | - | - | - | 42 |
| 43 | Post Lift Replacements (2) | - | 11,244 | - | - | - | - | 43 |
| 44 | Tire Bay Concrete Work | - | 20,769 | - | - | - | - | 44 |
| 45 | Cherriots Revenue Vehicle Replacements (14) | - | 10,698,038 | - | - | - | - | 45 |
| 46 | Floor Scrubber | - | 9,509 | - | - | - | - | 46 |
| 47 | Visitor Intercom System | - | 13,958 | - | - | - | - | 47 |
| 48 | Back up Diesel Pump Generator | - | - | 19,569 | - | - | - | 48 |
| 49 | Del Webb Irrigation/Landscape/Monument Project | - | 54,000 | 3,000 | 72,657 | - | (72,657) | -100.0% |
| 50 | Cherriots Shop & Ride Vehicle Replacement | - | 72,474 | 90,010 | 90,010 | - | (90,010) | -100.0% |
| 51 | Bus Wash Roof Repair | - | - | 13,230 | 10,500 | - | (10,500) | -100.0% |
| 52 | Aluminum Wheel Polisher Purchase | - | - | 99,965 | 99,645 | - | (99,645) | -100.0% |
| 53 | Electrical Room Proximity Card | - | - | 9,000 | 9,000 | - | (9,000) | -100.0% |
| 54 | Del Webb Elevator Repair | - | - | 5,080 | 13,500 | - | (13,500) | -100.0% |

Capital Projects Fund Expenses/Requirements by Division

| Total Capital Projects Fund Summary Expenses/Requirements by Division | | FY2017-18 | | FY2019-20 | FY2019-20 | Change from | | Percent Change | |
|--|--|-----------|------------------|----------------------|-------------------|-----------------------------|---------------------|-------------------|----|
| | | Actual | FY2018-19 Actual | Year-End Estimate | Amended Budget | FY2020-21 Adopted Budget | FY2019-20 Budget | | |
| 55 | Fork Lift Replacement | - | - | 24,983 | 28,000 | - | (28,000) | -100.0% | 55 |
| 56 | DW Office Furniture | - | - | 12,561 | 12,000 | - | (12,000) | -100.0% | 56 |
| 57 | Cherriots CNG Replacement Vehicles (9) | 157,464 | - | 5,020,820 | 4,985,000 | - | (4,985,000) | -100.0% | 57 |
| 58 | DTC Lighting Replacement | - | - | 50,000 | 50,000 | - | (50,000) | -100.0% | 58 |
| 59 | Downtown TC Restroom Remodel | - | - | 50,000 | 50,000 | - | (50,000) | -100.0% | 59 |
| 60 | Del Webb Power Generator (Phase 1) | - | - | - | 300,000 | - | (300,000) | -100.0% | 60 |
| 61 | CNG Tank Replacement | - | - | - | 86,000 | - | (86,000) | -100.0% | 61 |
| 62 | Modular Building Step Replacement | - | - | - | 10,000 | - | (10,000) | -100.0% | 62 |
| 63 | Maintenance Supervisor Office Remodel | - | - | - | 45,800 | - | (45,800) | -100.0% | 63 |
| 64 | CNG Dryer | - | - | - | 28,000 | - | (28,000) | -100.0% | 64 |
| 65 | Heavy Duty Parts Washer | - | - | - | 12,650 | - | (12,650) | -100.0% | 65 |
| 66 | Additional Del Webb Maintenance Office | - | - | - | 83,200 | - | (83,200) | -100.0% | 66 |
| 67 | DW Driver Report Area Upgrade | - | - | - | 8,500 | - | (8,500) | -100.0% | 67 |
| 68 | Cherriots Regional Vehicle Replacement | 642,694 | 366 | 180,000 | 1,295,047 | 1,115,059 | (179,988) | -13.9% | 68 |
| 69 | In-Ground Lifts (Phase 1) | - | 787 | 639 | 258,848 | 371,074 | 112,226 | 43.4% | 69 |
| 70 | Cherriots Lift Vehicle Replacements | - | 361,217 | 1,163 | 270,000 | 270,000 | - | 0.0% | 70 |
| 71 | Maintenance Wash Basin Repair/Replace | - | - | - | 6,300 | 6,285 | (15) | -0.2% | 71 |
| 72 | Del Webb Camera Replacement | - | - | - | 71,000 | 71,000 | - | 0.0% | 72 |
| 73 | CH2 Fire Alarm System Upgrade | - | - | - | 50,000 | 50,000 | - | 0.0% | 73 |

Capital Projects Fund Expenses/Requirements by Division

| Total Capital Projects Fund Summary Expenses/Requirements by Division | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Year-End Estimate | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | Change from FY2019-20 Budget | Percent Change | |
|--|---|-------------------------|-------------------------|------------------------------------|---------------------------------|---------------------------------|-------------------------------------|-----------------------|----|
| 74 | Del Webb Overhead Fluid System | - | - | - | 80,000 | 80,000 | - | 0.0% | 74 |
| 75 | DTC (CH2) Security Cameras | - | - | - | 50,000 | 50,000 | - | 0.0% | 75 |
| 76 | Del Webb Fence Upgrade (Phase 1) | - | - | - | 387,000 | 387,000 | - | 0.0% | 76 |
| 77 | Cherriots Regional Vehicle Expansion | - | - | - | 440,000 | 220,000 | (220,000) | -50.0% | 77 |
| 78 | CNG Station Replacement | - | - | - | 460,000 | 1,519,015 | 1,059,015 | 230.2% | 78 |
| 79 | DT Customer Service Heating/Electrical | - | - | - | 40,000 | 91,815 | 51,815 | 129.5% | 79 |
| 80 | DW Maintenance HVAC | - | - | - | 10,240 | 12,550 | 2,310 | 22.6% | 80 |
| 81 | Fuel Island Roof Replacement | - | - | - | 29,566 | 38,500 | 8,934 | 30.2% | 81 |
| 82 | CNG Bus Replacement (4) | - | - | - | - | 2,334,000 | 2,334,000 | | 82 |
| 83 | Cherriots Lift Bus Replacements (5) | - | - | - | - | 583,500 | 583,500 | | 83 |
| 84 | Cherriots Lift Bus Replacements (5) | - | - | - | - | 800,000 | 800,000 | | 84 |
| 85 | Del Webb Power Generator (Phase 2) | - | - | - | - | 250,407 | 250,407 | | 85 |
| 86 | Facilities Camera Replacement | - | - | - | - | 181,460 | 181,460 | | 86 |
| 87 | Wheel Polisher Dust Collection System | - | - | - | - | 19,975 | 19,975 | | 87 |
| 88 | DW Administration Bldg. Sprinkler Retrofit | - | - | - | - | 28,253 | 28,253 | | 88 |
| 89 | Total Operations | \$ 1,449,064 | \$ 11,268,296 | \$ 5,580,020 | \$ 9,442,463 | \$ 8,479,893 | \$ (962,570) | -10.2% | 89 |
| 90 | Total FY21 Capital Project Fund Requirements | | | | | \$ 13,059,656 | | | 90 |

