



ADOPTED BUDGET 2019-20

AS ADOPTED BY THE BOARD OF DIRECTORS ON JUNE 27, 2019

JUNE 2019



**SALEM AREA MASS TRANSIT
DISTRICT FY2020 APPROVED BUDGET**

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OVERVIEW







To: Salem Area Mass Transit District Budget Committee

From: Allan Pollock, General Manager

Date: May 2, 2019

Subject: FISCAL YEAR 2019-2020 BUDGET MESSAGE

It is with great pride that I present to you the FY 2019-20 Budget. It provides the resources for the District's FY 2019-20 operations and capital plan, including the implementation of enhanced service funded by the new Statewide Transportation Improvement Fund (STIF).

It is important with the introduction of new service that the District capitalize on this opportunity as we will have new customers using Cherriots services. In preparation for this community changing opportunity the District focused on three important activities: the update of the strategic plan, the brand refresh, and the commitment to delivering a world class customer experience.

The strategic plan sets the direction of the District during the next several years and guides decision-making. The brand refresh modernized the look of the District and brought all of our services under one name and look to help the community understand the breadth and diversity of services and the value they bring to the community. The final piece was the establishment of a brand promise. If our Mission is "what we do" every day and our Values are "how we do it" our brand promise is the "why we do it." All of our actions, words, and behaviors now reflect our brand promise:

Cherriots delivers a world class customer experience

The Budget implements the “A Better Cherrriots” service enhancement plan that has been developed during the past couple of years. In 2015, the District implemented a revamped weekday service known as Moving Forward. This plan was developed after completion of a comprehensive service analysis performed by Jarrett Walker and Associates. An important part of the plan included significant public outreach to gather community ideas and thoughts to help develop the plan.

As a result, a new service plan was implemented based on the establishment of the new, board-adopted Urban Service Design Principles where 75 percent of resources will be deployed with a focus on increasing ridership and the remaining 25 percent on service that provides needed coverage throughout the community. A Core Network of bus service corridors was established to ensure riders, residents, developers, businesses, and municipal planning organizations know where the District plans to invest the most in transit service. In addition to the new weekday service a second phase of the plan included enhanced service, if and when, a new revenue source was established.

As a result of the new STIF program, Phase II of the plan is now possible. Because it had been a few years since the plan was developed, the District went back out to the public to receive updated input on the plan. The plan was modified and a new service plan was established, which we call “A Better Cherrriots.”

Fiscal Year 2019-20 Review by Fund

General Fund

The FY 2019-20 General Fund budget includes total operating resources of \$34.9 million, an increase of 23.4% from current year adopted budget. It also includes total operating requirements of \$31.2 million, an increase of 17.5% from current year adopted budget.

Personnel services in the FY 2019-20 Budget are expected to increase by \$3.9 million, about 18.6%, to \$24.6 million. Personnel services include wages, payroll taxes, insurance benefits and retirement benefits. Medical insurance remains at current levels and wages increase by 3 percent in accordance with the District’s collective bargaining agreement with the Amalgamated Transit Union.

Materials and Services in the Approved Budget are expected to increase by \$790,627, about 13.7% to approximately \$6.6 million.

The FY 2019-20 Budget provides for a 15.9 percent (37,367 revenue hours) increase in Cherriots service for a total of approximately 194,681 annual revenue hours. The service enhancement includes:

Date	Activity
June 1, 2019	Reduction of the Youth Fare
September 3, 2019	Additional weekday evening service
September 7, 2019	Saturday service
May 2020	Sunday service, holiday service

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 paratransit service, regional service, Cherriots Shop and Ride, call center, mobility management, transportation programs coordination, and rideshare and transportation demand management programs.

The funding sources for these programs include fares, federal and state grants. Overall, the approved Transportation Programs Fund resources are expected to increase by 60.5 percent, to just over \$10.8 million in FY 2019-20, as a result of implementation of the “A Better Cherriots” service enhancement.

Date	Activity
June 1, 2019	Reduction of the Youth Fare
September 3, 2019	Additional Cherriots Regional Saturday service and LIFT Weekday and Weekend service
	Regional bus expansion

The FY 2019-20 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 use Cherriots.
- 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, Cherriots Shop and Ride, and the regional flex route.
- 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 2019-20 budget provides for the following major projects:

- \$4,985,000 for nine (9) Cherriots Revenue Vehicle Replacements (CNG Buses)
- \$270,000 for three (3) Cherriots LIFT Replacement Vehicles
- \$1,735,047 for two (2) Cherriots Regional Replacement & two (2) Expansion Vehicles
- \$2,648,202 for CAD/AVL Project
- \$460,000 for replacement of the CNG Station at Del Webb
- \$387,000 for upgrade of security fencing and gates at Del Webb

The implementation of the CAD/AVL 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 smart phone essentially functions like a day or monthly pass and doesn't charge for additional rides.

Summary

The FY 2019-20 Budget will provide the resources to implement the "A Better Cherriots" service plan in September 2019.

I would like to thank the Board of Directors, Budget Committee, and District staff for the commitment they have made to this community. After years of frustration that Cherriots has not been able to provide the level of service this community needs we are on the cusp of a new era.





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

FY 2020 Strategic Priorities

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.

FY 2020 Strategic Priorities

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

FY 2020 Strategic Priorities

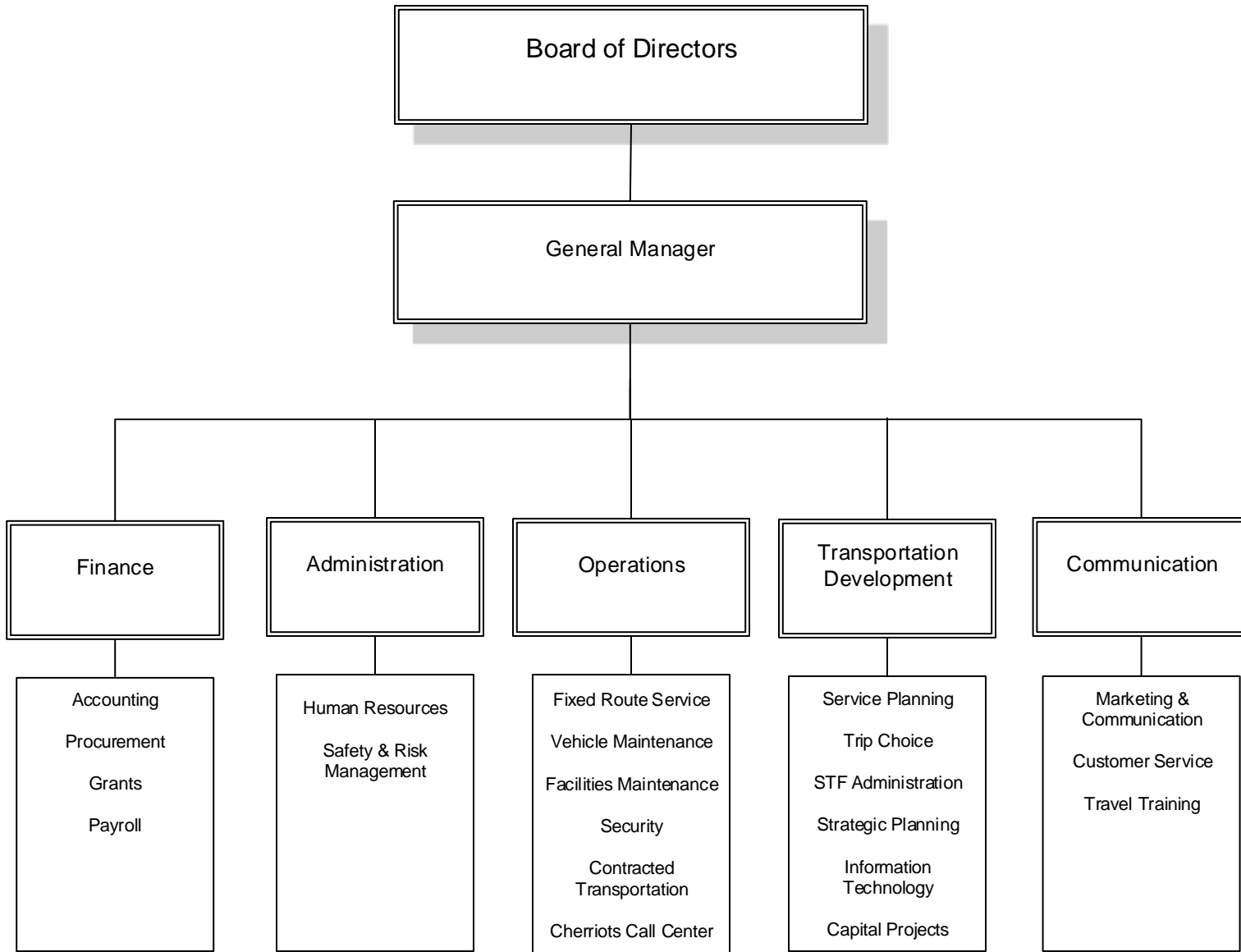
Strategic Priority: BE AN ENVIRONMENTALLY RESPONSIBLE ORGANIZATION

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-WIDE ORGANIZATIONAL CHART



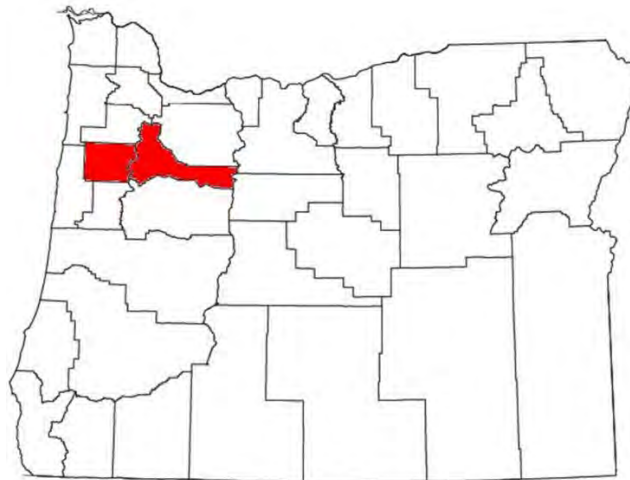
Transit System Highlights

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)



Transit System Highlights

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 13th largest city in Oregon. However, the Salem MSA has the second largest population in the state at July 1, 2018.

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

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, 2018.

City	Population	County	City	Population	County
Aumsville	3,975	Marion	Mt. Angel	3,415	Marion
Dallas	15,830	Polk	Salem	165,265	Marion/Polk
Gates	485	Marion/Linn	Silverton	10,325	Marion
Gervais	2,585	Marion	Stayton	7,810	Marion
Independence	9,370	Polk	Turner	2,085	Marion
Keizer	38,505	Marion	Wilsonville	25,250	Clackamas
Mill City	1,865	Marion/Linn	Woodburn	24,760	Marion
Monmouth	9,890	Polk			

Transit System Highlights

Employment

Job growth will continue to increase through 2027 for the Salem MSA, according to the State of Oregon Employment Department. For the most recent year, 2018, 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.

<u>Employment Sector</u>	2018	
	<u>Employees</u>	<u>% of Total</u>
Government	41,571	25.7%
Trade, transportation, and utilities	27,701	17.1%
Educational and health services	25,332	15.7%
Leisure and hospitality	15,184	9.4%
Professional and business services	14,028	8.7%
Manufacturing	13,246	8.2%
Construction	9,981	6.2%
Financial activities	5,927	3.7%
Other services	6,920	4.3%
Information	1,192	0.7%
Mining and logging	734	0.5%
Total Salem MSA Non-Farm Payroll Employment	<u>161,816</u>	<u>100.0%</u>

Transit System Highlights

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

Transit System Highlights

Salem Area Mass Transit District (aka Cherriots)	Operates and maintains a public transit system that serves 76 square miles in Salem-Keizer, OR and the mid-Willamette Valley.
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Cherriots Local Bus Service	
Fuel Type	Compressed Natural Gas (CNG) and Biodiesel
Routes	21
Schedule	5:00 a.m. - 9:30 p.m.
Stops	722
Total Vehicles	64

Cherriots Regional Bus Service	
Fuel Type	Biodiesel and Gasoline
Routes	7
Schedule	5:47 a.m. - 9:28 p.m.
Stops	34
Total Vehicles	11

Cherriot Lift Paratransit Service	
Passenger Trips Provided	139,669
Service Miles Provided	809,257
Total Vehicles	43


Cherriot Shop and Ride Service	
Passenger Trips Provided	9,979
Service Miles Provided	54,723
Total Vehicles	3

Passenger Amenities/Customer Service	
Transfer Centers	2
Park & Rides	4
Cherriots Customer Service	503.588.2877
Cherriots Administrative Offices	503.588.2424
Schedule LIFT Ride or Shop & Ride Shuttle	503.315.5544
Website	www.cherriots.org
Website page views	959,967
Cherriots Facebook page	6,444 Likes
Cherriots Twitter account	199,100 impressions


Cherriots Timeline	
1979	Salem Mass Transit District established under ORS 267.
1988	District moves into its Operations and Maintenance base at Del Webb Ave. NE
1992	4 Cherriots buses are 1st in nation with bus stop announcement in a human-like voice
1999	Construction begins on Courthouse Square site
2000	\$34 million Courthouse Square office building and Downtown Transit Center grand opening
2013	Keizer Transit Center opens
2019	40th anniversary of Cherriots

Data for FY ending June 2018



Frequent Service

 Buses run every 15 minutes on average during most of the day. Buses run every 30 minutes after 7 p.m.



Standard Service

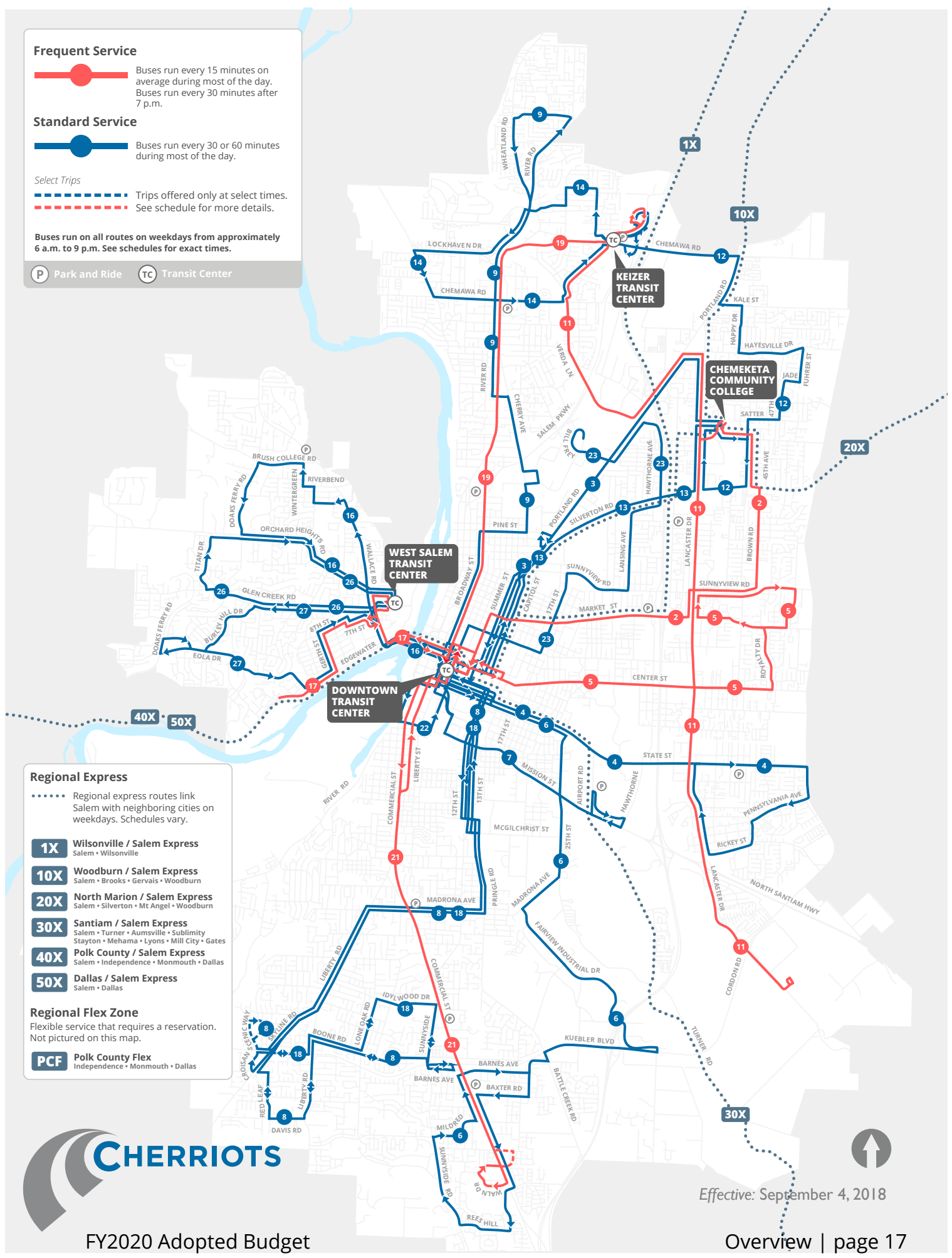
 Buses run every 30 or 60 minutes during most of the day.

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 9 p.m. See schedules for exact times.

 Park and Ride  Transit Center



Regional Express

..... Regional express routes link Salem with neighboring cities on weekdays. Schedules vary.

1X Wilsonville / Salem Express
Salem • Wilsonville

10X Woodburn / Salem Express
Salem • Brooks • Gervais • Woodburn

20X North Marion / Salem Express
Salem • Silverton • Mt 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

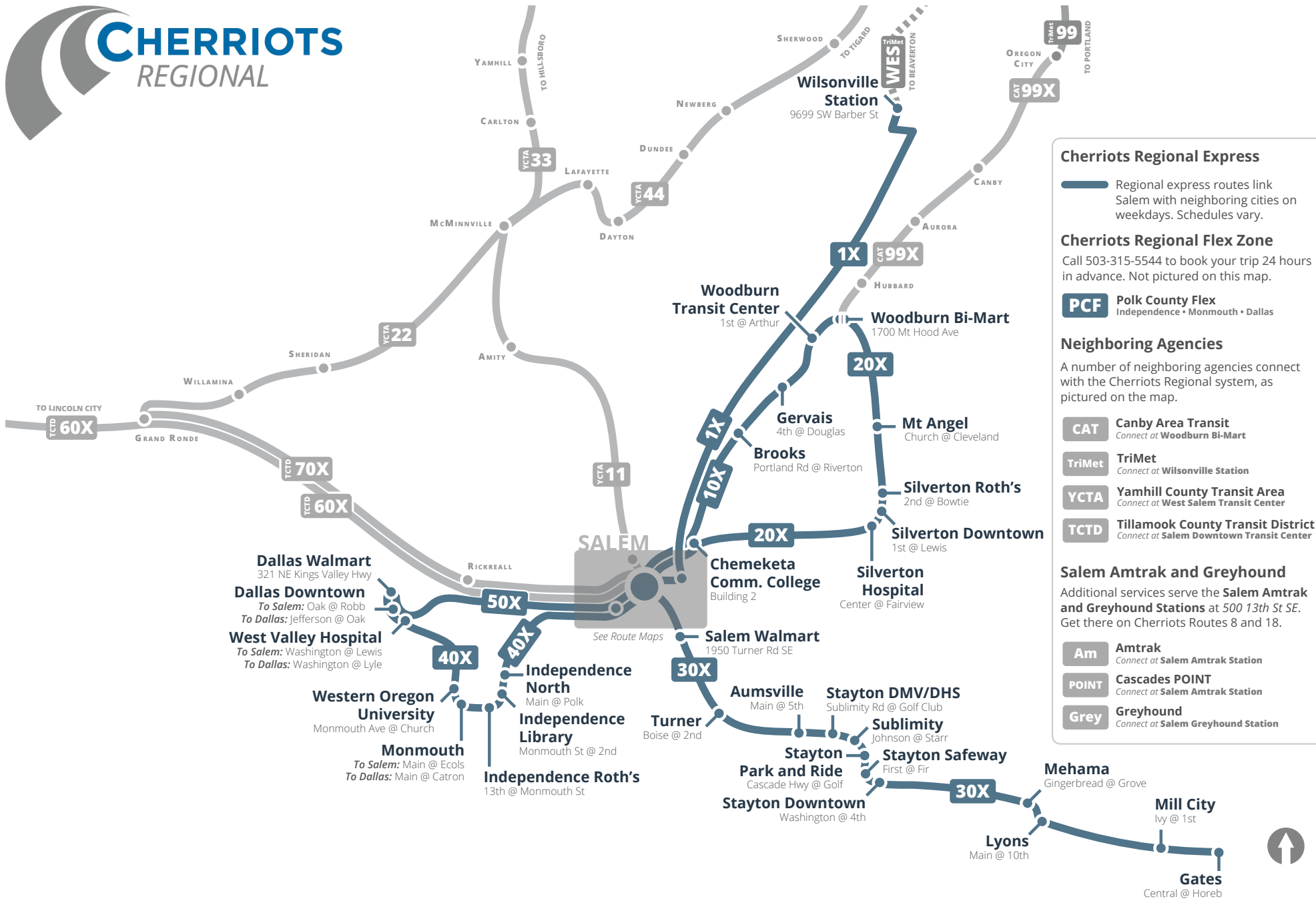
50X Dallas / Salem Express
Salem • Dallas

Regional Flex Zone

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

PCF Polk County Flex
Independence • Monmouth • Dallas





Cherriots Regional Express
 Regional express routes link Salem with neighboring cities on weekdays. Schedules vary.

Cherriots Regional Flex Zone
 Call 503-315-5544 to book your trip 24 hours in advance. Not pictured on this map.

PCF Polk County Flex
 Independence • Monmouth • Dallas

Neighboring Agencies
 A number of neighboring agencies connect with the Cherriots Regional system, as pictured on the map.

- CAT Canby Area Transit**
Connect at Woodburn Bi-Mart
- TriMet TriMet**
Connect at Wilsonville Station
- YCTA Yamhill County Transit Area**
Connect at West Salem Transit Center
- TCTD Tillamook County Transit District**
Connect at Salem Downtown Transit Center

Salem Amtrak and Greyhound
 Additional services serve the Salem Amtrak and Greyhound Stations at 500 13th St SE. Get there on Cherriots Routes 8 and 18.

- Am Amtrak**
Connect at Salem Amtrak Station
- POINT Cascades POINT**
Connect at Salem Amtrak Station
- Grey Greyhound**
Connect at Salem Greyhound Station

Effective: January 7, 2019

RESOLUTION #2019-05

ADOPTING THE BUDGET

BE IT RESOLVED that the Board of Directors of the Salem Area Mass Transit District hereby adopts the budget for fiscal year 2019-2020 in the total amount of \$87,945,037; now on file at the District Administration Office, 555 Court St., NE, Suite 5230, Salem, OR 97301.

MAKING APPROPRIATIONS

BE IT RESOLVED that the amounts for the fiscal year beginning July 1, 2019, and for the purposes shown below are hereby appropriated:

General Fund	
General Manager/Board of Directors	\$ 632,987
Administration	898,065
Finance	1,439,427
Communication	2,021,238
Transportation Development	2,722,071
Operations	22,327,853
Unallocated - General Administration	1,170,787
Transfers	-
Contingency	1,500,000
Total	\$ 32,712,428

Capital Project Fund	
Finance	\$ 310,000
Transportation Development	6,666,071
Operations	9,442,463
Transfers	-
Total	\$ 16,418,534

Transportation Programs Fund	
Transportation Development	\$ 1,371,577
Operations	8,898,272
Transfers	-
Total	\$ 10,269,849

Total Appropriations, All Funds	\$ 59,400,811
Total Unappropriated and Reserve Amounts, All Funds	\$ 28,544,226
TOTAL ADOPTED BUDGET	\$ 87,945,037

RESOLUTION #2019-05

IMPOSING THE TAX

BE IT RESOLVED that the Board of Directors of the Salem Area Mass Transit District hereby imposes the taxes provided for in the adopted budget at the rate of \$.7609 per \$1,000 of assessed value for operations; and that these taxes are hereby imposed and categorized for tax year 2019-2020 upon assessed value of all taxable property within the district as follows:

CATEGORIZING THE TAX


General Government Limitation

Permanent Rate Tax.....\$.7609/\$1,000

Excluded from Limitation

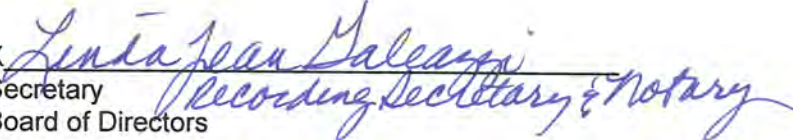
\$0.00

The above resolution statements were approved and declared adopted on this 27th day of June 2019.

X 

President
Board of Directors

ATTEST:

X 

Secretary
Board of Directors
Recording Secretary & Notary

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 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.

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.

Connect Oregon Funds – Funding authorized through the Oregon Legislature; lottery-backed bonds for transportation projects. Funded projects included the Rickreall Park & Ride and Keizer Transit Center. No longer available for transit use with the passage of STIF.

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 May 2019 the interest rate is 2.75 percent.

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.

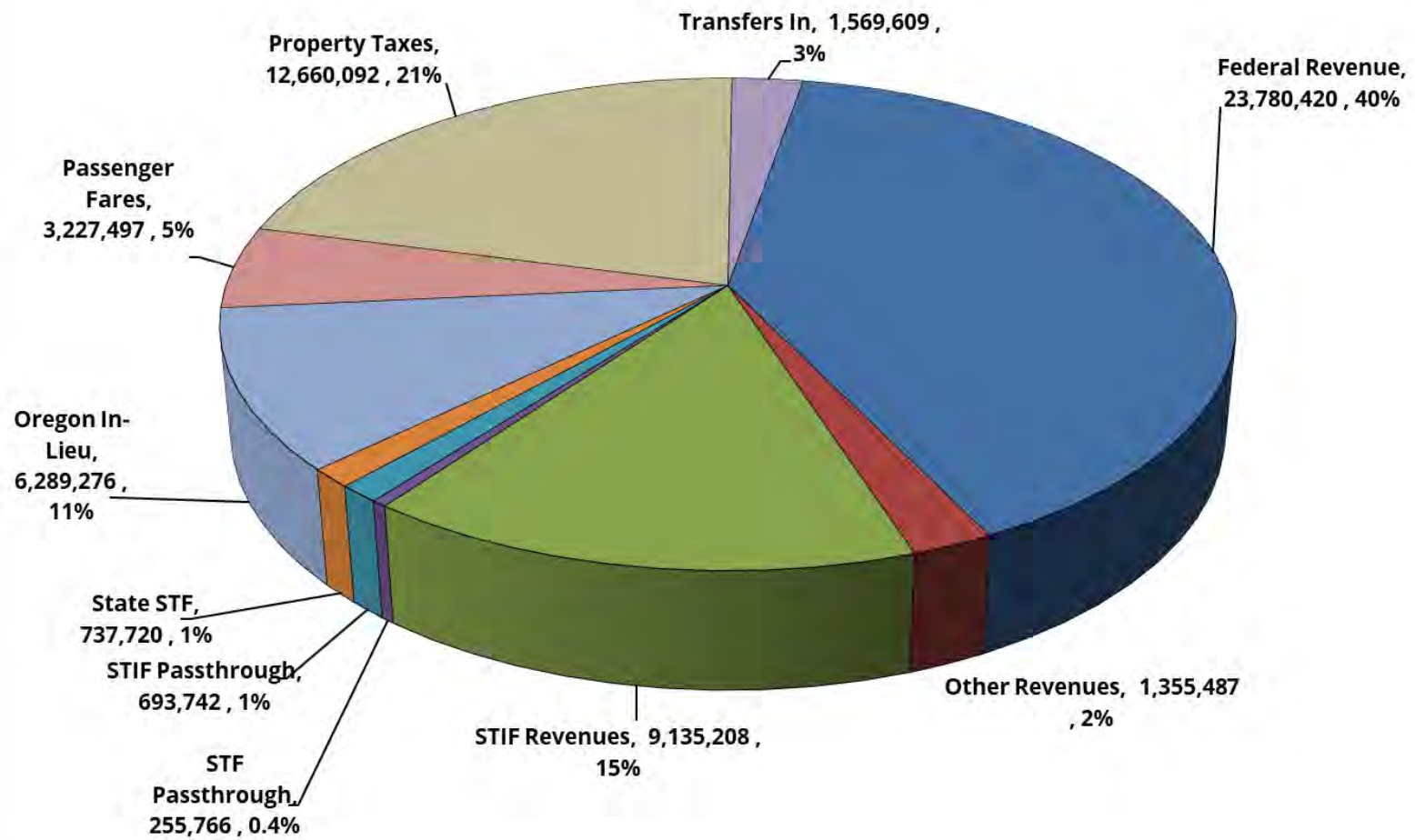
Transfers In – Funds transferred from the General fund to match grants and to cover expenses not paid for by grants.