DISTRICT WIDE FTE TOTALS





Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Amended Budget | FY202021 Adopted Budget | |
|--------------------------------------|--|---------------------|---------------------|--------------------------------|-------------------------------|--|
| General Fund | | | | | | |
| General Manager | | | | | | |
| 1 | General Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1 |
| 2 | Executive Assistant | 1.0 | 1.0 | 1.5 | 1.0 | 2 |
| 3 | Sustainability Program Manager | - | - | - | 1.0 | 3 new position |
| 4 | Director of Strategic Initiatives/Program Mgmt | - | - | 1.0 | 1.0 | 4 reclassified and transferred due to reorganization |
| 5 | Administrative Assistant, Fin/Strategic Plg | - | - | - | 0.5 | 5 renamed and transferred due to reorganization |
| 6 | Total General Manager/Board Division | 2.0 | 2.0 | 3.5 | 4.5 | 6 |
| Administration Division | | | | | | |
| Human Resources | | | | | | |
| 7 | Director of Administration | 1.0 | 1.0 | 1.0 | 1.0 | 7 |
| 8 | Benefits and Leave Administrator | - | - | - | 1.0 | 8 reclassified from Human Resources Specialist |
| 9 | Administrative Assistant, HR | - | - | 1.0 | 1.0 | 9 |
| 10 | Receptionist | 1.2 | 1.8 | 1.8 | 1.8 | 10 |
| 11 | Human Resources Specialist | 1.0 | 1.0 | 1.0 | - | 11 |
| 12 | Payroll Specialist | 1.0 | - | - | - | 12 |
| 13 | Human Resources Assistant-Reception | 1.0 | 1.0 | - | - | 13 |
| 14 | Total Human Resources | 5.2 | 4.8 | 4.8 | 4.8 | 14 |
| Human Resources Safety | | | | | | |
| 15 | Safety & Loss Control Specialist | 1.0 | 1.0 | 1.0 | 1.0 | 15 |
| 16 | Total Human Resources Safety | 1.0 | 1.0 | 1.0 | 1.0 | 16 |
| 17 | Total Administration Division | 6.2 | 5.8 | 5.8 | 5.8 | 17 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | |
|--------------------------------------|--|---------------------|---------------------|--------------------------------|--------------------------------|--|
| Finance and Technology Division | | | | | | |
| Finance | | | | | | |
| 18 | Director of Finance & Technology/CFO | - | 1.0 | 1.0 | 1.0 | 18 renamed due to additional department added |
| 19 | Finance Manager | 1.0 | - | - | - | 19 |
| 20 | Accounting Manager | - | - | 1.0 | 1.0 | 20 reclassified |
| 21 | Accountant | 0.9 | 1.0 | 1.0 | 2.0 | 21 additional limited term position added |
| 22 | Grants Administrator | - | 1.0 | 1.0 | 1.0 | 22 |
| 23 | Business Performance Analyst | - | - | 1.0 | 1.0 | 23 new position |
| 24 | Payroll Specialist | - | 1.0 | 1.0 | 1.0 | 24 |
| 25 | Accounting Specialist | 1.0 | 1.0 | 1.0 | 1.0 | 25 |
| 26 | Accounting Technician | 1.0 | 1.0 | 1.0 | 1.0 | 26 |
| 27 | Administrative Assistant, Fin/Strategic Plg | - | - | 0.5 | 0.5 | 27 renamed and transferred due to reorganization |
| 28 | Accounting Supervisor | - | 1.0 | - | - | 28 |
| 29 | Receptionist | 0.3 | 0.3 | - | - | 29 |
| 30 | Total Finance | 4.2 | 7.3 | 8.5 | 9.5 | 30 |
| Procurement | | | | | | |
| 31 | Procurement/Contracts Manager | 0.8 | 1.0 | 1.0 | 1.0 | 31 |
| 32 | Procurement/Contracts Analyst | 0.8 | - | - | 1.0 | 32 reclassified from Contract/Procurement Specialist |
| 33 | Contract/Procurement Specialist | - | 1.0 | 1.0 | - | 33 |
| 34 | Grants Administrator | 1.0 | - | - | - | 34 |
| 35 | Total Procurement | 2.6 | 2.0 | 2.0 | 2.0 | 35 |
| Information Technology | | | | | | |
| 36 | Information Technology Manager | - | - | 1.0 | 1.0 | 36 transferred due to reorganization |
| 37 | Network Administrator | - | - | 1.0 | 1.0 | 37 transferred due to reorganization |
| 38 | Intelligent Transportation Systems Administrator | - | - | 1.0 | 1.0 | 38 transferred due to reorganization |
| 39 | Database Administrator | - | - | 1.0 | - | 39 |
| 40 | Systems Administrator | - | - | - | 1.0 | 40 new position |
| 41 | Web Systems Administrator | - | - | - | 1.0 | 41 new position |
| 42 | Support Analyst | - | - | 2.0 | 0.9 | 42 transferred due to reorganization |
| 43 | Total Information Technology | - | - | 6.0 | 5.9 | 43 |
| 44 | Total Finance and Technology Division | 6.8 | 9.3 | 16.5 | 17.4 | 44 |