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

District Wide Revenues/Resources and Expenses/Requirements Resolution Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
1 Operating Revenues/Resources							
2 Passenger Fares	\$ 2,551,972	\$ 2,934,938	\$ 2,603,829	\$ 2,695,820	\$ 3,227,497	\$ 531,677	19.7%
3 Other Fixed Route Services	238,907	162,671	-	-	-	-	
4 State Employee Bus Pass & Shuttle	650,000	-	-	-	-	-	
5 Federal STP Funds	14,110	25,752	2,409,870	5,896,564	5,552,075	(344,489)	-5.8%
6 Federal Direct 5310 Funds	256,361	230,475	237,170	219,747	240,112	20,365	9.3%
7 Federal 5310 Funds Through State	712,951	1,354,030	1,161,182	1,220,501	1,449,625	229,124	18.8%
8 Federal 5311 Funds	365,978	304,583	393,057	372,010	364,155	(7,855)	-2.1%
9 Federal 5303 Planning Grant	121,520	114,026	113,761	113,761	120,903	7,142	6.3%
10 Federal JARC	-	-	-	-	-	-	
10 Federal New Freedom Funds	96,980	41,274	-	-	-	-	
11 DD53 Revenues	2,455,869	2,361,353	2,285,541	2,415,721	2,439,446	23,725	1.0%
12 FTA 5339 Funds	-	177,812	3,587,646	6,810,199	1,874,965	(4,935,234)	-72.5%
13 Federal 5307	5,490,469	6,099,493	8,096,820	11,400,430	10,099,743	(1,300,687)	-11.4%
14 OHA Revenues	9,736,440	7,388,074	-	-	-	-	
15 Flex Funds	24,177	116,084	3,948,120	3,948,120	-	(3,948,120)	-100.0%
16 Federal 5309 Funds	171,127	622,256	116,149	1,537,886	1,234,398	(303,488)	-19.7%
17 TripChoice Grant	190,833	229,339	221,220	236,209	231,686	(4,523)	-1.9%
18 TDM/Non-CMAQ	-	-	-	19,575	19,836	261	1.3%
19 TDM Grant	162,562	150,681	190,293	193,262	173,312	(19,950)	-10.3%
20 OHA Reimbursement	(107,889)	28,623	-	-	-	-	
21 State 5339 Funds	152	-	-	-	-	-	
22 Connect Oregon Funds	-	-	-	996,000	-	(996,000)	-100.0%
23 STF Pass Through Funds	332,140	266,884	244,000	244,000	255,766	11,766	4.8%
24 State STF Funds	958,994	744,948	744,136	1,064,949	737,720	(327,229)	-30.7%
25 STIF Pass Through Funds	-	-	175,000	175,000	693,742	518,742	296.4%
26 State STIF Formula Funds	-	-	2,271,015	2,491,015	7,932,016	5,441,001	218.4%
27 STIF Discretionary	-	-	-	-	1,203,192	1,203,192	
28 Advertising	-	63,000	140,815	81,000	100,000	19,000	23.5%
29 Miscellaneous	313,273	151,396	139,357	160,946	714,851	553,905	344.2%
30 Property Taxes	11,606,405	12,078,234	12,532,485	12,033,794	12,660,092	626,298	5.2%
31 Oregon State In-Lieu	5,965,065	6,212,475	6,106,093	6,100,000	6,289,276	189,276	3.1%
32 Interest on Investments	241,753	354,847	274,000	290,000	295,800	5,800	2.0%
33 Energy Tax Credit	222,714	187,354	182,776	225,000	225,000	-	0.0%
34 Transfers In	-	754,000	-	-	1,569,609	1,569,609	
35 Operating Revenues/Resources Total	\$ 42,772,863	\$ 43,154,602	\$ 48,174,335	\$ 60,941,509	\$ 59,704,817	\$ (1,236,692)	-2.0%

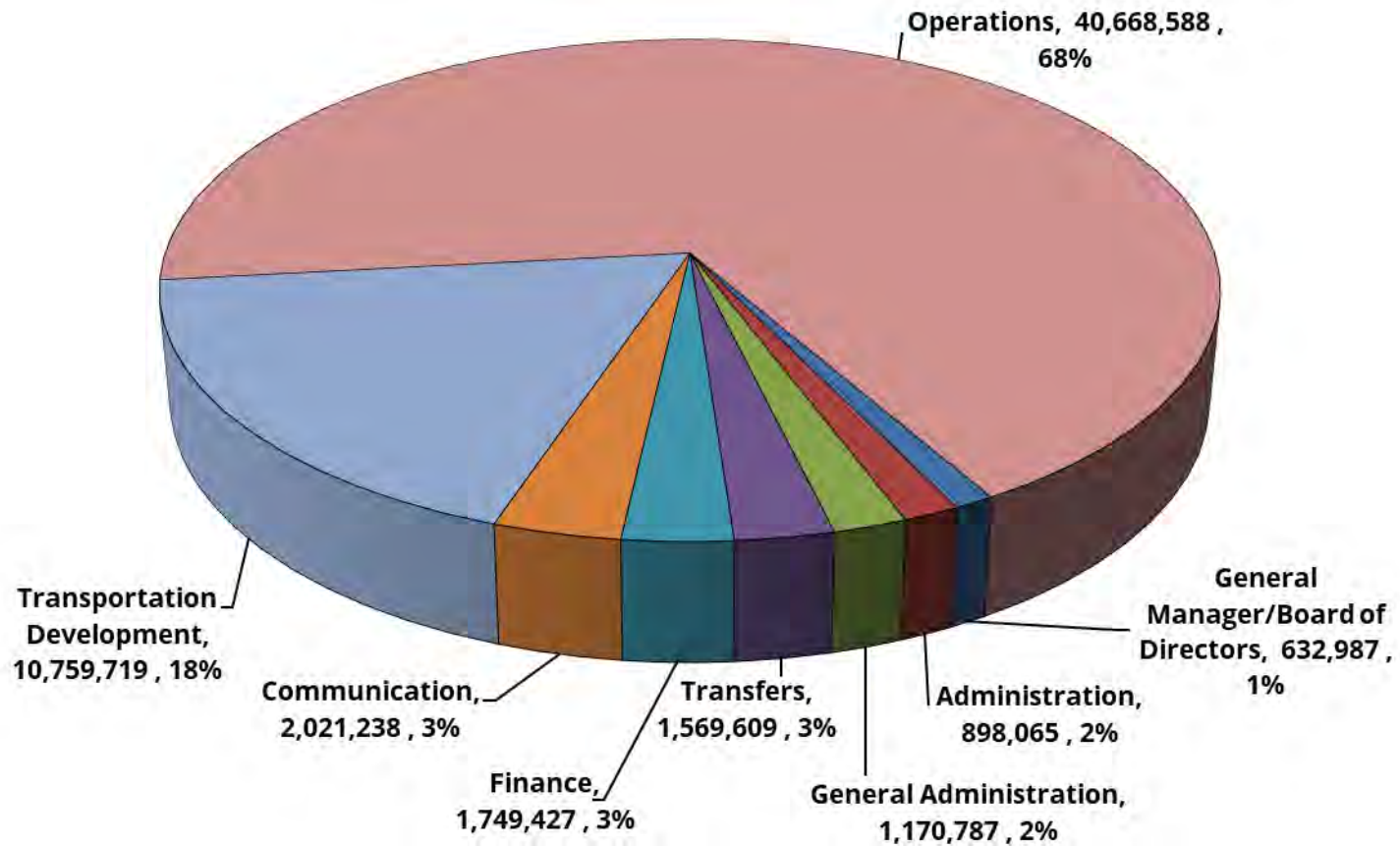
District Wide Revenues/Resources FY2019-20



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

District Wide Revenues/Resources and Expenses/Requirements Resolution Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
36 Operating Expenses/Requirements							
37 General Manager/Board of Directors	\$ 530,536	\$ 659,951	\$ 567,247	\$ 610,156	\$ 632,987	\$ 22,831	3.7%
38 Administration	980,061	1,162,504	909,814	1,122,037	898,065	(223,972)	-20.0%
39 Communication	1,583,988	1,625,764	1,512,459	1,730,267	2,021,238	290,971	16.8%
40 Finance	920,634	925,287	1,109,570	1,173,797	1,749,427	575,630	49.0%
41 Transportation Development	2,863,201	3,311,646	3,971,171	13,295,288	10,759,719	(2,535,569)	-19.1%
42 Operations	34,208,462	33,578,289	37,351,197	45,293,033	40,668,588	(4,624,445)	-10.2%
43 Unallocated General Administration	1,000,826	870,558	1,134,613	1,115,454	1,170,787	55,333	5.0%
44 Operating Expenses/Requirements Total	\$ 42,087,708	\$ 42,133,999	\$ 46,556,071	\$ 64,340,032	\$ 57,900,811	\$ (6,439,221)	-10.0%
Operating Revenue/Resources less Operating Expenses/Requirements	685,155	1,020,603	1,618,264	(3,398,523)	1,804,006	5,202,529	-153.1%
46 Transfers to Other Funds							
47 Transfer Out Miscellaneous	-	-	-	-	-	-	
48 Transfer to Transportation Programs Fund	-	(754,000)	-	-	(1,557,609)	(1,557,609)	
49 Transfer to Capital Fund	-	-	-	-	(12,000)	(12,000)	
50 Transfers to Other Funds Total	\$ -	\$ (754,000)	\$ -	\$ -	\$ (1,569,609)	\$ (1,569,609)	
51 Net Operating and Transfers to Other Funds Total	685,155	266,603	1,618,264	(3,398,523)	234,397	3,632,920	-106.9%
52 Other Designations							
53 Contingency	-	-	-	(1,500,000)	(1,500,000)	-	0.0%
54 Reserved Working Capital	-	-	-	(20,677,973)	(26,033,098)	(5,355,125)	25.9%
55 Other Designations Total	\$ -	\$ -	\$ -	\$ (22,177,973)	\$ (27,533,098)	\$ (5,355,125)	24.1%
Net Operating, Transfers to Other Funds and Other Designations Total	685,155	266,603	1,618,264	(25,576,496)	(27,298,701)	(1,722,205)	6.7%
57 Beginning Working Capital	24,728,679	25,413,834	25,680,437	25,576,496	27,298,701	1,722,205	6.7%
58 Ending Working Capital	\$ 25,413,834	\$ 25,680,437	\$ 27,298,701	\$ -	\$ -	\$ -	

District Wide Expenses/Requirements FY2019-20



PERSONNEL SERVICES





Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Personnel Services Comparison	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year- End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
1 District Wide							
2 Wages	\$ 11,700,938	\$ 12,374,436	\$ 12,574,813	\$ 12,318,627	\$ 14,203,318	\$ 1,884,691	15.3%
3 Medical	4,530,827	4,703,952	4,654,431	5,163,565	6,005,654	842,089	16.3%
4 Retirement	2,819,969	2,377,025	3,455,596	3,157,213	3,960,867	803,654	25.5%
5 Workers Compensation	249,629	41,169	202,573	231,337	238,987	7,650	3.3%
6 Other	1,061,033	1,373,644	1,044,448	1,180,201	1,277,843	97,642	8.3%
7 District Wide Total	\$ 20,362,396	\$ 20,870,226	\$ 21,931,861	\$ 22,050,943	\$ 25,686,669	\$ 3,635,726	16.5%



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Personnel Services Comparison	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year- End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from		Percent Change
						FY2018-19	FY2019-20	
General Fund								
General Manager	\$ 363,099	\$ 383,411	\$ 381,436	\$ 340,556	\$ 369,787	\$ 29,231		8.6%
General Manager Total	\$ 363,099	\$ 383,411	\$ 381,436	\$ 340,556	\$ 369,787	\$ 29,231		8.6%
Administration								
Human Resources	507,169	540,810	461,022	471,984	503,722	31,738		6.7%
Human Resources Safety/Loss Control	115,076	127,162	133,664	125,466	132,236	6,770		5.4%
Administration Total	\$ 622,245	\$ 667,972	\$ 594,686	\$ 597,450	\$ 635,958	\$ 38,508		6.4%
Finance								
Finance	697,637	551,532	747,529	805,876	1,033,681	227,805		28.3%
Procurement	-	-	227,675	186,421	274,071	87,650		47.0%
Finance Total	\$ 697,637	\$ 551,532	\$ 975,204	\$ 992,297	\$ 1,307,752	\$ 315,455		31.8%
Communication								
Marketing and Communication	\$ 398,650	\$ 500,429	\$ 498,142	\$ 486,060	\$ 508,261	\$ 22,201		4.6%
Travel Trainer	-	54,664	42,087	37,484	52,436	14,952		39.9%
Customer Service	555,083	606,597	577,199	639,926	835,441	195,515		30.6%
Communication Total	\$ 953,733	\$ 1,161,690	\$ 1,117,428	\$ 1,163,470	\$ 1,396,138	\$ 232,668		20.0%
Transportation Development								
Transportation Development Administration	\$ 608,390	\$ 742,778	\$ 694,144	\$ 797,240	\$ 838,050	\$ 40,810		5.1%
Information Technology	692,330	722,263	816,512	711,464	863,696	152,232		21.4%
Transportation Development Total	\$ 1,300,720	\$ 1,465,041	\$ 1,510,656	\$ 1,508,704	\$ 1,701,746	\$ 193,042		12.8%
Operations								
Operations Administration	\$ 422,956	\$ 539,853	\$ 580,385	\$ 625,258	\$ 631,988	\$ 6,730		1.1%
Vehicle Maintenance	2,364,775	2,533,797	1,945,014	2,534,915	3,412,601	877,686		34.6%
Facilities Maintenance	626,018	673,650	812,322	817,792	855,162	37,370		4.6%
Security	137,388	151,180	160,402	153,997	163,094	9,097		5.9%
Cherriots Fixed Route Service	11,305,816	11,195,679	12,639,873	11,689,493	13,802,898	2,113,405		18.1%
West Salem Connector Operations	685	1,418	-	-	-	-		
West Salem Connector Vehicle Maintenance	14,719	6,182	-	-	-	-		
Operations Total	\$ 14,872,357	\$ 15,101,759	\$ 16,137,996	\$ 15,821,455	\$ 18,865,743	\$ 3,044,288		19.2%
Unallocated								
General Administration	\$ 243,929	\$ 312,542	\$ 331,317	\$ 345,000	\$ 357,000	\$ 12,000		3.5%
Unallocated Total	\$ 243,929	\$ 312,542	\$ 331,317	\$ 345,000	\$ 357,000	\$ 12,000		3.5%
General Fund Total	\$ 19,053,720	\$ 19,643,947	\$ 21,048,723	\$ 20,768,932	\$ 24,634,124	\$ 3,865,192		18.6%

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

							Change from	
Personnel Services Comparison	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year- End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	FY2018-19 Budget	Percent Change	
41 Transportation Programs Fund								41
42 Operations								42
43 Cherriots Lift	\$ 265,636	\$ 292,674	\$ 184,656	\$ 411,409	\$ 365,702	\$ (45,707)	-11.1%	43
44 Cherriots Shop & Ride	14,342	10,907	34,120	63,316	34,360	(28,956)	-45.7%	44
45 Cherriots Regional	158,216	111,237	134,515	164,413	135,929	(28,484)	-17.3%	45
46 Non-Emergent Medical Transportation	280,471	245,907	-	-	-	-		46
47 Cherriots Call Center	43,128	31,829	17,972	82,415	1,209	(81,206)	-98.5%	47
48 Mobility Management	197,830	173,715	181,715	190,395	182,395	(8,000)	-4.2%	48
49 Operations Total	\$ 959,623	\$ 866,269	\$ 552,978	\$ 911,948	\$ 719,595	\$ (192,353)	-21.1%	49
50 Transportation Development								50
51 Special Transportation Coordination	\$ 9,329	\$ 6,790	\$ 2,017	\$ 2,000	\$ 2,000	\$ -	0.0%	51
52 Cherriots TripChoice	279,253	307,823	326,197	321,458	330,950	9,492	3.0%	52
53 Transportation Development Total	\$ 288,582	\$ 314,613	\$ 328,214	\$ 323,458	\$ 332,950	\$ 9,492	2.9%	53
54 Transportation Programs Fund Total	\$ 1,248,205	\$ 1,180,882	\$ 881,192	\$ 1,235,406	\$ 1,052,545	\$ (182,861)	-14.8%	54
55 Capital Projects Fund								55
56 Capital Projects Fund Total	\$ 60,471	\$ 45,397	\$ 1,946	\$ 46,605	\$ -	\$ (46,605)	-100.0%	56
57 District Wide Total	\$ 20,362,396	\$ 20,870,226	\$ 21,931,861	\$ 22,050,943	\$ 25,686,669	\$ 3,635,726	16.5%	57

GENERAL FUND

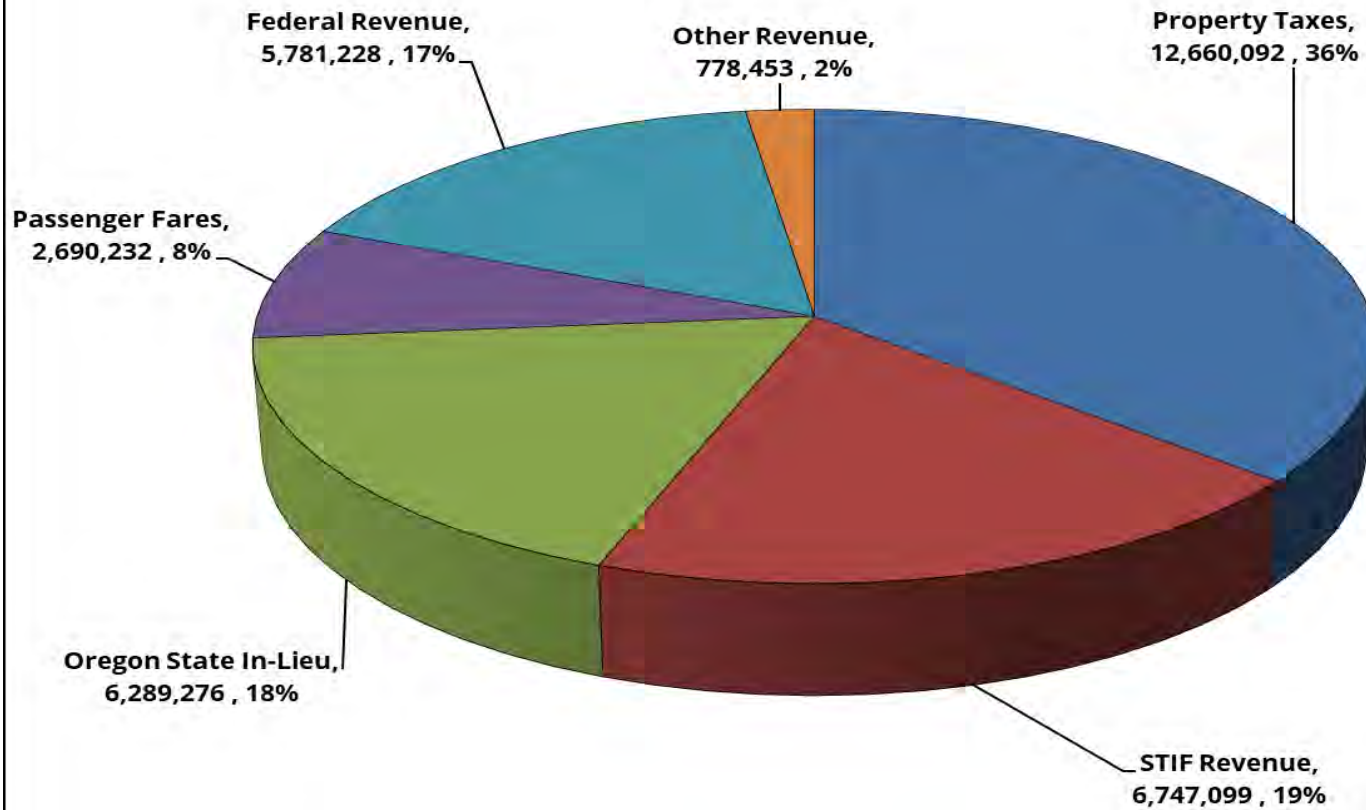




Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

	FY2016-17	FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	Change from	
General Fund Revenues/Resources and Expenses/Requirements Summary	Actual	Actual	End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Percent Change
1 Operating Revenues/Resources							
2 Passenger Fares	\$ 2,175,740	\$ 2,519,889	\$ 2,210,601	\$ 2,442,500	\$ 2,690,232	\$ 247,732	10.1%
3 Other Fixed Route Services	238,907	162,671	-	-	-	-	
4 State Employee Bus Pass & Shuttle	650,000	-	-	-	-	-	
5 Federal 5303 Planning Grant	121,520	114,026	113,761	113,761	120,903	7,142	6.3%
6 Federal 5307	4,389,169	5,018,974	5,885,361	4,669,000	5,660,325	991,325	21.2%
7 OHA Reimbursement	(107,889)	28,623	-	-	-	-	
8 State STIF Formula Funds	-	-	2,196,015	2,196,015	6,485,370	4,289,355	195.3%
9 State STIF Discretionary Funds	-	-	-	-	261,729	261,729	
10 Non-Federal or State Grants			3,750		-	-	
11 Advertising	-	63,000	140,815	81,000	100,000	19,000	23.5%
12 Miscellaneous	310,872	151,643	139,357	160,946	157,653	(3,293)	-2.0%
13 Property Taxes	11,606,405	12,078,234	12,532,485	12,033,794	12,660,092	626,298	5.2%
14 Oregon State In-Lieu	5,965,065	6,212,475	6,106,093	6,100,000	6,289,276	189,276	3.1%
15 Interest on Investments	241,753	354,847	274,000	290,000	295,800	5,800	2.0%
16 Energy Tax Credit	222,714	187,354	182,776	225,000	225,000	-	0.0%
17 Operating Revenues/Resources Total	\$ 25,814,256	\$ 26,891,736	\$ 29,785,014	\$ 28,312,016	\$ 34,946,380	\$ 6,634,364	23.4%

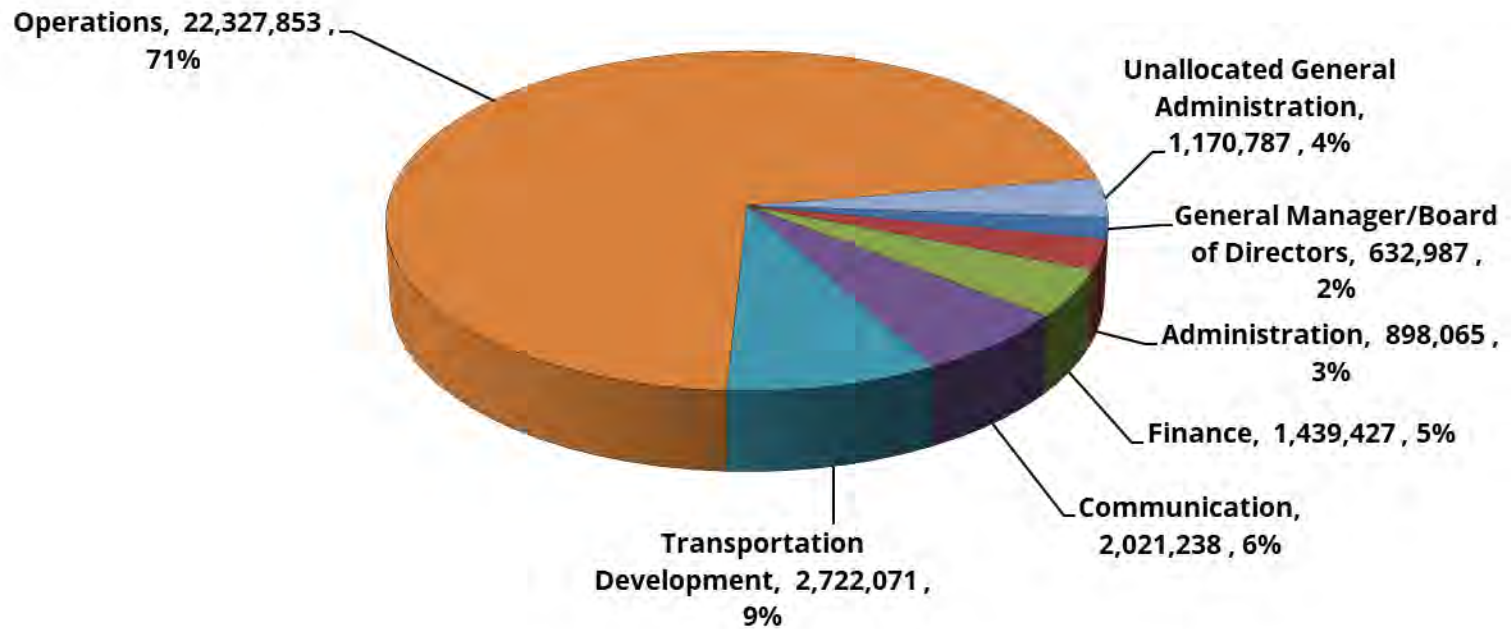
General Fund Revenues/Resources FY2019-20



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

	FY2016-17	FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	Change from	
General Fund Revenues/Resources and Expenses/Requirements Summary	Actual	Actual	End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Percent Change
18 Operating Expenses/Requirements							18
19 General Manager/Board of Directors	530,536	659,951	567,247	610,156	632,987	22,831	3.7% 19
20 Administration	857,327	959,562	832,614	903,837	898,065	(5,772)	-0.6% 20
21 Finance	920,634	925,287	1,109,570	1,173,797	1,439,427	265,630	22.6% 21
22 Communication	1,359,114	1,419,679	1,512,459	1,730,267	2,021,238	290,971	16.8% 22
23 Transportation Development	1,754,741	2,087,625	2,189,133	2,287,189	2,722,071	434,882	19.0% 23
24 Operations	17,523,803	17,898,278	18,469,392	18,735,909	22,327,853	3,591,944	19.2% 24
25 Unallocated General Administration	1,000,826	870,558	1,134,613	1,115,454	1,170,787	55,333	5.0% 25
26 Operating Expenses/Requirements Total	\$ 23,946,981	\$ 24,820,940	\$ 25,815,028	\$ 26,556,609	\$ 31,212,428	\$ 4,655,819	17.5% 26
Operating Revenues/Resources less Operating Expenditures/Requirements	1,867,275	2,070,796	3,969,986	1,755,407	3,733,952	1,978,545	112.7% 27
28 Transfers to Other Funds							28
29 Transfer to Transportation Programs Fund	-	(754,000)	-	-	(1,557,609)	(1,557,609)	29
30 Transfer to Capital Fund	-	-	-	-	(12,000)	(12,000)	30
31 Transfers to Other Funds Total	\$ -	\$ (754,000)	\$ -	\$ -	\$ (1,569,609)	\$ (1,569,609)	31
Net Operating and Transfers to Other Funds							
32 Total	1,867,275	1,316,796	3,969,986	1,755,407	2,164,343	408,936	23.3% 32
33 Other Designations							33
34 Contingency	-	-	-	(1,500,000)	(1,500,000)	-	0.0% 34
35 Reserved Working Capital	-	-	-	(20,132,255)	(25,211,980)	(5,079,725)	25.2% 35
36 Other Designations Total	\$ -	\$ -	\$ -	\$ (21,632,255)	\$ (26,711,980)	\$ (5,079,725)	23.5% 36
Net Operating, Transfers to Other Funds and							
37 Other Designations Total	1,867,275	1,316,796	3,969,986	(19,876,848)	(24,547,637)	(4,670,789)	23.5% 37
38 Beginning Working Capital	17,393,580	19,260,855	20,577,651	19,876,848	24,547,637	4,670,789	23.5% 38
39 Ending Working Capital	\$ 19,260,855	\$ 20,577,651	\$ 24,547,637	\$ -	\$ -	\$ -	39