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Amended Budget | FY2020-21 Adopted Budget | |
|---|--|---------------------|---------------------|--------------------------------|--------------------------------|---|
| Communication | | | | | | |
| Marketing and Communication | | | | | | |
| 45 | Director of Communication | 1.0 | 1.0 | 1.0 | 1.0 | 45 |
| 46 | Marketing Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | 46 |
| 47 | Digital Marketing Coordinator | 1.0 | 1.0 | 1.0 | 1.0 | 47 |
| 48 | Marketing Assistant | - | 1.0 | 1.0 | 1.0 | 48 |
| 49 | Customer Experience Specialist | - | - | - | 0.3 | 49 new position |
| 50 | Community Relations Officer | 1.0 | - | - | - | 50 |
| 51 | Total Marketing and Communication | 3.0 | 4.0 | 4.0 | 4.3 | 51 |
| Customer Service | | | | | | |
| 52 | Customer Service Manager | 0.8 | 0.9 | 0.9 | 1.0 | 52 |
| 53 | Customer Service Representative | 5.0 | 8.0 | 8.0 | 7.0 | 53 |
| 54 | Customer Experience Specialist | - | - | - | 0.3 | 54 new position |
| 55 | Total Customer Service | 5.8 | 8.9 | 8.9 | 8.3 | 55 |
| Travel Trainer | | | | | | |
| 56 | Outreach Representative (Travel Trainer) | 0.1 | 0.3 | 0.4 | 0.4 | 56 |
| 57 | Total Travel Trainer | 0.1 | 0.3 | 0.4 | 0.4 | 57 |
| 58 | Total Communication Division | 8.9 | 13.2 | 13.3 | 13.0 | 58 |
| Transportation Development Division Division dissolved and positions moved to other divisions | | | | | | |
| Transportation Development Administration | | | | | | |
| 59 | Director of Transportation Development | 1.0 | 1.0 | - | - | 59 reclassified and transferred to General Manager Division due to reorganization |
| 60 | Mobility Coordinator | 0.1 | - | - | - | 60 |
| 61 | Transit Planner I | 1.0 | 1.0 | - | - | 61 transferred to Operations Division due to reorganization |
| 62 | Planning Technician | 1.0 | - | - | - | 62 |
| 63 | Transit Planner II (Scheduler) | 1.0 | 1.0 | - | - | 63 transferred to Operations Division due to reorganization |
| 64 | Transit Planner II | 0.6 | 1.0 | - | - | 64 transferred to Operations Division due to reorganization |
| 65 | Senior Planner | 1.0 | 1.0 | - | - | 65 transferred to Operations Division due to reorganization |
| 66 | Administrative Assistant | 0.7 | 1.0 | - | - | 66 transferred to GM and Finance & Technology Divisions due to reorganization |
| 67 | Total Transportation Development Administration | 6.4 | 6.0 | - | - | 67 |
| Information Technology | | | | | | |
| 68 | Information Technology Manager | 1.0 | 1.0 | - | - | 68 transferred to Finance & Technology Division due to reorganization |
| 69 | Network Administrator | 0.9 | 0.9 | - | - | 69 transferred to Finance & Technology Division due to reorganization |
| 70 | Intelligent Transportation Systems Administrator | 0.9 | 0.9 | - | - | 70 transferred to Finance & Technology Division due to reorganization |
| 71 | Database Administrator | 0.8 | 0.8 | - | - | 71 |
| 72 | Technology Services Support Analyst | 1.4 | 1.4 | - | - | 72 transferred to Finance & Technology Division due to reorganization |
| 73 | Total Information Technology | 5.0 | 5.0 | - | - | 73 |
| 74 | Total Transportation Development Division | 11.4 | 11.0 | - | - | 74 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 | FY2018-19 | FY2019-20 | FY202021 | |
|--------------------------------------|--|-------------|-------------|----------------|----------------|------------|
| | | Actual | Actual | Amended Budget | Adopted Budget | |
| Operations Division | | | | | | |
| Operations Administration | | | | | | |
| 75 | Deputy General Manager/COO | - | - | - | 1.0 | 75 renamed |
| 76 | Transportation Manager | - | 1.0 | 1.0 | 1.0 | 76 |
| 77 | Assistant Transportation Manager | - | 1.0 | 1.0 | 1.0 | 77 |
| 78 | Operations Programs Administrator | - | 0.1 | 0.1 | 0.1 | 78 |
| 79 | Administrative Assistant, Operations | 1.0 | 1.0 | 1.0 | 1.0 | 79 |
| 80 | Chief Operating Officer | 0.9 | 1.0 | 1.0 | - | 80 |
| 81 | Fixed Route Operations Manager | 1.0 | - | - | - | 81 |
| 82 | Contracted Transportation Manager | 0.2 | - | - | - | 82 |
| 83 | Total Operations Administration | 3.1 | 4.1 | 4.1 | 4.1 | 83 |
| Vehicle Maintenance | | | | | | |
| 84 | Maintenance Manager | 1.0 | 0.9 | 0.9 | 0.9 | 84 |
| 85 | Vehicle Maintenance Supervisor | 1.8 | 3.8 | 3.8 | 3.8 | 85 |
| 86 | Maintenance Training Supervisor | 1.0 | 1.0 | 1.0 | 0.9 | 86 |
| 87 | Administrative Assistant, Maintenance | 1.0 | 0.6 | 0.8 | 0.7 | 87 |
| 88 | Purchasing Agent | 1.0 | 0.9 | 0.9 | 0.9 | 88 |
| 89 | Journey Mechanic | 7.6 | 10.1 | 10.1 | 10.1 | 89 |
| 90 | Parts & Supply Clerk | 1.0 | 0.9 | 0.9 | 0.9 | 90 |
| 91 | Service Technician | 4.1 | 6.4 | 5.5 | 5.5 | 91 |
| 92 | Service Worker | 5.1 | 7.4 | 7.4 | 7.4 | 92 |
| 93 | Intelligent Transportation Systems Administrator | 0.5 | - | - | - | 93 |
| 94 | Total Vehicle Maintenance | 23.6 | 32.0 | 31.3 | 31.1 | 94 |
| Facility Maintenance | | | | | | |
| 95 | Facilities Maintenance Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 95 |
| 96 | Facilities Maintenance Worker | 7.0 | 8.0 | 8.0 | 8.0 | 96 |
| 97 | Total Facilities Maintenance | 8.0 | 9.0 | 9.0 | 9.0 | 97 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 | FY2018-19 | FY2019-20 | FY202021 | |
|--|---|--------------|--------------|----------------|----------------|---------------------------------------|
| | | Actual | Actual | Amended Budget | Adopted Budget | |
| Security & Emergency Management | | | | | | |
| 98 | Security and Emergency Management Manager | - | - | 1.0 | 1.0 | 98 |
| 99 | Emergency Coordinator | - | - | - | 1.0 | 99 new position |
| 100 | Security Coordinator | - | - | - | 1.0 | 100 new position |
| 101 | Security Coordinator | 1.0 | 1.0 | - | - | 101 |
| 102 | Total Security & Emergency Management | 1.0 | 1.0 | 1.0 | 3.0 | 102 |
| Cherriots Fixed Route Service (Transportation) | | | | | | |
| 103 | Operations Supervisor | 8.0 | 8.0 | 11.0 | 12.0 | 103 |
| 104 | Operations Training Supervisor | 1.0 | 1.0 | 1.0 | 1.0 | 104 |
| 105 | Administrative Assistant, Transportation | - | - | 1.0 | 1.0 | 105 |
| 106 | Transit Operator | 101.0 | 109.0 | 124.0 | 133.5 | 106 |
| 107 | Total Cherriots Fixed Route Service (Transportation) | 110.0 | 118.0 | 137.0 | 147.5 | 107 |
| Planning | | | | | | |
| 108 | Senior Planner | - | - | 1.0 | 1.0 | 108 transferred due to reorganization |
| 109 | Transit Planner II (Programs) | - | - | 1.0 | 1.0 | 109 transferred due to reorganization |
| 110 | Transit Planner II (Scheduler) | - | - | 1.0 | 1.0 | 110 transferred due to reorganization |
| 111 | Transit Planner I | - | - | 1.0 | 1.0 | 111 transferred due to reorganization |
| 112 | Total Planning | - | - | 4.0 | 4.0 | 112 |
| 113 | Total Operations Division | 145.7 | 164.1 | 186.4 | 198.7 | 113 |
| 114 | Total General Fund | 181.0 | 205.4 | 225.5 | 239.4 | 114 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 | FY2018-19 | FY2019-20 | FY202021 | |
|--------------------------------------|--|------------|------------|----------------|----------------|-------------|
| | | Actual | Actual | Amended Budget | Adopted Budget | |
| Transportation Programs Fund | | | | | | |
| Cherriots LIFT | | | | | | |
| 115 | Contracted Services Manager | 0.7 | 0.7 | 0.7 | 0.7 | 115 renamed |
| 116 | Administrative Assistant, Contracted Services | 0.5 | 0.4 | 0.9 | 0.7 | 116 |
| 117 | Maintenance Manager | - | 0.1 | 0.1 | 0.1 | 117 |
| 118 | Vehicle Maintenance Supervisor | 0.1 | 0.1 | 0.1 | 0.1 | 118 |
| 119 | Maintenance Training Supervisor | - | - | - | 0.1 | 119 |
| 120 | Administrative Assistant, Maintenance | - | - | - | 0.1 | 120 |
| 121 | Journey Mechanic | 0.6 | 0.7 | 0.7 | 0.6 | 121 |
| 122 | Purchasing Agent | - | - | 0.1 | 0.1 | 122 |
| 123 | Parts & Supply Clerk | 0.1 | 0.1 | 0.1 | 0.1 | 123 |
| 124 | Service Technician | 0.4 | 0.4 | 0.4 | 0.4 | 124 |
| 125 | Service Worker | 0.4 | 0.5 | 0.5 | 0.4 | 125 |
| 126 | Customer Service Manager | 0.1 | - | - | - | 126 |
| 127 | Intelligent Transportation Systems Administrator | 0.1 | - | 0.1 | - | 127 |
| 128 | Mobility Coordinator | 0.1 | 0.1 | - | - | 128 |
| 129 | Total Cherriots LIFT | 3.1 | 3.1 | 3.7 | 3.4 | 129 |
| Cherriots Shop & Ride | | | | | | |
| 130 | Contracted Services Manager | 0.1 | - | 0.1 | 0.1 | 130 |
| 131 | Administrative Assistant, Contracted Services | - | - | - | 0.1 | 131 |
| 132 | Journey Mechanic | - | 0.1 | 0.1 | 0.2 | 132 |
| 133 | Service Technician | - | - | 0.1 | - | 133 |
| 134 | Service Worker | 0.1 | 0.1 | 0.1 | - | 134 |
| 135 | Contracted Transportation Manager | - | - | 0.1 | - | 135 |
| 136 | Customer Services Manager | - | - | 0.2 | - | 136 |
| 137 | Total Cherriots Shop & Ride | 0.2 | 0.2 | 0.7 | 0.4 | 137 |
| Cherriots Regional | | | | | | |
| 138 | Contracted Services Manager | - | - | 0.2 | 0.2 | 138 |
| 139 | Administrative Assistant, Contracted Services | 0.1 | 0.1 | 0.3 | 0.2 | 139 |
| 140 | Vehicle Maintenance Supervisor | 0.1 | 0.1 | 0.1 | 0.1 | 140 |
| 141 | Journey Mechanic | 0.4 | 0.4 | 0.5 | 0.1 | 141 |
| 142 | Service Technician | 0.2 | 0.2 | 0.2 | 0.1 | 142 |
| 143 | Service Worker | 0.2 | 0.2 | 0.2 | 0.2 | 143 |
| 144 | Long-Range Planning Analyst | 0.1 | - | - | - | 144 |
| 145 | Senior Planner | 0.1 | - | - | - | 145 |
| 146 | Planning Technician | 0.1 | - | - | - | 146 |
| 147 | Planning Analyst | 0.1 | - | - | - | 147 |
| 148 | Total Cherriots Regional | 1.4 | 1.0 | 1.5 | 0.9 | 148 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 | FY2018-19 | FY2019-20 | FY2020-21 |
|--|--|-------------|------------|----------------|----------------------|
| | | Actual | Actual | Amended Budget | Adopted Budget |
| NEMT (DMAP/WVCH) | | | | | |
| 149 | Chief Operating Officer | 0.1 | 0.1 | - | - 149 |
| 150 | Contracted Transportation Manager | 0.1 | 0.1 | - | - 150 |
| 151 | Medical Transportation Administrator | 0.9 | - | - | - 151 |
| 152 | Human Resources Assistant I | 0.1 | - | - | - 152 |
| 153 | Accounting Specialist | 0.1 | 0.1 | - | - 153 |
| 154 | Administrative Assistant | 0.7 | 0.7 | - | - 154 |
| 155 | Total NEMT (DMAP/WVCH) | 2.0 | 1.0 | - | - 155 |
| Cherriots Call Center | | | | | 0 |
| 156 | Support Analyst | 0.2 | 0.2 | 0.4 | 0.1 156 |
| 157 | Information Technology Manager | 0.1 | - | - | - 157 |
| 158 | Database Administrator | 0.1 | 0.1 | 0.1 | - 158 |
| 159 | Network Administrator | 0.1 | 0.1 | 0.1 | - 159 |
| 160 | Accounting Specialist | 0.1 | 0.1 | 0.1 | - 160 |
| 161 | Total Cherriots Call Center | 0.6 | 0.5 | 0.7 | 0.1 161 |
| Mobility Management | | | | | 0 |
| 162 | Outreach Representative (Travel Trainer) | 1.0 | - | 0.7 | 0.6 162 |
| 163 | Operations Programs Administrator | - | - | - | 0.9 163 |
| 164 | Mobility Coordinator | 1.0 | 0.8 | 0.8 | - 164 |
| 165 | Customer Service Manager | 0.1 | - | 0.1 | - 165 |
| 166 | Total Mobility Management | 2.1 | 0.8 | 1.6 | 1.5 166 |
| Special Transportation Coordination | | | | | |
| 167 | Long-Range Planning Analyst | - | 0.1 | 0.2 | - 167 |
| 168 | Administrative Assistant | 0.1 | 0.1 | 0.1 | - 168 |
| 169 | Total Special Transportation Coordination | 0.1 | 0.2 | 0.3 | - 169 |
| Cherriots TripChoice/Transportation Demand Management | | | | | |
| 170 | Transportation Options Coordinator | - | - | - | 2.0 170 |
| 171 | Customer Experience Specialist | - | - | - | 0.4 171 new position |
| 172 | Rideshare & Outreach Coordinator | 1.0 | 1.0 | 1.0 | - 172 |
| 173 | Rideshare Specialist | 1.0 | 1.0 | 1.0 | - 173 |
| 174 | Rideshare Assistant | - | 0.5 | 1.0 | - 174 |
| 175 | Total Cherriots TripChoice/Transportation Demand Management | 2.0 | 2.5 | 3.0 | 2.4 175 |
| 176 | Total Transportation Programs Fund | 11.5 | 9.3 | 11.5 | 8.7 176 |