General Fund Expenses/Requirements FY2019-20



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

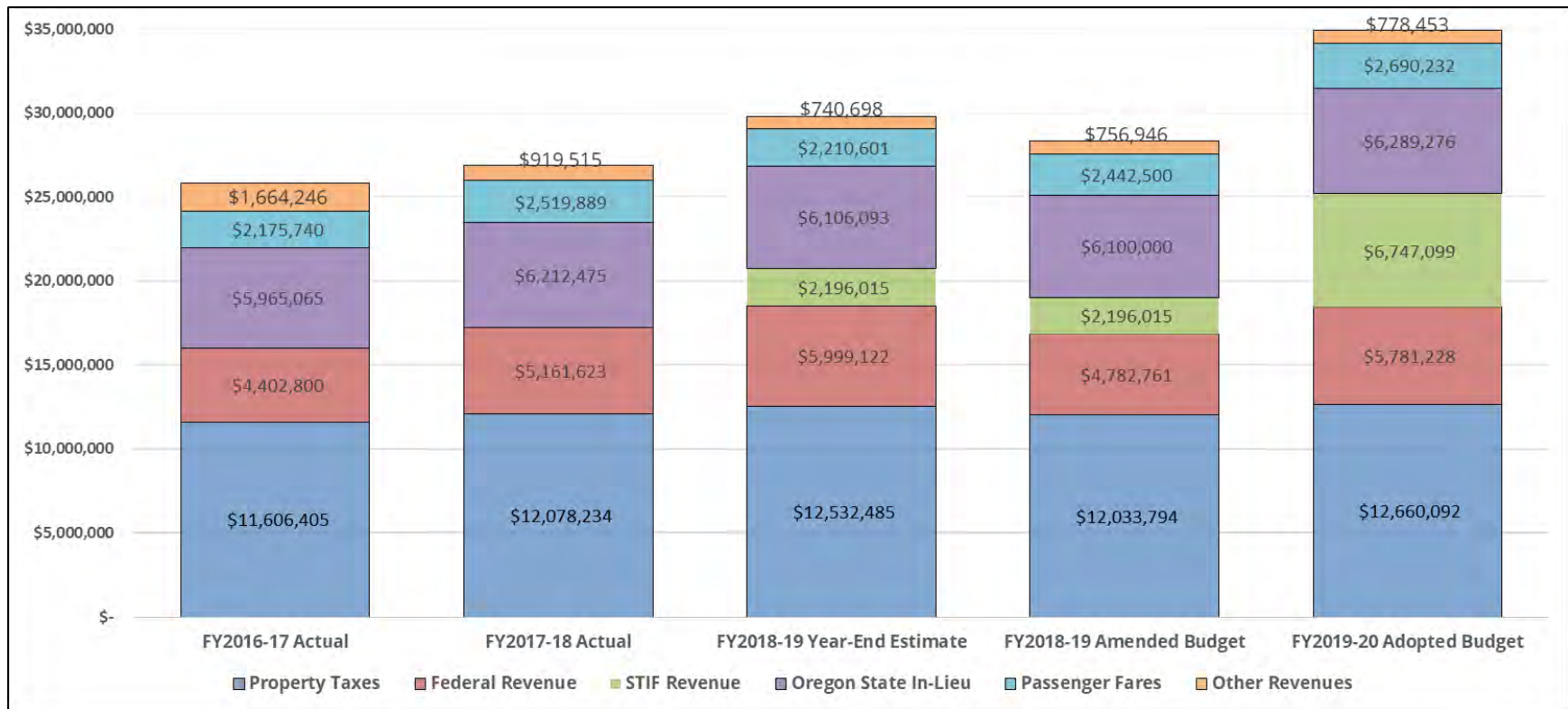
General Fund Department			FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	Change from	
Expenses/Requirements Summary		FY2016-17 Actual	Actual	End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Percent Change
1	General Manager/Board of Directors							
2	General Manager	\$ 516,091	\$ 632,790	\$ 554,747	\$ 565,656	\$ 598,387	\$ 32,731	5.8%
3	Board of Directors	14,445	27,161	12,500	44,500	34,600	(9,900)	-22.2%
4	Total	\$ 530,536	\$ 659,951	\$ 567,247	\$ 610,156	\$ 632,987	\$ 22,831	3.7%
5	Administration							
6	Human Resources	\$ 669,180	\$ 740,801	\$ 633,218	\$ 663,367	\$ 633,673	\$ (29,694)	-4.5%
7	Human Resources Safety/Loss Control	188,147	218,761	199,396	240,470	264,392	23,922	9.9%
8	Total	\$ 857,327	\$ 959,562	\$ 832,614	\$ 903,837	\$ 898,065	\$ (5,772)	-0.6%
9	Finance							
10	Procurement	\$ -	\$ -	\$ 229,624	\$ 204,521	\$ 301,971	\$ 97,450	47.6%
11	Finance	920,634	925,287	879,946	969,276	1,137,456	168,180	17.4%
12	Total	\$ 920,634	\$ 925,287	\$ 1,109,570	\$ 1,173,797	\$ 1,439,427	\$ 265,630	22.6%
13	Communication							
14	Marketing and Communication	\$ 787,844	\$ 741,124	\$ 872,380	\$ 1,020,560	\$ 1,061,586	\$ 41,026	4.0%
15	Customer Service	571,270	622,571	597,082	667,412	902,541	235,129	35.2%
16	Travel Trainer	-	55,984	42,997	42,295	57,111	14,816	35.0%
17	Total	\$ 1,359,114	\$ 1,419,679	\$ 1,512,459	\$ 1,730,267	\$ 2,021,238	\$ 290,971	16.8%
18	Transportation Development							
19	Transportation Development Administration	\$ 625,642	\$ 807,284	\$ 719,601	\$ 907,417	\$ 1,035,109	\$ 127,692	14.1%
20	Information Technology	951,196	1,045,961	1,260,284	1,129,772	1,436,962	307,190	27.2%
21	Vanpool Lease	177,903	234,380	209,248	250,000	250,000	-	0.0%
22	Total	\$ 1,754,741	\$ 2,087,625	\$ 2,189,133	\$ 2,287,189	\$ 2,722,071	\$ 434,882	19.0%

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

General Fund Department			FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	Change from		
Expenses/Requirements Summary		FY2016-17 Actual	Actual	End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Percent Change	
23	Operations							23	
24	Operations Administration	\$ 479,804	\$ 562,535	\$ 657,995	\$ 704,358	\$ 671,488	\$ (32,870)	-4.7%	24
25	Vehicle Maintenance	4,146,441	4,390,166	3,515,417	4,523,113	5,823,411	1,300,298	28.7%	25
26	Facility Maintenance	856,822	941,448	1,064,930	1,088,648	1,149,062	60,414	5.5%	26
27	Security & Emergency Management	473,206	628,043	453,441	634,397	754,294	119,897	18.9%	27
28	Cherriots Fixed Route Service	11,352,684	11,258,852	12,777,609	11,785,393	13,929,598	2,144,205	18.2%	28
29	West Salem Connector Operations	186,507	101,481	-	-	-	-		29
30	West Salem Connector Vehicle Maintenance	28,339	15,753	-	-	-	-		30
31	Total	\$ 17,523,803	\$ 17,898,278	\$ 18,469,392	\$ 18,735,909	\$ 22,327,853	\$ 3,591,944	19.2%	31
32	Unallocated								32
33	General Administration	\$ 1,000,826	\$ 870,558	\$ 1,134,613	\$ 1,115,454	\$ 1,170,787	\$ 55,333	5.0%	33
34	Contingency	-	-	-	1,500,000	1,500,000	-	0.0%	34
35	Total	1,000,826	870,558	1,134,613	2,615,454	2,670,787	55,333	2.1%	35
36	Total General Fund Requirements	\$ 23,946,981	\$ 24,820,940	\$ 25,815,028	\$ 28,056,609	\$ 32,712,428	\$ 4,655,819	16.6%	36

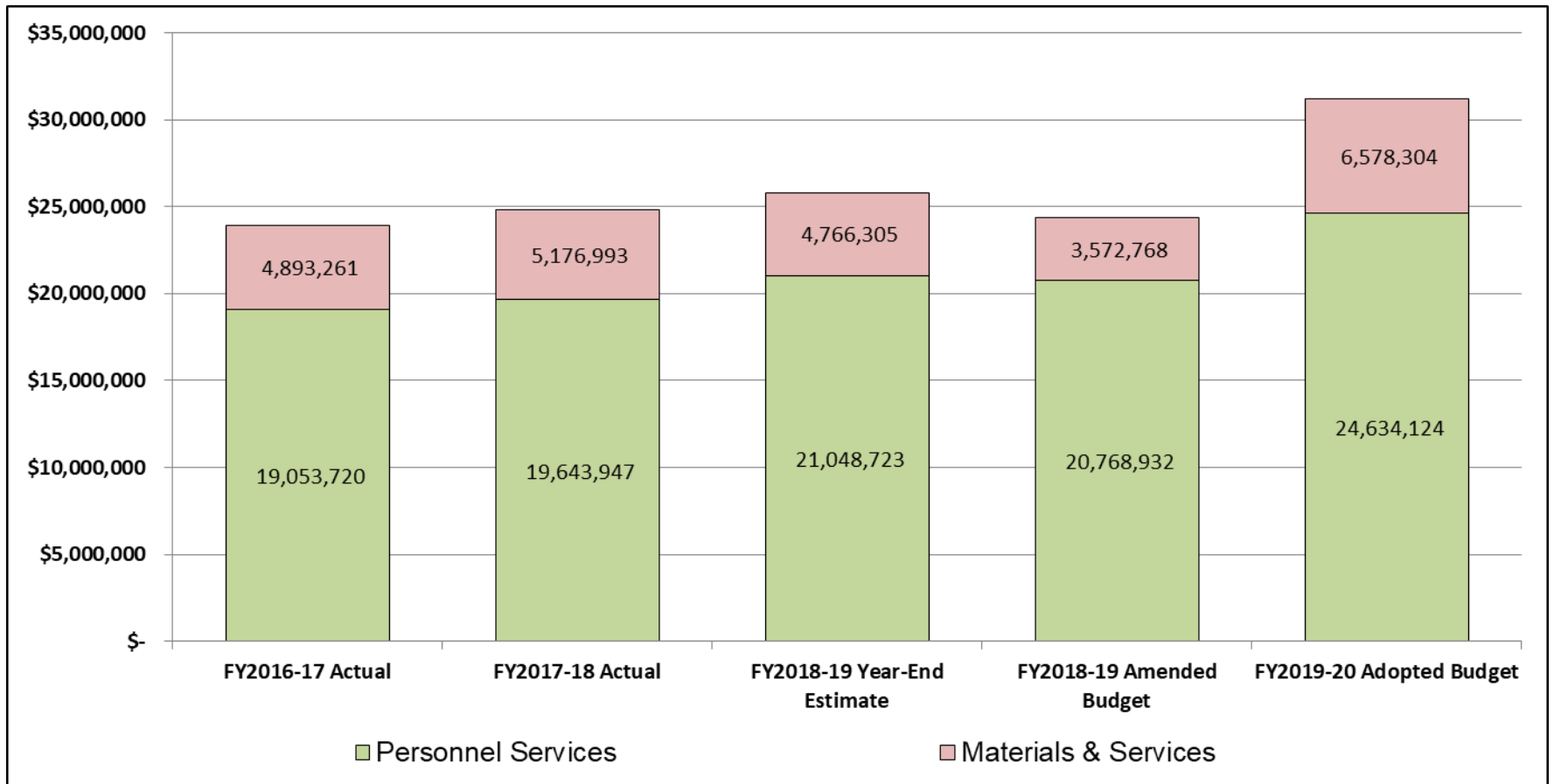
General Fund Revenues by Source FY17 thru FY20

The Adopted Budget for FY2019-20 includes total operating resources for the General Fund of \$34.9 million, an increase of 23.4% from the current year's Amended Budget. The chart below illustrates how 5 of the 6 main sources of revenue for Cherriots remained very much in proportion in prior years, until the introduction of STIF revenues, which will become our second largest revenue source in FY2019-20.



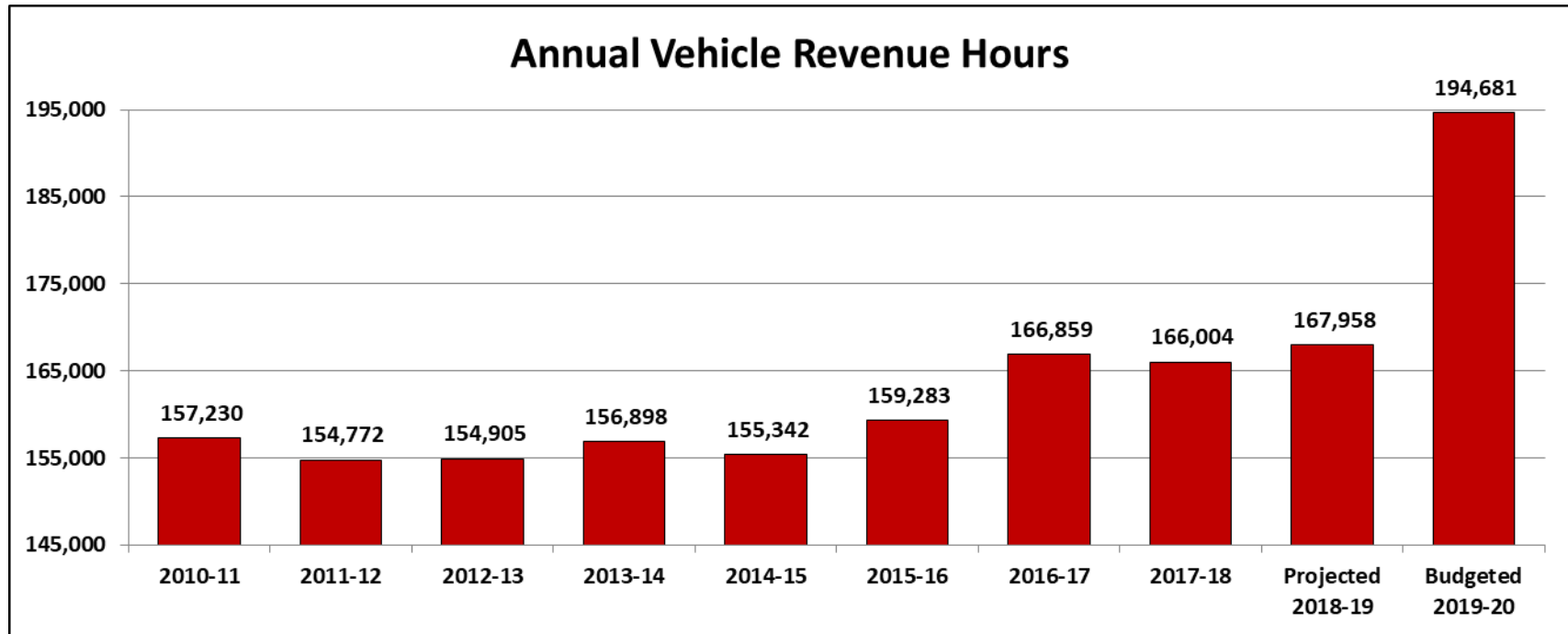
General Fund Requirements FY17 thru FY20

The Adopted Budget for FY2019-20 includes total operating requirements for the General Fund of \$31.2 million, an increase of 17.5% from the current year's Amended Budget. The chart below shows the expense trend of the last four years, split into the two major expense classifications of Personnel Services and Materials and Services.



General Fund Annual Vehicle Revenue Hours

The Adopted Budget for FY2019-20 includes additional annual vehicle revenue hours of 37,367 for a total of 194,681, an increase of 15.9% from current fiscal year projections. The chart below shows the 10-year trend of annual vehicle revenue hours.





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 Priorities

Provide an Exceptional Customer Experience

The GM/BOD set the foundational elements of an exceptional customer experience.

- Setting the tenets of a World Class customer experience leading by example.
- Providing the resources necessary to achieve the District's brand promise.

Team Cherriots: Culture of Excellence

The GM/BOD lives by the brand promise "Cherriots Delivers a World Class Customer Experience." This is accomplished by:

- Establishing a culture of excellence mindset.
- Ensuring the District fosters a culture where people feel valued, trusted, and heard.

Enhance Community Engagement

Cherriots cannot respond to changing transit needs without the public's participation and confidence.

- The GM/BOD ensures Cherriots is an effective community service through building positive relations with organizations, individuals, neighborhoods, decision-makers, businesses and others.
- The District and the Board receive guidance and advice from three external committees: Special Transportation Fund Advisory Committee, Citizens Advisory Committee, and Statewide Transportation Improvement Fund Advisory Committee.

Ensure Organizational Viability

The GM/BOD takes its responsibility as good stewards of its financial, capital, and human resources seriously. This is accomplished by:

- Ensuring long-term fiscal health of the District by ensuring a balanced budget that provides for responsible, sustainable growth.
- Advocating for increased funding to support its operational and capital programs to ensure a robust public transportation system.

Be an Environmentally Responsible Organization

The GM/BOD takes seriously its impact on the environment by ensuring policies and practices are in place to reduce its carbon footprint. This is accomplished by:

- The leading entity to ensure the District is meeting its environmental responsibility is the Sustainability Committee chaired by the General Manager.
- Committing to the American Public Transportation Association's core sustainability principles: make sustainability a strategic objective; identify a sustainability champion; establish an employee outreach program; and conduct a sustainability inventory.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

General Manager/Board of Directors

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 General Manager								1
2 Personnel Services	\$ 363,099	\$ 383,411	\$ 381,436	\$ 340,556	\$ 369,787	\$ 29,231	8.6%	2
3 Materials and Services								3
4 Advertising Fees	-	115	-	-	-	-		4
5 Other Professional & Technical	133,100	230,691	145,000	200,000	200,000	-	0.0%	5
6 Parts, equipment & tools	389	-	-	-	-	-		6
7 Office Supplies	630	1,969	765	1,000	1,000	-	0.0%	7
8 Other Materials & Supplies	10	17	-	-	-	-		8
9 Utilities	576	576	576	600	600	-	0.0%	9
10 Dues & Subscriptions	1,160	860	970	500	1,000	500	100.0%	10
11 Travel, meetings, training, education	17,017	15,151	26,000	23,000	26,000	3,000	13.0%	11
12 Other Misc. Expenses	110	-	-	-	-	-		12
13 Materials and Services Total	\$ 152,992	\$ 249,379	\$ 173,311	\$ 225,100	\$ 228,600	\$ 3,500	1.6%	13
14 General Manager Total	\$ 516,091	\$ 632,790	\$ 554,747	\$ 565,656	\$ 598,387	\$ 32,731	5.8%	14
15 Board of Directors								15
16 Materials and Services								16
17 Advertising Fees	\$ -	\$ -	\$ -	\$ 4,000	\$ 4,000	\$ -	0.0%	17
18 Other Professional & Technical	70	10,943	-	15,000	10,000	(5,000)	-33.3%	18
19 Legal Services	-	-	500	4,500	2,000	(2,500)	-55.6%	19
20 Uniforms	24	-	-	1,500	1,500	-	0.0%	20
21 Office Supplies	707	97	-	1,000	1,600	600	60.0%	21
22 Dues & Subscriptions	-	-	-	-	-	-		22
23 Travel, meetings, training, education	13,644	16,121	12,000	18,000	15,000	(3,000)	-16.7%	23
24 Printing	-	-	-	500	500	-	0.0%	24
25 Board of Directors Total	\$ 14,445	\$ 27,161	\$ 12,500	\$ 44,500	\$ 34,600	\$ (9,900)	-22.2%	25
26 General Manager/Board of Directors Total	\$ 530,536	\$ 659,951	\$ 567,247	\$ 610,156	\$ 632,987	\$ 22,831	3.7%	26
27 FTE								27
28 General Manager	1.0	1.0	1.0	1.0	1.0	-		28
29 Executive Assistant	1.0	1.0	1.0	1.0	1.0	-		29
30 Total General Manager/Board of Directors FTEs	2.0	2.0	2.0	2.0	2.0	-		30



Administration

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 license and driver's license records.
- Negotiates, procures, and administers the worker 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.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Administration

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 Human Resources								1
2 Personnel Services	\$ 507,169	\$ 540,810	\$ 461,022	\$ 471,984	\$ 503,722	\$ 31,738	6.7%	2
3 Materials and Services								3
4 Advertising Fees	20,833	9,920	18,744	20,304	15,000	(5,304)	-26.1%	4
5 Other Professional & Technical	44,939	53,659	72,000	79,842	40,000	(39,842)	-49.9%	5
6 Legal Services	54,198	81,935	32,085	30,437	30,000	(437)	-1.4%	6
7 Temporary Help	-	6,541	-	11,689	-	(11,689)	-100.0%	7
8 Other Services	-	10,658	403	-	-	-		8
9 Training/Incentive	29,553	21,408	30,000	30,173	35,000	4,827	16.0%	9
10 Safety & Wellness	-	1,063	-	189	-	(189)	-100.0%	10
11 Office Supplies	1,705	3,882	1,724	5,459	2,000	(3,459)	-63.4%	11
12 Other Materials & Supplies	925	1,207	159	2,065	500	(1,565)	-75.8%	12
13 Utilities	144	-	-	-	576	576		13
14 Dues & Subscriptions	3,730	4,914	3,590	4,755	1,475	(3,280)	-69.0%	14
15 Travel, meetings, training, education	3,257	3,230	3,867	3,451	3,400	(51)	-1.5%	15
16 Printing	2,560	1,574	9,624	1,382	2,000	618	44.7%	16
17 Other Misc. Expenses	167	-	-	1,637	-	(1,637)	-100.0%	17
18 Materials and Services Total	\$ 162,011	\$ 199,991	\$ 172,196	\$ 191,383	\$ 129,951	\$ (61,432)	-32.1%	18
19 Human Resources Total	\$ 669,180	\$ 740,801	\$ 633,218	\$ 663,367	\$ 633,673	\$ (29,694)	-4.5%	19

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Administration

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	FY2018-19	FY2019-20	FY2018-19	Change	
			Estimate	Amended Budget	Adopted Budget	Budget		
20 Human Resources Safety/Loss Control								20
21 Personnel Services	\$ 115,076	\$ 127,162	\$ 133,664	\$ 125,466	\$ 132,236	\$ 6,770	5.4%	21
22 Materials and Services								22
23 Software Licensing Annual Maintenance	945	-	-	3,500	6,750	3,250	92.9%	23
24 Legal Services	-	23	23	-	-	-		24
25 Safety & Wellness	26,085	17,910	27,373	27,373	45,000	17,627	64.4%	25
26 Office Supplies	111	-	338	-	-	-		26
27 Utilities	432	576	576	500	576	76	15.2%	27
28 Other Losses & settlements	43,157	68,518	30,000	74,621	75,000	379	0.5%	28
29 Dues & Subscriptions	1,015	855	1,080	1,157	1,080	(77)	-6.7%	29
30 Travel, meetings, training, education	1,326	3,717	6,342	5,353	3,750	(1,603)	-29.9%	30
31 Other Misc. Expenses	-	-	-	2,500	-	(2,500)	-100.0%	31
32 Materials and Services Total	\$ 73,071	\$ 91,599	\$ 65,732	\$ 115,004	\$ 132,156	\$ 17,152	14.9%	32
33 Human Resources Safety/Loss Control Total	\$ 188,147	\$ 218,761	\$ 199,396	\$ 240,470	\$ 264,392	\$ 23,922	9.9%	33
34 Administration Total	\$ 857,327	\$ 959,562	\$ 832,614	\$ 903,837	\$ 898,065	\$ (5,772)	-0.6%	34
35 FTE								35
36 Administration								36
37 Director of Administration	1.0	1.0	1.0	1.0	1.0	-		37
38 Human Resources Specialist	1.0	1.0	1.0	1.0	1.0	-		38
39 Payroll Specialist	0.5	1.0	-	-	-	-	*	39
40 Safety & Loss Control Specialist	1.0	1.0	1.0	1.0	1.0	-		40
41 Human Resources Assistant-Reception	1.0	1.0	1.0	-	-	-	+	41
42 Human Resources Administrative Assistant	-	-	-	1.0	1.0	-	+	42
43 Receptionist	1.2	1.2	1.6	1.8	1.8	-		43
44 Total Administration FTE	5.7	6.2	5.6	5.8	5.8	-		44

* The position was transferred back to Finance beginning FY19.

+ This position was reclassified/renamed during FY18.

Finance Division

The Finance 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, and ensuring compliance with federal and state regulations.

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 Cherriots services, such as purchasing new vehicles, improving bus stop, 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.

Team Cherriots: Culture of Excellence

Finance continuously works to update and improve services by implementing industry best practices in accounting, budgeting, reporting, grant administration, 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 encourages its staff to take advantage of training opportunities to improve skills and stay current with federal, state, and industry regulations and practices.

Enhance Community Engagement

As a government agency with a high-profile presence in the community, Finance 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.

Ensure Organizational Viability

The Finance 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 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.

Be an Environmentally Responsible Organization

Finance 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.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Finance

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 Procurement								1
2 Personnel Services	\$ -	\$ -	\$ 227,675	\$ 186,421	\$ 274,071	\$ 87,650	47.0%	2
3 Materials and Services								3
4 Advertising Fees	-	-	115	-	1,600	1,600		4
5 Other Professional & Technical	-	-	-	8,500	13,300	4,800	56.5%	5
6 Legal Services	-	-	-	-	2,500	2,500		6
7 Parts, equipment & tools	-	-	-	1,500	1,000	(500)	-33.3%	7
8 Office Supplies	-	-	784	600	1,000	400	66.7%	8
9 Dues & Subscriptions	-	-	200	1,000	1,000	-	0.0%	9
10 Printing	-	-	-	-	750	750		10
11 Travel, meetings, training, education	-	-	850	5,000	6,000	1,000	20.0%	11
12 Other Misc. Expenses	-	-	-	1,500	750	(750)	-50.0%	12
13 Materials and Services Total	\$ -	\$ -	\$ 1,949	\$ 18,100	\$ 27,900	\$ 9,800	54.1%	13
14 Procurement Total	\$ -	\$ -	\$ 229,624	\$ 204,521	\$ 301,971	\$ 97,450	47.6%	14

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

<u>Finance</u>	<u>FY2016-17 Actual</u>	<u>FY2017-18 Actual</u>	<u>FY2018-19 Year End Estimate</u>	<u>FY2018-19 Amended Budget</u>	<u>FY2019-20 Adopted Budget</u>	<u>Change from FY2018-19 Budget</u>	<u>Percent Change</u>	
15 Finance								15
16 Personnel Services	\$ 697,637	\$ 551,532	\$ 747,529	\$ 805,876	\$ 1,033,681	\$ 227,805	28.3%	16
17 Materials and Services								17
18 Advertising Fees	2,830	2,436	-	-	2,500	2,500		18
19 Other Professional & Technical	176,138	337,823	90,030	120,000	55,000	(65,000)	-54.2%	19
20 Contract Maintenance Services	-	-	-	-	-	-		20
21 Legal Services	-	-	546	2,000	1,000	(1,000)	-50.0%	21
22 Parts, equipment & tools	3,209	460	162	-	300	300		22
23 Operating Supplies	-	-	735	-	-	-		23
24 Office Supplies	4,037	2,485	4,917	2,800	3,100	300	10.7%	24
25 Dues & Subscriptions	1,959	1,590	3,424	2,500	2,625	125	5.0%	25
26 Travel, meetings, training, education	7,191	3,783	5,500	8,100	11,000	2,900	35.8%	26
27 Utilities	-	125	434	-	450	450		27
28 Printing	1,178	2,036	1,262	3,000	2,800	(200)	-6.7%	28
29 Other Misc. Expenses	26,455	23,017	25,407	25,000	25,000	-	0.0%	29
30 Materials and Services Total	\$ 222,997	\$ 373,755	\$ 132,417	\$ 163,400	\$ 103,775	\$ (59,625)	-36.5%	30
31 Finance Total	\$ 920,634	\$ 925,287	\$ 879,946	\$ 969,276	\$ 1,137,456	\$ 168,180	17.4%	31
32 Finance Division Total	\$ 920,634	\$ 925,287	\$ 1,109,570	\$ 1,173,797	\$ 1,439,427	\$ 265,630	22.6%	32

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Finance

FTE	FY2016-17 Actual	FY2017-18 Actual	FY2018-19		FY2019-20 Adopted Budget	Change from FY2018-19 Budget	
			Year-End Estimate	FY2018-19 Amended Budget			
33 Procurement							33
34 Contracts/Procurement Manager	-	0.8	0.7	0.8	1.0	0.2	34
35 Contract/Procurement Specialist	-	0.8	0.7	0.8	1.0	0.2	35
36 Grants Administrator	-	1.0	-	-	-	-	36
37 Total Procurement	-	2.6	1.4	1.6	2.0	0.4	37
38 Finance							38
39 Director of Finance/CFO	-	-	1.0	1.0	1.0	-	39
40 Finance Manager	1.0	1.0	-	-	-	-	j 40
41 Accounting Supervisor	-	-	1.0	1.0	1.0	-	j 41
42 Accountant	1.0	0.9	1.0	1.0	1.0	-	42
43 Grants Administrator	1.0	-	1.0	1.0	1.0	-	43
44 Business Performance Analyst	-	-	-	-	1.0	1.0	k 44
45 Contracts/Procurement Manager	1.0	-	0.3	-	-	-	45
46 Contract/Procurement Specialist	1.0	-	0.3	-	-	-	46
48 Payroll Specialist	0.5	1.0	1.0	1.0	1.0	-	48
49 Accounting Specialist	0.7	0.8	1.0	0.9	1.0	0.1	49
50 Accounting Technician	1.0	1.0	1.0	1.0	1.0	-	50
51 Receptionist	0.3	0.3	0.3	-	-	-	51
52 Total Finance	7.5	5.0	7.9	6.9	8.0	1.1	52
53 Total Finance Division FTE	7.5	7.6	9.3	8.5	10.0	1.5	53

j The Finance Manager position was reclassified to an Accounting Supervisor for FY19

k The Business Performance Analyst is a new position for FY20

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 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

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

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

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. For nonprofits in the community, advertising on the buses is gratis.
- Partners with social service agencies, medical providers, and community organizations to provide travel training.