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2020-21

Detail FTE Listing by Fund, Division, & Department

| Division/Department FTE Detail Count | | FY2017-18 Actual | FY2018-19 Actual | FY2019-20 Amended Budget | FY2020-21 Adopted Budget |
|--------------------------------------|-----------------------------------|---------------------|---------------------|--------------------------------|--------------------------------|
| Capital Project Fund | | | | | |
| 177 | Capital Projects Manager | 1.0 | - | - | - 177 |
| 178 | Contract/Procurement Manager | - | 0.2 | 0.2 | - 178 |
| 179 | Contract/Procurement Specialist | 0.2 | 0.2 | 0.2 | - 179 |
| 180 | Contract Coordinator | 0.1 | - | - | - 180 |
| 181 | Facilities Maintenance Worker | 1.9 | 1.2 | - | - 181 |
| 182 | Total Capital Project Fund | 3.2 | 1.6 | 0.4 | - 182 |
| 183 | District Wide | 195.7 | 216.3 | 237.4 | 248.1 183 |

RETIREMENT CONTRIBUTION RATES





Actuarially Calculated Contribution Rates for Retirement Plans

| Defined Benefit Retirement Plan for Bargaining Unit Employees | Year Ending 6/30/2016 | Year Ending 6/30/2017 | Year Ending 6/30/2018 | Year Ending 6/30/2019 | Year Ending 6/30/2020 |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Normal Cost | 9.1% | 10.6% | 10.6% | 12.30% | 12.30% |
| Amortization of UAAL | 15.5% | 16.8% | 16.8% | 17.20% | 17.20% |
| Total Recommended Contribution as Percentage of Payroll for Defined Benefit Plan - Bargaining Employees | 24.6% | 27.4% | 27.4% | 29.5% | 29.5% |

| Defined Benefit Retirement Plan for Non-Bargaining Unit Employees | Year Ending 6/30/2016 | Year Ending 6/30/2017 | Year Ending 6/30/2018 | Year Ending 6/30/2019 | Year Ending 6/30/2020 |
|---|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| Normal Cost | 1.8% | 1.7% | 1.7% | 2.7% | 2.7% |
| Amortization of UAAL | 9.4% | 12.9% | 12.9% | 12.8% | 12.8% |
| Total Recommended Contribution as Percentage of Payroll for Defined Benefit Plan - Non-Bargaining Unit Employees | 11.2% | 14.6% | 14.6% | 15.5% | 15.5% |

Defined Contribution Retirement Plan for Non-Bargaining Unit Employees

| | Rate | | | | |
|-------------|-------------|-------|-------|-------|-------|
| Normal Cost | 10.0% | 10.0% | 10.0% | 10.0% | 10.0% |

Source: Actuarial Valuations prepared by Milliman, Inc., November 2019

Schedule of Changes in Net Pension Liability and Related Ratios

| | Year Ending 6/30/2016 | Year Ending 6/30/2017 | Year Ending 6/30/2018 | Year Ending 6/30/2019 | Projection 6/30/2020 |
|--|----------------------------------|----------------------------------|----------------------------------|----------------------------------|---------------------------------|
| Defined Benefit Retirement Plan for Bargaining Employees | | | | | |
| DB Employer Contribution | \$ 1,470,050 | \$ 1,778,155 | \$ 1,846,814 | \$ 2,075,440 | \$ 2,158,338 |
| Contrib. as % of Covered Payroll | 24.99% | 30.07% | 27.04% | 31.58% | 29.50% |
| Total Pension Liability | \$ 20,091,673 | \$ 22,319,353 | \$ 23,919,367 | \$ 25,098,434 | |
| Plan Fiduciary Net Position | \$ 14,624,748 | \$ 17,411,835 | \$ 19,397,716 | \$ 21,489,986 | |
| Net Pension Liability (NPL)* | \$ 5,466,925 | \$ 4,907,518 | \$ 4,521,651 | \$ 3,608,448 | |
| Funded Ratio** | 72.79% | 78.01% | 81.10% | 85.62% | |
| Defined Benefit Retirement Plan for Non-Bargaining Employees | | | | | |
| DB Employer Contribution | \$ 472,904 | \$ 566,742 | \$ 644,325 | \$ 701,679 | \$ 706,490 |
| Contrib. as % of Covered Payroll | 13.71% | 16.14% | 15.43% | 16.32% | 15.50% |
| Total Pension Liability | \$ 7,660,587 | \$ 8,162,002 | \$ 8,508,461 | \$ 8,463,692 | |
| Plan Fiduciary Net Position | \$ 5,406,611 | \$ 6,060,405 | \$ 6,716,310 | \$ 7,180,423 | |
| Net Pension Liability (NPL)* | \$ 2,326,969 | \$ 2,101,597 | \$ 1,792,150 | \$ 1,283,269 | |
| Funded Ratio** | 69.62% | 74.25% | 78.94% | 84.84% | |
| Defined Contribution Retirement Plan for Non-Bargaining Employees | | | | | |
| DC Employer Contribution | \$ 381,925 | \$ 414,434 | \$ 445,713 | \$ 479,353 | \$ 515,532 |
| Employer Contrib. % of Gross PR | 10.00% | 10.00% | 10.00% | 10.00% | 10.00% |