Ensure Organizational Viability

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

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.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Communication

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
Marketing and Communication								
Personnel Services	\$ 398,650	\$ 500,429	\$ 498,142	\$ 486,060	\$ 508,261	\$ 22,201	4.6%	
Materials and Services								
Advertising Fees	80,705	1,537	1,164	5,000	1,000	(4,000)	-80.0%	
Other Professional & Technical	92,176	80,865	213,833	250,000	250,000	-	0.0%	
Other Services	-	133	-	-	-	-		
Parts, equipment & tools	4,888	-	2,296	1,000	1,000	-	0.0%	
Uniforms	-	42	-	400	500	100	25.0%	
Operating Supplies	197	1,355	302	1,500	2,000	500	33.3%	
Office Supplies	2,343	1,844	1,320	2,200	2,200	-	0.0%	
Other Materials & Supplies	-	527	16,368	25,000	25,000	-	0.0%	
Utilities	2,016	1,781	1,444	2,200	2,800	600	27.3%	
Dues & Subscriptions	661	2,679	1,193	1,200	2,200	1,000	83.3%	
Advertising/Promotion Media	43,028	29,421	7,730	30,000	30,000	-	0.0%	
Travel, meetings, training, education	20,279	15,267	18,858	26,000	31,625	5,625	21.6%	
Printing	118,376	86,944	106,277	140,000	155,000	15,000	10.7%	
Other Misc. Expenses	24,525	18,300	3,453	50,000	50,000	-	0.0%	
Materials and Services Total	\$ 389,194	\$ 240,695	\$ 374,238	\$ 534,500	\$ 553,325	\$ 18,825	3.5%	
Marketing and Communication Total	\$ 787,844	\$ 741,124	\$ 872,380	\$ 1,020,560	\$ 1,061,586	\$ 41,026	4.0%	

Communication

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	FY2018-19	FY2019-20	FY2018-19	Change	
			Estimate	Amended Budget	Adopted Budget	Budget		
Customer Service								
Personnel Services	\$ 555,083	\$ 606,597	\$ 577,199	\$ 639,926	\$ 835,441	\$ 195,515	30.6%	
Materials and Services								
Other Professional & Technical	-	-	-	-	40,000	40,000		
Temporary Help	8,568	6,350	10,562	8,000	8,000	-		
Uniforms	99	-	100	1,500	2,500	1,000	66.7%	
Operating Supplies	2,173	3,960	5,520	7,000	7,500	500	7.1%	
Office Supplies	571	325	71	750	750	-	0.0%	
Utilities	336	336	336	336	600	264	78.6%	
Advertising/Promotion Media	200	(378)	-	300	-	(300)	-100.0%	
Travel, meetings, training, education	2,335	4,076	1,500	7,500	4,750	(2,750)	-36.7%	
Printing	-	-	-	300	-	(300)	-100.0%	
Other Misc. Expenses	1,905	1,305	1,794	1,800	3,000	1,200	66.7%	
Materials and Services Total	\$ 16,187	\$ 15,974	\$ 19,883	\$ 27,486	\$ 67,100	\$ 39,614	144.1%	
Customer Service Total	\$ 571,270	\$ 622,571	\$ 597,082	\$ 667,412	\$ 902,541	\$ 235,129	35.2%	
	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
Travel Training								
Personnel services	\$ -	\$ 54,664	\$ 42,087	\$ 37,484	\$ 52,436	\$ 14,952	39.9%	
Materials and Services								
Uniforms	-	-	-	500	300	(200)	-40.0%	
Office Supplies	-	-	-	125	75	(50)	-40.0%	
Utilities	-	244	910	336	950	614	182.7%	
Advertising/Promotion Media	-	-	-	300	300	-	0.0%	
Travel, meetings, training, education	-	1,076	-	2,750	1,250	(1,500)	-54.5%	
Printing	-	-	-	300	1,500	1,200	400.0%	
Other Misc. Expenses	-	-	-	500	300	(200)	-40.0%	
Materials and Services Total	\$ -	\$ 1,320	\$ 910	\$ 4,811	\$ 4,675	\$ (136)	-2.8%	
Travel Training Total	\$ -	\$ 55,984	\$ 42,997	\$ 42,295	\$ 57,111	\$ 14,816	35.0%	
Communication Division Total	\$ 1,359,114	\$ 1,419,679	\$ 1,512,459	\$ 1,730,267	\$ 2,021,238	\$ 290,971	16.8%	

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	
Communication							
48 FTE							48
49 Marketing & Communication							49
50 Director of Communication	-	1.0	1.0	1.0	1.0	-	50
51 Community Relations Officer	1.0	-	-	-	-	-	51
52 Marketing Coordinator	1.0	1.0	1.0	1.0	1.0	-	52
53 Digital Marketing Coordinator	1.0	1.0	1.0	1.0	1.0	-	53
54 Marketing Assistant	-	-	1.0	1.0	1.0	-	54
55 Total Marketing & Communication	3.0	3.0	4.0	4.0	4.0	-	55
56 Customer Service							56
57 Customer Service Manager	0.8	0.8	0.9	0.9	0.9	-	57
58 Customer Service Representative	5.0	5.0	7.0	8.0	8.0	-	58 ^
59 Total Customer Service	5.8	5.8	7.9	8.9	8.9	-	59
60 Travel Trainer							60
61 Outreach Representative	0.2	0.1	-	0.3	0.4	0.1	61 *
62 Total Travel Trainer	0.2	0.1	-	0.3	0.4	0.1	62
63 Total Communication FTE	9.0	8.9	11.9	13.2	13.3	0.1	63

^ 3 new proposed positions were added in FY19.

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

Transportation Development Division

The Transportation Development Division is comprised of four departments: Transit Planning, Trip Choice, Information Technology, and Capital Project Development.

Strategic Priorities

Provide an Exceptional Customer Experience

Transportation Development has the ultimate purpose to improve the mobility experience of the District's customers. This happens in many ways, and with a wide range of opportunities. This means we apply the same commitment to every customer encountered in the integral processes needed to ensure the ultimate purpose is continually achieved.

- Listen to needs and wants of our customers with a perspective of how the issue expressed is impacting their lives
- Communicate information in an easy to understand manner. Avoid industry jargon and unnecessary details
- Provide service that is efficient, high-quality, and appropriate
- Ensure the decision making process is objective and transparent, and that Cherriots bus service meets the needs of our riders and the community
- Coordinate transit services in Marion and Polk counties so that they abide by the adopted Coordinated Plan; provide prompt technical assistance to subrecipients of STF and Section 5310 grant funds
- Empower people to navigate their community in ways that improve livability and quality of life

Team Cherriots: Culture of Excellence

Through regular team meetings, cooperatively building strategic work plans, and participation in Cherriots activities, we contribute to the culture of excellence.

- Build a coalition of strengths, realizing the best customer service is delivered through a team doing their individual parts together in an effective manner

- Match needs with resources, and when the resources are not present, either find them or connect the customer to a path for a solution
- Maintain systems as processes, procedures, and tools that enable effective information and data management
- Provide the best possible technology solutions
- Develop capital projects and produce the best product with the resources available

Enhance Community Engagement

For all community engagement efforts, TD 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.

- Support community engagement through outreach events and public meetings
- Ensure that all stakeholders have a voice in all processes and can help affect the outcomes of the service that are offered throughout the community
- Conduct a needs assessment every one to two years to identify needed changes for the local and regional networks
- Ensure that effective and well managed community outreach and involvement be an integrated part of each capital project

Ensure Organizational Viability

We work to keep up to date on trends throughout the transit industry looking for ways that we can implement innovative service that are more cost effective. The fares charged for services should be fair, but also reflect the value of the services received. The core network will be preserved first when budgets mandate any cuts to the system.

- Promote the organization through all available communication channels, actively marketing transportation development and the Employer Bus Pass Program
- Maintain internal infrastructure at a level that permits efficient and effective operations
- Employ industry best practice safeguards to ensure the integrity of ongoing operations

Be an environmentally Responsible Organization

TD is committed to conducting business in an environmentally responsible manner, including the development of capital projects.

- Design capital projects with environmentally friendly and energy efficient elements
- Ensure construction activities adhere to all requirement practices designed to minimize the impact on the local environment, both now and in the future
- Recycle all technology components and efficient utilization of resources
- Limit printed materials and making the majority of our communication through electronic means
- Encourage “greener” transit options: walking, cycling, and ridesharing

Transportation Development

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 Transportation Development Administration								1
2 Personnel Services	\$ 608,390	\$ 742,778	\$ 694,144	\$ 797,240	\$ 838,050	\$ 40,810	5.1%	2
3 Materials and Services								3
4 Software Licensing Annual Maintenance	-	-	1,200	1,200	-	(1,200)	-100.0%	4
5 Advertising Fees	760	1,162	-	1,500	1,000	(500)	-33.3%	5
6 Other Professional & Technical	-	48,363	2,800	88,000	172,729	84,729	96.3%	6
7 Other Services	-	1,455	1,263	3,000	3,000	-	0.0%	7
8 Parts, equipment & tools	1,942	244	63	300	300	-	0.0%	8
9 Uniforms	-	-	-	500	-	(500)	-100.0%	9
10 Operating Supplies	151	55	63	300	300	-	0.0%	10
11 Office Supplies	174	337	379	300	300	-	0.0%	11
12 Other Materials & Supplies	-	-	-	100	-	(100)	-100.0%	12
13 Utilities	1,728	2,223	2,789	2,920	2,920	-	0.0%	13
14 Dues & Subscriptions	195	175	215	300	300	-	0.0%	14
15 Travel, meetings, training, education	11,780	7,961	16,306	11,457	15,910	4,453	38.9%	15
16 Printing	-	1,522	379	300	300	-	0.0%	16
17 Other Misc. Expenses	522	1,009	-	-	-	-		17
18 Materials and Services Total	\$ 17,252	\$ 64,506	\$ 25,457	\$ 110,177	\$ 197,059	\$ 86,882	78.9%	18
19 Transportation Development Administration Tot	\$ 625,642	\$ 807,284	\$ 719,601	\$ 907,417	\$ 1,035,109	\$ 127,692	14.1%	19

Transportation Development

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
Information Technology								
Personnel Services	\$ 692,330	\$ 722,263	\$ 816,512	\$ 711,464	\$ 863,696	\$ 152,232	21.4%	
Materials and Services								
Software Licensing Annual Maintenance	112,591	179,540	196,955	165,955	265,757	99,802	60.1%	
Advertising Fees	-	115	-	-	-	-		
Other Professional & Technical	421	2,848	59,999	9,200	15,200	6,000	65.2%	
Contract Maintenance Services	20,346	42,305	58,724	73,969	93,495	19,526	26.4%	
Other Services	31,410	23,329	23,768	55,753	65,050	9,297	16.7%	
Parts, equipment & tools	73,648	58,250	82,794	73,909	99,108	25,199	34.1%	
Operating Supplies	4,234	1,116	2,482	2,000	1,500	(500)	-25.0%	
Office Supplies	74	37	101	100	100	-	0.0%	
Utilities	3,264	3,600	4,547	4,032	3,456	(576)	-14.3%	
Dues & Subscriptions	395	100	-	200	200	-	0.0%	
Travel, meetings, training, education	12,401	12,398	14,402	33,190	29,400	(3,790)	-11.4%	
Printing	27	-	-	-	-	-		
Other Misc. Expenses	55	60	-	-	-	-		
Materials and Services Total	\$ 258,866	\$ 323,698	\$ 443,772	\$ 418,308	\$ 573,266	\$ 154,958	37.0%	
Information Technology Total	\$ 951,196	\$ 1,045,961	\$ 1,260,284	\$ 1,129,772	\$ 1,436,962	\$ 307,190	27.2%	
Vanpool Lease								
Vanpool Lease	\$ 177,903	\$ 234,380	\$ 209,248	\$ 250,000	\$ 250,000	\$ -	0.0%	
Total Transportation Development	\$ 1,754,741	\$ 2,087,625	\$ 2,189,133	\$ 2,287,189	\$ 2,722,071	\$ 434,882	19.0%	

Transportation Development - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	
			Estimate			Budget	
42 FTE							42
43 Transportation Development Administration							43
44 Director of Transportation Development	1.0	1.0	1.0	1.0	1.0	-	44
45 Information Technology Manager	0.1	-	-	-	-	-	45
46 Database Administrator	0.3	-	-	-	-	-	46
47 Mobility Coordinator	-	0.1	-	-	-	-	47
48 Planning Analyst	0.9	-	-	-	-	-	48
49 Transit Planner I	-	1.0	1.0	1.0	1.0	-	49
51 Planning Technician	0.9	1.0	-	-	-	-	51
52 Transit Planner II (Scheduler)	-	1.0	1.0	1.0	1.0	-	52
53 Transit Planner II	-	0.6	1.0	0.9	1.0	0.1	53
54 Senior Planner	0.9	1.0	1.0	1.0	1.0	-	54
55 Long-Range Planning Analyst	0.7	-	-	-	-	-	55
56 Technology Services Support Analyst	-	-	-	0.2	-	(0.2)	56
57 Administrative Assistant	0.8	0.7	1.0	1.0	1.0	-	57
58 Total Transportation Development Admin.	5.6	6.4	6.0	6.1	6.0	(0.1)	58
59 Information Technology							59
60 Information Technology Manager	0.8	1.0	1.0	1.0	1.0	-	60
61 Network Administrator	0.9	0.9	1.0	0.9	1.0	0.1	61
62 Intelligent Transportation Systems Administrator	0.9	0.9	0.5	0.9	1.0	0.1	62
63 Database Administrator	0.6	0.8	0.9	0.9	1.0	0.1	63
64 Technology Services Support Analyst	1.8	1.4	1.6	1.4	2.0	0.6	64
65 Total Information Technology	5.0	5.0	5.0	5.1	6.0	0.9	65
66 Total Transportation Development FTE	10.6	11.4	11.0	11.2	12.0	0.8	66

Operations Division

The Operations Division is responsible for providing safe, reliable, and courteous transit services for our community stakeholders and customers and employees. The Division is comprised of four departments: Transportation, Maintenance, Security and Emergency Management, and Contracted Services.

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.

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.

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.

The **Contracted Services Department** is responsible for all contracted staff for the delivery of our Cherriots LIFT, Cherriots Regional, and Cherriots Shop and Ride services. The department also has oversight of the Cherriots call center.