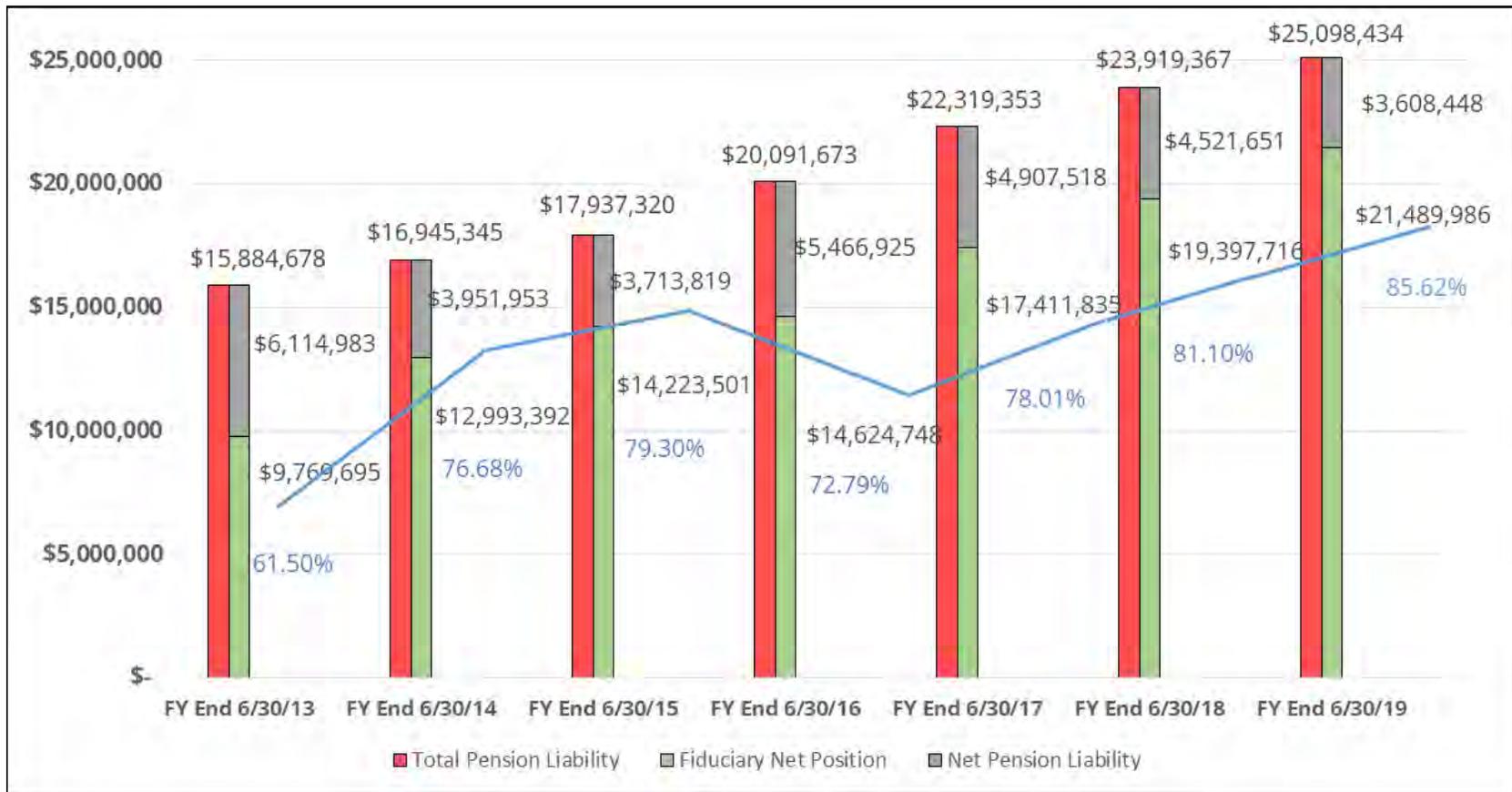
*NPL equals Total Pension Liability minus Fiduciary Net Position; Fiduciary Net Position is the Market Value of the Plan's assets currently held by SAMTD

**Also known as "Fiduciary Net Position as a % of Total Pension Liability"

Source: Actuarial Valuations prepared by Milliman, Inc., November 2018

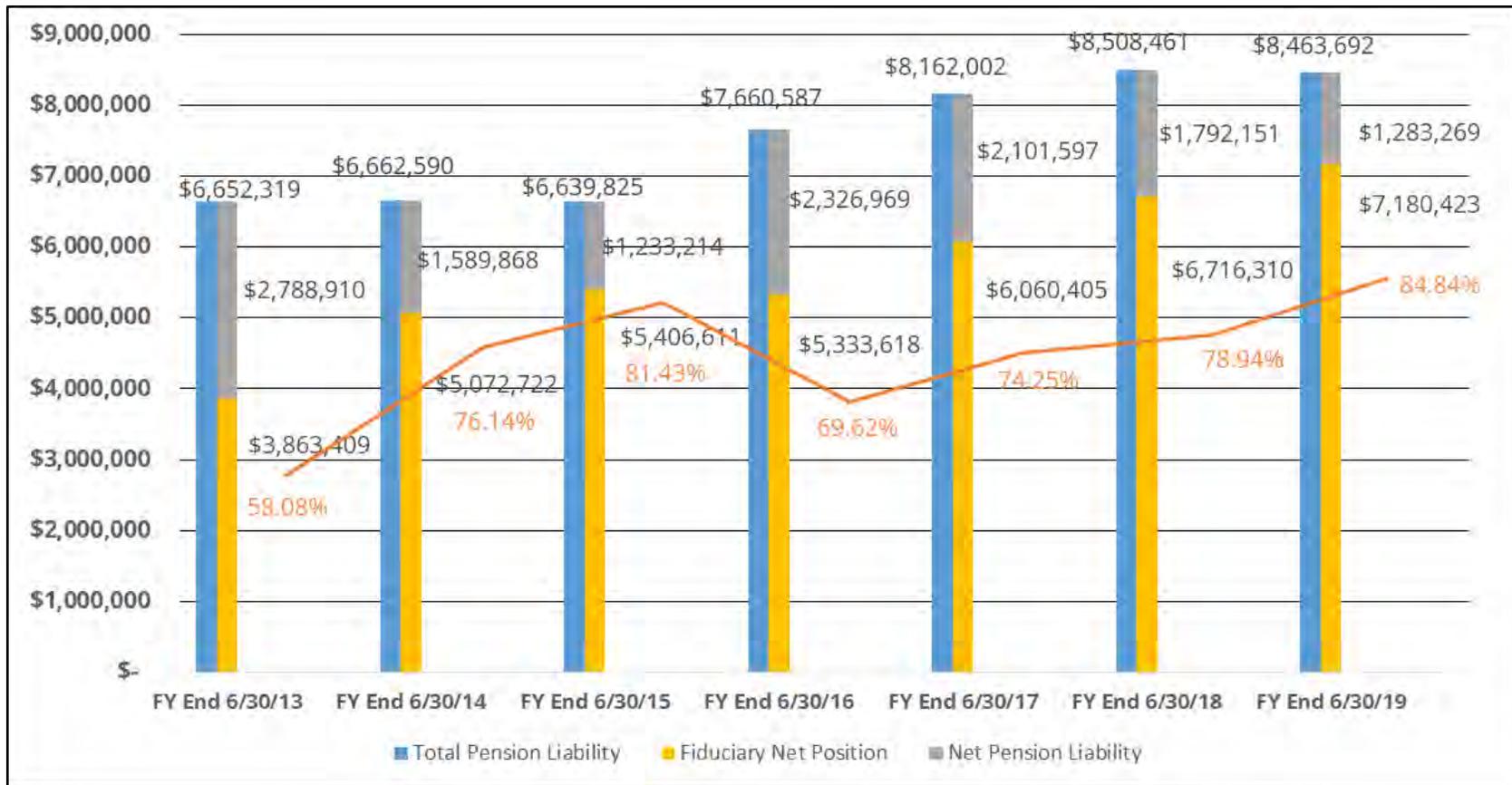
Defined Benefit Plan – Bargaining Employees

The chart below shows the District’s Total Pension Liability (TPL), its Fiduciary Net Position (Plan Assets (PA)), and the Net Pension Liability (NPL) remaining in each of the last six years. **TPL minus PA equals NPL**. The line reflects the funded ratio of the Total Pension Liability for each year. Several factors can affect each year’s totals and percentages, including plan changes, investment performance, number of participants, and demographics of the participants. Actuarial valuations are performed every two years by Milliman, Inc., Portland, Oregon.



Defined Benefit Plan – Non-Bargaining Employees

The chart below shows the District’s Total Pension Liability (TPL), its Fiduciary Net Position (Plan Assets (PA)), and the Net Pension Liability (NPL) remaining in each of the last six years. **TPL minus PA equals NPL**. The line reflects the funded ratio of the Total Pension Liability for each year. Several factors can affect each year’s totals and percentages, including plan changes, investment performance, number of participants, and demographics of the participants. Actuarial valuations are performed every two years by Milliman, Inc., Portland, Oregon.



ADDITIONAL INFORMATION







BOARD MEMBERS

CITIZEN MEMBERS

• **SUBDISTRICT #1**

CHI NGUYEN

Term Expires 06/30/23

STEVE EVANS

Appointed 12/12/19; Term Expires 06/30/22

• **SUBDISTRICT #2**

COLLEEN BUSCH

Term Expires 06/30/21

MICHAEL DEBLASI

Appointed 02/25/16; Reappointed 06/28/18;
Term Expires 06/30/21

• **SUBDISTRICT #3**

SADIE K. CARNEY

Term Expires 06/30/23

MARIA HINOJOS PRESSEY

Appointed 12/12/19; Term Expires 06/30/22

• **SUBDISTRICT #4**

DOUG RODGERS

Term Expires 06/30/21

BILL HOLMSTROM

Appointed 09/27/09; Reappointed 09/27/12;
10/22/15; 06/28/18; Expires 06/30/21

- **SUBDISTRICT #5**

IAN T. DAVIDSON

Term Expires 06/30/23

CARL F. GARNER

Appointed 12/12/19; Term Expires 06/30/22

- **SUBDISTRICT #6**

ROBERT KREBS

Term Expires 06/30/21

SCOTT BASSETT

Appointed 01/22/15; Reappointed 12/14/17
Term Expires 06/30/20

- **SUBDISTRICT #7**

CHARLES H. RICHARDS

Term Expires 06/30/23

SHERONNE BLASI

Appointed 03/26/15; Reappointed 12/14/17
Term Expires 06/30/20

- **BUDGET OFFICER**

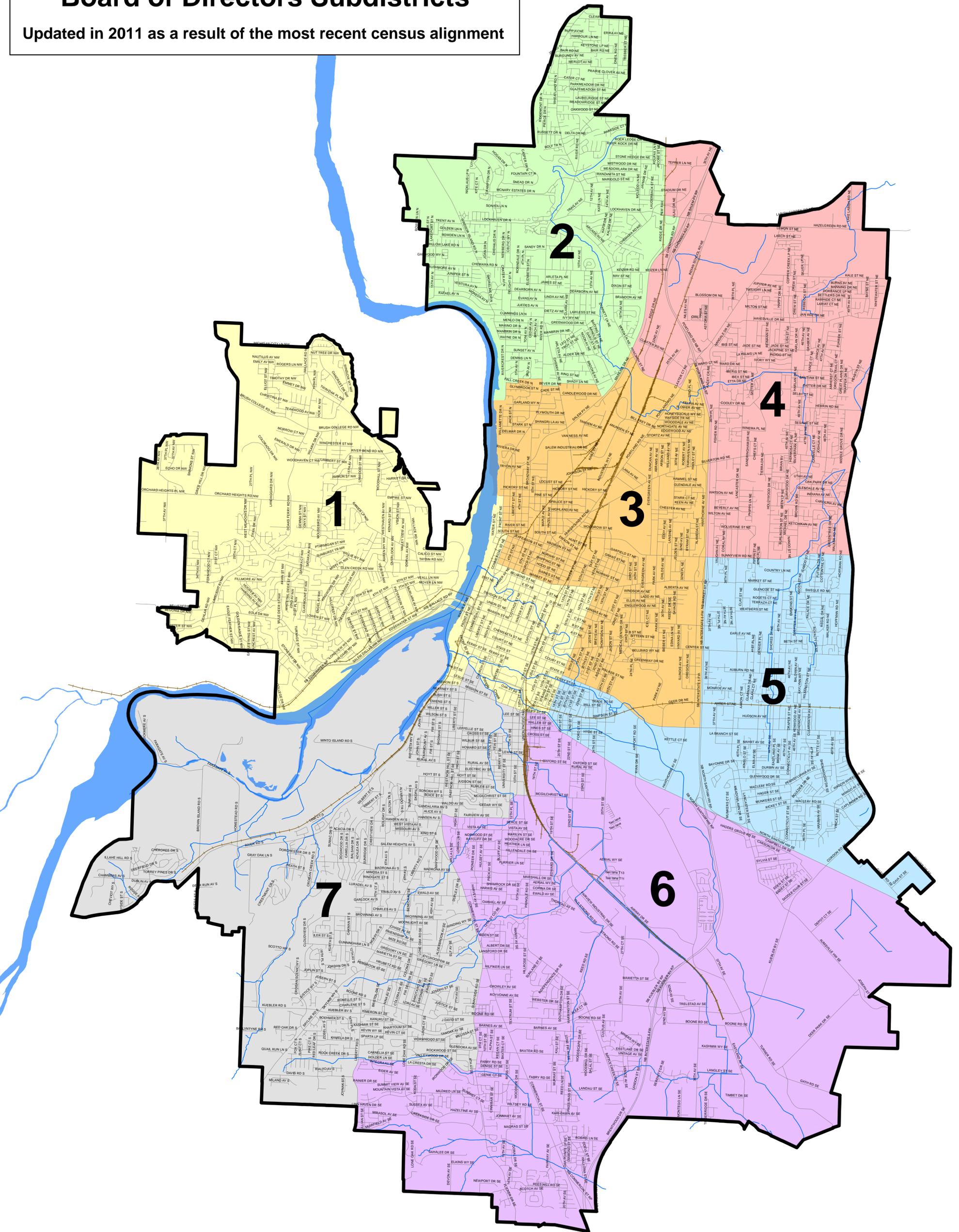
ALLAN POLLOCK

General Manager/CEO
Salem Area Mass Transit District
555 Court Street NE, Suite 5230
Salem, OR 97301-3980

Phone: (503) 588-2424
Fax: (503) 566-3933
Email: allan.pollock@cherriots.org
or publictestimony@cherriots.org

Salem Area Mass Transit District Board of Directors Subdistricts

Updated in 2011 as a result of the most recent census alignment



| Day | Date | Time | Responsible | Activity |
|------------|---------------------------|-------------|--------------------|---|
| Thursday | October 24, 2019 | 6:30 PM | Finance | Board adopts FY 2020-2021 Budget Calendar <ul style="list-style-type: none"> • (for FY 2020-21 Budget Process) |
| Mon - Fri | Week of April 6, 2020 | | Finance | Publish First Notice of Budget Committee Meeting <ul style="list-style-type: none"> • (10-30 Days) |
| Mon - Fri | Week of April 13, 2020 | | Finance | Publish Second Notice of Budget Committee Meeting <ul style="list-style-type: none"> • (5-30 Days) |
| Wednesday | April 29, 2020 | | Executive Team | Executive Team approves draft for Budget Committee consideration |
| Mon - Fri | Month of April | | Finance | Budget Committee Orientation with Committee members upon request |
| Thursday | May 7, 2020 | 6:00 PM | Executive Team | First Budget Committee Meeting - <ul style="list-style-type: none"> • Election of Officers & Budget Message |
| Thursday | May 14, 2020 | 6:00 PM | Finance | Second Budget Committee Meeting - <ul style="list-style-type: none"> • Deliberation & Approval |
| Thursday | May 21, 2020 | 6:00 PM | Finance | Third Budget Committee Meeting - (if necessary) <ul style="list-style-type: none"> • Deliberation & Approval |
| Mon - Fri | Week of June 1, 2020 | | Finance | Publish Budget Summary and Notice of Budget Hearing <ul style="list-style-type: none"> • (5-30 Days) |
| Thursday | June 25, 2020 | 6:30 PM | Budget Committee | Board holds Budget Hearing |
| Thursday | June 25, 2020 | 6:30 PM | Board | Board adopts FY2021 Budget, makes appropriation, levies taxes |
| Mon - Fri | Week of July 20, 2020 | | Finance | Adopted budget and levy certification form due to County Assessors (submission required by July 30, 2019) |

Salem Area Mass Transit District

~ Virtual Meeting of the Budget Committee ~

Thursday, May 7, 2020
6:00 – 9:00 PM

Google Hangout Meets I.D: meet.google.com/ymh-ihyg-hke
Google Meets Phone No: 1 872-813-0057
PIN: 576 386 007#

The Budget Committee of Salem Area Mass Transit District, Marion County, State of Oregon, will hold virtual public meetings to deliberate on the budget for the fiscal year July 1, 2020 to June 30, 2021 and take public testimony from community members. Budget Committee meetings will be held electronically (virtually) in accordance with the Local Budget Laws and the guidelines set by the Governor of Oregon to protect citizens during the COVID-19 pandemic. At this time, the Courthouse Square facilities are closed to the public in response to the current health emergency. We encourage community members who wish to participate to watch the meeting virtually at home. Instructions to use Google Hangout Meets and for submitting public comments are included on the next page of the agenda.

The first meeting will be held on Thursday, May 7, 2020, at 6 p.m. in the Senator Hearing Room at Courthouse Square, 555 Court St. NE, Salem, OR 97301. Additional SAMTD Budget Committee meetings, if needed, are scheduled to be held on Thursday, May 14, 2020, and May 21, 2020 at 6:00 pm. The proposed budget document will be available and can be viewed on the Cherriots website <https://www.cherriots.org/budgetcommittee/> by Thursday, May 7 at 5:00 pm.

Public testimony on the budget and the proposed programs will be taken by email or written correspondence. Public testimony received will be provided to budget committee members and acknowledged at the Budget Committee meeting as part of the public record. Please submit your written comments by email to publictestimony@cherriots.org, or mail them to SAMTD Budget Committee, 555 Court St. NE, Suite 5230, Salem, OR 97301. Comments must be received by 5:00 p.m. on the day of a budget committee meeting to be read at the meeting, until the budget committee process ends. Although it is discouraged, there will be limited seating in the Senator Hearing Room during the Budget Committee meeting. Social distancing will be practiced. For further instructions on how to participate, please contact Jolene White at 503-588-2424

Once the proposed budget document has been approved by the Budget Committee, the Board of Directors will hold a Budget Hearing at the June 25, 2020 Board of Directors meeting at 6:30 p.m.

Budget Committee Virtual Meeting**Thursday, May 7, 2020 at 6:00 PM**Google Hangout Meets I.D: meet.google.com/ymh-ihyg-hke

Google Meets Phone No: 1 872-813-0057

PIN: 576 386 007#

AGENDA**1. CALL TO ORDER AND NOTE OF ATTENDANCE****2. ELECTION OF OFFICERS**

- a. Chairperson
- b. Secretary

3. ANNOUNCEMENTS**4. BUDGET MESSAGE** Presented by General Manager, Allan Pollock**5. PUBLIC TESTIMONY***

Time is scheduled for community members to provide written testimony on the proposed budget or its programs in advance of a Budget Committee meeting. Please send your comments by email to the Budget Committee at publictestimony@cherriots.org or by mail to the attention of the SAMTD Budget Committee at the address listed above. All testimony received will be read and submitted into the record.

6. DISCUSSION OF THE PROPOSED FY2021 BUDGET

- a. General Fund
- b. Transportation Programs Fund
- c. Capital Projects Fund

7. PROPOSED ACTION

If the Budget Committee completes their review of the proposed budget, they will take action to approve the proposed budget for FY2021 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

If the Budget Committee does not complete their review, they will meet again on May 14, 2020 and on May 21, 2020 if necessary, or until they are ready to take action.

I move that the Budget Committee approve the proposed budget for the 2020-2021 fiscal year in the amount of \$_____; and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

8. OTHER BUSINESS

9. ADJOURN

This meeting is in a place that is ADA accessible. Auxiliary hearing aids and services, and alternate formats to individuals with limited English proficiency are available. Requests can be made directly to Jolene White by phone at 503-588-2424 or with the assistance of TTY: Oregon Relay Services at 1-800-735-2900 (or 711). Please allow for a 48 hour notice. Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.

An electronic copy of the proposed budget document may be inspected when it is completed by May 7, 2020, and will be available on the Cherriots website. Please visit the Cherriots webpage for further notifications of the Budget Committee meetings.

Submit Written Testimony prior to a budget committee meeting by mail or by email:

Attn: Budget Committee
Cherriots Administration Office
555 Court Street NE, Suite 5230
Salem OR 97301

EMAIL: publictestimony@cherriots.org
PHN: (503) 588-2424
WEB: <https://www.cherriots.org/budgetcommittee/>

AFFIDAVIT OF PUBLICATION

**SALEM-KEIZER TRANSIT
555 COURT ST NE STE 5230
SALEM, OR 97301**

PUBLIC NOTICE

**NOTICE OF SALEM AREA MASS TRANSIT DISTRICT
BUDGET COMMITTEE MEETINGS**

Kathleen Allen
being first duly sworn, dispose and say that I am the principal clerk of the Statesman Journal, Silverton Appeal and Stayton Mail newspapers of general circulation as defined by Sections 193.010 to 193.110, Oregon revised Statutes; printed and Published at Salem in the aforesaid county and state; that this Public Notice is printed copy of which is hereby annexed, was published in the entire issue of said newspaper in the following issues -

The Budget Committee of Salem Area Mass Transit District, Marion County, State of Oregon, will hold virtual public meetings to deliberate on the budget for the fiscal year July 1, 2020 to June 30, 2021 and take public testimony from community members. Budget Committee meetings will be held by telecommunication in accordance with the Local Budget Laws and the guidelines set by the Governor of Oregon to protect citizens during the COVID-19 pandemic. We are encouraging community members who wish to participate to watch the meeting virtually at home and provide public testimony on the proposed programs in the budget via email or written correspondence, rather than attending the budget meeting in person.

The first meeting will be held on Thursday, May 7, 2020, at 6 p.m. in the Senator Hearing Room at Courthouse Square, 555 Court St. NE, Salem, OR 97301 where there will be limited seating and social distancing will be practiced. Additional SAMTD Budget Committee meetings, if needed, are scheduled to be held on Thursday, May 14, 2020, and May 21, 2020 at 6:00 pm. The proposed budget document will be available and can be viewed on the Cherriots website by Thursday, May 7 at 5:00 pm. Agency facilities are otherwise closed to the public in response to the current health emergency.

Written comments can be emailed to publictestimony@cherriots.org, or mailed to SAMTD Budget Committee, 555 Court St. NE, Suite 5230, Salem, OR 97301 by May 6th at 5:00 p.m. and until the budget committee process ends. Please visit the SAMTD website for an agenda or for instructions on how to participate at <https://www.cherriots.org/budgetcommittee/> or by calling Jolene White at 503-588-2424.

Google Hangout Meets I.D: meet.google.com/ymh-ihyg-hke
Google Meets Phone No: 1 872-813-0057
PIN: 576 386 007#

Statesman Journal
April 20, 27, 2020

04/20/2020, 04/27/2020

Dated this 27 day of April, 2020

Kathleen Allen
Public Notice Clerk

Subscribed and sworn to me this

Shelly Hora
Notary Public for State of Wisconsin, Brown County

Notary Expires on 8-25-23

Ad#:0004156049

P.O.:

This is not an invoice

of Affidavits 1

**SHELLY HORA
Notary Public
State of Wisconsin**



Statesman Journal

A GANNETT COMPANY

AFFIDAVIT OF PUBLICATION

SALEM-KEIZER TRANSIT
ATTN JOLENE WHITE
555 COURT ST NE SUITE 5230
SALEM OR 97301

Jolene White

being first duly sworn, depose and say that I am the principal clerk of the Statesman Journal, Silverton Appeal and Stayton Mail newspapers of general circulation as defined by Sections 193.010 to 193.110, Oregon revised Statutes; printed and Published at Salem in the aforesaid county and state; that this Public Notice is printed copy of which is hereby annexed, was published in the entire issue of said newspaper in the following issues

6/3/2020

[Signature]

Public Notice Clerk

Subscribed and sworn to me this 3RD DAY OF
JUNE, 2020

Nancy Heyrman
Notary Public for State of Wisconsin, Brown County

Notary Expires On 5.15.23

Ad#: 0000399519
P.O.:
of Affidavits :1

NANCY HEYRMAN
Notary Public
State of Wisconsin

FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Salem Area Mass Transit District will be held on June 25, 2020 at 6:30 p.m. at the Senator Hearing Room in Courthouse Square, 555 Court St. NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020, as approved by the Salem Area Mass Transit Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the SAMTD Administration Office at 555 Court St NE, Suite 5230, Salem OR 97301, between the hours of 8:00 a.m. and 5:00 p.m. or online at www.cherriots.org. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Al McCoy, Chief Financial Officer

Telephone: 503-588-2424

Email: al.mccoy@cherriots.org

| TOTAL OF ALL FUNDS | FINANCIAL SUMMARY - RESOURCES | | |
|---|-------------------------------|---|--|
| | Actual Amount 2018 - 2019 | Amended Budget This Year 2019 - 2020 | Approved Budget Next Year 2020 - 2021 |
| Beginning Fund Balance/Net Working Capital | 24,715,588 | 26,740,220 | 26,558,626 |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges | 2,598,276 | 3,227,497 | 1,844,110 |
| Federal, State & all Other Grants, Gifts, Allocations & Donations | 30,865,700 | 42,411,968 | 44,577,736 |
| Interfund Transfers | 335,448 | 1,569,609 | 3,546,576 |
| All Other Resources Except Current Year Property Taxes | 403,303 | 1,335,651 | 1,658,082 |
| Current Year Property Taxes Estimated to be Received | 12,868,092 | 12,660,092 | 12,950,000 |
| Total Resources | 71,786,407 | 87,945,037 | 91,135,130 |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION | | | |
|---|-------------------|-------------------|-------------------|
| Personnel Services | 22,483,477 | 25,835,597 | 28,514,330 |
| Materials and Services | 12,253,490 | 14,077,071 | 12,962,697 |
| Capital Outlay | 13,158,082 | 16,418,534 | 13,059,656 |
| Interfund Transfers | 335,448 | 1,569,609 | 3,546,576 |
| Contingencies | 0 | 1,500,000 | 1,500,000 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 23,555,910 | 28,544,226 | 31,551,871 |
| Total Requirements | 71,786,407 | 87,945,037 | 91,135,130 |

| FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM * | | | |
|---|-------------------|-------------------|-------------------|
| Name of Organizational Unit or Program FTE for that unit or program | | | |
| General Mgr/Board of Directors/Strategic Initiatives/Program Mgt* | 587,320 | 874,673 | 1,366,223 |
| FTE | 2.0 | 3.5 | 4.5 |
| Administration | 834,894 | 898,065 | 855,391 |
| FTE | 5.8 | 5.8 | 5.8 |
| Finance & Technology* | 1,161,178 | 2,921,878 | 3,156,021 |
| FTE | 9.3 | 16.5 | 17.4 |
| Communication* | 1,514,056 | 2,271,238 | 2,246,264 |
| FTE | 13.2 | 13.3 | 13.0 |
| Transportation Development | 2,179,474 | 0 | 0 |
| FTE | 11.0 | 0.0 | 0.0 |
| Operations* | 19,171,334 | 23,075,787 | 25,832,481 |
| FTE | 164.1 | 186.4 | 198.7 |
| Unallocated General Administration and Contingency | 1,003,128 | 2,670,787 | 2,642,550 |
| FTE | 0.0 | 0.0 | 0.0 |
| Transportation Programs Fund | 8,621,031 | 10,269,849 | 10,424,673 |
| FTE | 9.3 | 11.5 | 8.7 |
| Capital Projects Fund | 13,158,082 | 16,418,534 | 13,059,656 |
| FTE | 1.6 | 0.4 | 0.0 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 23,555,910 | 28,544,226 | 31,551,871 |
| FTE | 0.0 | 0.0 | 0.0 |
| Total Requirements | 71,786,407 | 87,945,037 | 91,135,130 |
| Total FTE | 216.3 | 237.4 | 248.1 |

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING
 The FY2020-21 Approved Budget reflects an revised organizational unit structure that went into effect in FY2019-20. Transportation Development was dissolved and its departments were absorbed into Organizational Units indicated with asterisks above. New revenues are included in this budget from federal and state sources that address increased expenses necessary to maintain service and address safety of passengers and employees during the COVID-19 epidemic.

| PROPERTY TAX LEVIES | | | |
|---|---------------------------------------|---|--|
| | Rate or Amount Imposed 2018 - 2019 | Rate or Amount Imposed This Year 2019 - 2020 | Rate or Amount Approved Next Year 2020 - 2021 |
| Permanent Rate Levy (rate limit 0.7609 per \$1,000) | 0.7609 | 0.7609 | 0.7609 |
| Local Option Levy | n/a | n/a | n/a |
| Levy For General Obligation Bonds | n/a | n/a | n/a |

150-504-073-2 (Rev. 11-18)



FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Salem Area Mass Transit District will be held on June 25, 2020 at 6:30 p.m. at the Senator Hearing Room in Courthouse Square, 555 Court St. NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2020, as approved by the Salem Area Mass Transit Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the SAMTD Administration Office at 555 Court St NE, Suite 5230, Salem OR 97301, between the hours of 8:00 a.m. and 5:00 p.m. or online at www.cherriots.org. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Al McCoy, Chief Financial Officer Telephone: 503-588-2424 Email: al.mccoy@cherriots.org

| FINANCIAL SUMMARY - RESOURCES | | | |
|---|------------------------------|--|--|
| TOTAL OF ALL FUNDS | Actual Amount 2018 - 2019 | Amended Budget This Year 2019 -2020 | Approved Budget Next Year 2020 - 2021 |
| Beginning Fund Balance/Net Working Capital | 24,715,588 | 26,740,220 | 26,558,626 |
| Fees, Licenses, Permits, Fines, Assessments & Other Service Charges | 2,598,276 | 3,227,497 | 1,844,110 |
| Federal, State & all Other Grants, Gifts, Allocations & Donations | 30,865,700 | 42,411,968 | 44,577,736 |
| Interfund Transfers | 335,448 | 1,569,609 | 3,546,576 |
| All Other Resources Except Current Year Property Taxes | 403,303 | 1,335,651 | 1,658,082 |
| Current Year Property Taxes Estimated to be Received | 12,868,092 | 12,660,092 | 12,950,000 |
| Total Resources | 71,786,407 | 87,945,037 | 91,135,130 |

| FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION | | | |
|---|-------------------|-------------------|-------------------|
| Personnel Services | 22,483,477 | 25,835,597 | 28,514,330 |
| Materials and Services | 12,253,490 | 14,077,071 | 12,962,697 |
| Capital Outlay | 13,158,082 | 16,418,534 | 13,059,656 |
| Interfund Transfers | 335,448 | 1,569,609 | 3,546,576 |
| Contingencies | 0 | 1,500,000 | 1,500,000 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 23,555,910 | 28,544,226 | 31,551,871 |
| Total Requirements | 71,786,407 | 87,945,037 | 91,135,130 |

| FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM * | | | |
|--|-----------|-----------|-----------|
| Name of Organizational Unit or Program FTE for that unit or program | | | |
| General Mgr/Board of Directors/Strategic Initiatives/Program Mgt* | 587,320 | 874,673 | 1,366,223 |
| FTE | 2.0 | 3.5 | 4.5 |
| Administration | 834,894 | 898,065 | 855,391 |
| FTE | 5.8 | 5.8 | 5.8 |
| Finance & Technology* | 1,161,178 | 2,921,878 | 3,156,021 |
| FTE | 9.3 | 16.5 | 17.4 |

| | | | |
|---|-------------------|-------------------|-------------------|
| Communication* | 1,514,056 | 2,271,238 | 2,246,264 |
| FTE | 13.2 | 13.3 | 13.0 |
| Transportation Development | 2,179,474 | 0 | 0 |
| FTE | 11.0 | 0.0 | 0.0 |
| Operations* | 19,171,334 | 23,075,787 | 25,832,481 |
| FTE | 164.1 | 186.4 | 198.7 |
| Unallocated General Administration and Contingency | 1,003,128 | 2,670,787 | 2,642,550 |
| FTE | 0.0 | 0.0 | 0.0 |
| Transportation Programs Fund | 8,621,031 | 10,269,849 | 10,424,673 |
| FTE | 9.3 | 11.5 | 8.7 |
| Capital Projects Fund | 13,158,082 | 16,418,534 | 13,059,656 |
| FTE | 1.6 | 0.4 | 0.0 |
| Unappropriated Ending Balance and Reserved for Future Expenditure | 23,555,910 | 28,544,226 | 31,551,871 |
| FTE | 0.0 | 0.0 | 0.0 |
| Total Requirements | 71,786,407 | 87,945,037 | 91,135,130 |
| Total FTE | 216.3 | 237.4 | 248.1 |

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

The FY2020-21 Approved Budget reflects an revised organizational unit structure that went into effect in FY2019-20. Transportation Development was dissolved and its departments were absorbed into Organizational Units indicated with asterisks above. New revenues are included in this budget from federal and state sources that address increased expenses necessary to maintain service and address safety of passengers and employees during the COVID-19 epidemic.

PROPERTY TAX LEVIES

| | Rate or Amount Imposed 2018 - 2019 | Rate or Amount Imposed This Year 2019 - 2020 | Rate or Amount Approved Next Year 2020 - 2021 |
|---|---------------------------------------|---|--|
| Permanent Rate Levy (rate limit 0.7609 per \$1,000) | 0.7609 | 0.7609 | 0.7609 |
| Local Option Levy | n/a | n/a | n/a |
| Levy For General Obligation Bonds | n/a | n/a | n/a |

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