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. Activities include:

- Effectively communicating the District’s strategic objectives throughout all departments.
- Develop and implement a Customer Education Campaign that 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 Cherriots: Culture of Excellence

The Operations Division establishes benchmarking metrics to efficiently monitor and increase performance goals for all its departments. Cherriots 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 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 maintain 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.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Operations

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 Operations Administration								1
2 Personnel Services	\$ 422,956	\$ 539,853	\$ 580,385	\$ 625,258	\$ 631,988	\$ 6,730	1.1%	2
3 Materials and Services								3
4 Other Professional & Technical	31,892	10,504	55,896	60,000	30,000	(30,000)	-50.0%	4
5 Parts, equipment & tools	698	-	-	500	-	(500)	-100.0%	5
6 Training/Incentive	4,134	5,682	6,451	4,000	-	(4,000)	-100.0%	6
7 Uniforms	-	65	-	-	-	-		7
8 Office Supplies	999	494	618	500	500	-	0.0%	8
9 Utilities	543	434	411	600	600	-	0.0%	9
10 Dues & Subscriptions	-	30	4,509	2,000	3,600	1,600	80.0%	10
11 Travel, meetings, training, education	12,820	3,352	7,364	10,000	3,300	(6,700)	-67.0%	11
12 Printing	27	-	-	-	-	-		12
13 Other Misc. Expenses	5,735	2,121	2,361	1,500	1,500	-	0.0%	13
14 Materials and Services Total	\$ 56,848	\$ 22,682	\$ 77,610	\$ 79,100	\$ 39,500	\$ (39,600)	-50.1%	14
15 Operations Administration Total	\$ 479,804	\$ 562,535	\$ 657,995	\$ 704,358	\$ 671,488	\$ (32,870)	-4.7%	15
16 FTE								16
17 Chief Operating Officer	0.9	0.9	1.0	1.0	1.0	-		17
18 Fixed Route Operations Manager	1.0	1.0	-	-	-	-		18
19 Transportation Manager	-	-	1.0	1.0	1.0	-		19
20 Assistant Transportation Manager	-	-	1.0	1.0	1.0	-		20
21 Contracted Transportation Manager	0.2	0.2	-	-	-	-		21
22 Operations Programs Administrator	-	-	0.1	0.1	0.1	-		22
23 Administrative Assistant	1.0	1.0	1.0	1.0	1.0	-		23
24 Total Operations Administration FTE	3.1	3.1	4.1	4.1	4.1	-		24

Operations - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	FY2018-19	FY2019-20	FY2018-19	Change	
			Estimate	Amended Budget	Adopted Budget	Budget		
25 Vehicle Maintenance								25
26 Personnel Services	\$ 2,364,775	\$ 2,533,797	\$ 1,945,014	\$ 2,534,915	\$ 3,412,601	\$ 877,686	34.6%	26
27 Materials and Services								27
28 Other Professional & Technical	15,720	13,865	15,177	10,500	22,000	11,500	109.5%	28
29 Contract Maintenance Services	4,312	21,260	324	2,000	1,000	(1,000)	-50.0%	29
30 Towing & collision repairs	6,631	(27,022)	10,441	13,500	19,000	5,500	40.7%	30
31 Radio Charges	39,984	40,068	50,688	43,000	44,800	1,800	4.2%	31
32 Fuel-Cars & Other	13,233	5,129	5,540	4,700	5,500	800	17.0%	32
33 Fuel-Diesel	408,421	508,601	454,344	550,000	680,625	130,625	23.8%	33
34 Fuel-CNG	270,045	236,763	204,661	300,000	372,725	72,725	24.2%	34
35 Lubricant & Coolant	51,212	49,495	46,710	50,000	62,500	12,500	25.0%	35
36 Tires & tire supplies	151,012	144,339	96,262	155,000	182,500	27,500	17.7%	36
37 Parts, equipment & tools	713,808	732,196	594,668	737,000	890,500	153,500	20.8%	37
38 Uniforms	50,542	53,027	41,456	55,510	55,000	(510)	-0.9%	38
39 Training/Incentive	-	5	493	1,500	-	(1,500)	-100.0%	39
40 Safety & Wellness	400	3,038	32	2,500	1,500	(1,000)	-40.0%	40
41 Operating Supplies	39,940	35,419	29,175	40,000	40,000	-	0.0%	41
42 Office Supplies	2,254	2,514	1,267	-	2,500	2,500		42
43 Other Materials & Supplies	-	15,008	11,494	-	1,000	1,000		43
44 Utilities	662	527	479	750	660	(90)	-12.0%	44
45 Travel, meetings, training, education	9,700	15,244	4,387	14,500	21,500	7,000	48.3%	45
46 Advertising/Promotion Media	-	1,509	650	-	1,000	1,000		46
47 Printing	3,790	5,648	2,155	5,500	4,500	(1,000)	-18.2%	47
48 Other Misc. Expenses	-	(264)	-	2,238	2,000	(238)	-10.6%	48
49 Materials and Services Total	\$ 1,781,666	\$ 1,856,369	\$ 1,570,403	\$ 1,988,198	\$ 2,410,810	\$ 422,612	21.3%	49
50 Vehicle Maintenance Total	\$ 4,146,441	\$ 4,390,166	\$ 3,515,417	\$ 4,523,113	\$ 5,823,411	\$ 1,300,298	28.7%	50

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	
Operations - Continued							
51 FTE - Vehicle Maintenance							51
52 Maintenance Manager	1.0	0.9	0.9	0.9	0.9	-	52
53 Vehicle Maintenance Supervisor	1.8	1.8	3.8	3.8	3.8	-	* 53
54 Maintenance Training Supervisor	1.0	1	1.0	1.0	1.0	-	54
55 Administrative Assistant	1.0	0.9	0.6	0.6	0.8	0.2	* 55
56 Purchasing Agent	1.0	0.9	0.9	0.9	0.9	-	* 56
58 Journey Mechanic	7.6	7.7	10.1	10.1	10.1	-	* 58
59 Parts & Supplies Clerk	1.0	0.9	0.9	0.9	0.9	-	59
60 Service Technician	4.1	4.3	6.4	6.4	5.5	(0.9)	* 60
61 Service Worker	5.1	5.2	7.4	7.2	7.4	-	* 61
62 Total Vehicle Maintenance FTE	24.1	23.6	32.0	31.8	31.3	(0.5)	62

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

Operations - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
63 Facility Maintenance								63
64 Personnel Services	\$ 626,018	\$ 673,650	\$ 812,322	\$ 817,792	\$ 855,162	\$ 42,840	5.3%	64
65 Materials and Services								65
66 Other Professional & Technical	15,420	6,294	10,040	22,000	11,000	(11,000)	-50.0%	66
67 Contract Maintenance Services	62,808	86,039	52,393	56,000	62,000	6,000	10.7%	67
68 Other Services	-	53	-	-	-	-	-	68
69 Fuel-Cars & Other	-	7,984	9,200	9,200	10,000	800	8.7%	69
70 Parts, equipment & tools	2,481	2,042	2,662	2,400	3,100	700	29.2%	70
71 Uniforms	756	1,617	3,000	3,000	3,000	-	0.0%	71
72 Operating Supplies	24,531	22,648	25,001	22,500	30,500	8,000	35.6%	72
73 Office Supplies	-	148	150	156	200	44	28.2%	73
74 Other Materials & Supplies	5,039	3,176	6,136	10,000	10,000	-	0.0%	74
75 Utilities	119,684	137,697	143,426	145,000	163,500	18,500	12.8%	75
76 Dues & Subscriptions	85	100	200	200	200	-	0.0%	76
77 Printing	-	-	250	250	250	-	0.0%	77
78 Other Misc. Expenses	-	-	150	150	150	-	0.0%	78
79 Materials and Services Total	\$ 230,804	\$ 267,798	\$ 252,608	\$ 270,856	\$ 293,900	\$ 23,044	8.5%	79
80 Facility Maintenance Total	\$ 856,822	\$ 941,448	\$ 1,064,930	\$ 1,088,648	\$ 1,149,062	\$ 60,414	5.5%	80
81 FTE								81
82 Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	-		82
83 Facilities Maintenance Worker	5.0	7.0	8.0	8.0	7.0	(1.0)		83
84 Total Facilities Maintenance FTE	6.0	8.0	9.0	9.0	8.0	(1.0)		84

Operations - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
85 Security & Emergency Management								85
86 Personnel Services	\$ 137,388	\$ 151,180	\$ 160,402	\$ 153,997	\$ 163,094	\$ 9,097	5.9%	86
87 Materials and Services								87
88 Other Professional & Technical	322,882	461,583	277,488	460,000	565,000	105,000	22.8%	88
89 Other Services	4,496	1,469	1,500	2,000	1,500	(500)	-25.0%	89
90 Parts, equipment & tools	425	5,895	4,000	6,000	8,000	2,000	33.3%	90
91 Operating Supplies	59	2,463	2,000	2,000	4,000	2,000	100.0%	91
92 Office Supplies	615	434	400	600	600	-	0.0%	92
93 Utilities	2,499	1,997	2,000	2,100	2,600	500	23.8%	93
94 Dues & Subscriptions	100	669	1,000	1,000	1,000	-	0.0%	94
95 Travel, meetings, training, education	3,154	1,515	4,651	4,700	6,500	1,800	38.3%	95
96 Printing	600	718	-	1,000	1,000	-	0.0%	96
97 Other Misc. Expenses	988	120	-	1,000	1,000	-	0.0%	97
98 Materials and Services Total	\$ 335,818	\$ 476,863	\$ 293,039	\$ 480,400	\$ 591,200	\$ 110,800	23.1%	98
99 Security Total	\$ 473,206	\$ 628,043	\$ 453,441	\$ 634,397	\$ 754,294	\$ 119,897	18.9%	99
100 FTE								100
101 Security Coordinator	1.0	1.0	1.0	-	-	-		101
102 Security & Emergency Management Manager	-	-	-	1.0	1.0	-		102
103 Total Security & Emergency Management FTE	1.0	1.0	1.0	1.0	1.0	-		103

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Operations - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
104 Cherriots Fixed Route Service								104
105 Personnel Services	\$ 11,305,816	\$ 11,195,679	\$ 12,639,873	\$ 11,689,493	\$ 13,802,898	\$ 2,113,405	18.1%	105
106 Materials and Services								106
107 Other Professional & Technical	-	7,097	-	-	10,000	10,000		107
108 Fuel-Cars & Other	-	2,464	4,000	4,000	4,000	-	0.0%	108
109 Parts, equipment & tools	981	944	1,700	1,000	2,000	1,000	100.0%	109
110 Uniforms	20,369	14,889	84,700	44,500	78,000	33,500	75.3%	110
111 Safety & Wellness	574	-	2,336	1,500	3,000	1,500	100.0%	111
112 Operating Supplies	784	398	2,000	1,500	2,000	500	33.3%	112
113 Office Supplies	3,299	5,766	4,200	4,200	4,800	600	14.3%	113
114 Utilities	5,215	4,997	5,000	5,300	5,800	500	9.4%	114
115 Travel, meetings, training, education	14,411	24,042	29,500	29,800	12,500	(17,300)	-58.1%	115
116 Printing	27	-	600	600	600	-	0.0%	116
117 Other Misc. Expenses	1,208	2,576	3,700	3,500	4,000	500	14.3%	117
118 Materials and Services Total	\$ 46,868	\$ 63,173	\$ 137,736	\$ 95,900	\$ 126,700	\$ 30,800	32.1%	118
119 Cherriots Fixed Route Service Total	\$ 11,352,684	\$ 11,258,852	\$12,777,609	\$ 11,785,393	\$ 13,929,598	\$ 2,144,205	18.2%	119
120 FTE								120
121 Operations Supervisor	8.0	8.0	10.0	10.0	11.0	1.0		121
122 Operations Training Supervisor	1.0	1.0	1.0	1.0	1.0	-		122
123 Administrative Assistant	-	-	-	1.0	1.0	-		123
123 Transit Operator	101.0	101.0	124.0	124.0	124.0	-		123
124 Total Cherriots Fixed Route Service FTE	110.0	110.0	135.0	136.0	137.0	1.0		124

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Operations - Continued

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
125 West Salem Connector Operations								125
126 Personnel Services	\$ 685	\$ 1,418	\$ -	\$ -	\$ -	\$ -		126
127 Materials and Services								127
128 Other Professional & Technical	14,970	9,100	-	-	-	-		128
129 Legal Services	45	-	-	-	-	-		129
130 Radio Charges	428	736	-	-	-	-		130
131 Parts, equipment & tools	2,554	-	-	-	-	-		131
132 Utilities	964	870	-	-	-	-		132
133 Contract Transportation	166,834	89,357	-	-	-	-		133
134 Printing	27	-	-	-	-	-		134
135 Materials and Services Total	\$ 185,822	\$ 100,063	\$ -	\$ -	\$ -	\$ -		135
136 Connector Operations Total	\$ 186,507	\$ 101,481	\$ -	\$ -	\$ -	\$ -		136
137 West Salem Connector Vehicle Maintenance								137
138 Personnel Services	\$ 14,719	\$ 6,182	\$ -	\$ -	\$ -	\$ -		138
139 Materials and Services								139
140 Towing & collision repairs	330	320	-	-	-	-		140
141 Fuel-Diesel	9,958	5,578	-	-	-	-		141
142 Lubricant & Coolant	345	106	-	-	-	-		142
143 Tires & tire supplies	535	524	-	-	-	-		143
144 Parts, equipment & tools	2,425	3,043	-	-	-	-		144
145 Operating Supplies	27	-	-	-	-	-		145
146 Materials and Services Total	\$ 13,620	\$ 9,571	\$ -	\$ -	\$ -	\$ -		146
147 Connector Vehicle Maintenance Total	\$ 28,339	\$ 15,753	\$ -	\$ -	\$ -	\$ -		147
148 Total West Salem Connector	\$ 214,846	\$ 117,234	\$ -	\$ -	\$ -	\$ -		148
149 Operations Division Total	\$ 17,523,803	\$ 17,898,278	\$ 18,469,392	\$ 18,735,909	\$ 22,327,853	\$ 3,591,944		149

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 2019-20

	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Actual	Actual	Year-End	Amended Budget	Adopted Budget	FY2018-19	Change	
			Estimate			Budget		
1 General Administration								1
2 Personnel Services	\$ 243,929	\$ 312,542	\$ 331,317	\$ 345,000	\$ 357,000	\$ 12,000	3.5%	2
3 Materials and Services								3
4 Other Professional & Technical	157,692	42,148	121,107	100,000	102,000	2,000	2.0%	4
5 Contract Maintenance Services	18,774	32,341	33,552	25,000	31,000	6,000	24.0%	5
6 Legal Services	16,920	17,389	11,577	20,000	20,000	-	0.0%	6
7 Parts, equipment & tools	90		-	-	-	-		7
8 Office Supplies	3,204	4,116	4,000	4,000	4,000	-	0.0%	8
9 Other Materials & Supplies	7,686	8,317	10,540	8,000	9,000	1,000	12.5%	9
10 Utilities	31,306	33,528	31,572	32,600	33,100	500	1.5%	10
11 Condo Assn Courthouse Square	119,906	156,689	120,796	120,797	121,000	203	0.2%	11
12 Premium for General Liability	255,820	169,021	321,457	321,457	348,187	26,730	8.3%	12
13 Retail Space Property Taxes	903	948	1,050	1,000	1,200	200	20.0%	13
14 Dues & Subscriptions	82,039	27,798	60,000	58,000	64,200	6,200	10.7%	14
15 Travel, meetings, training, education	8	250	-	-	-	-		15
16 Printing	7,383	1,428	-	-	-	-		16
17 Passthrough	24,567	23,749	20,830	25,000	25,000	-	0.0%	17
18 Other Misc. Expenses	26,399	36,829	62,450	50,200	50,600	400	0.8%	18
19 Lease	4,200	3,465	4,365	4,400	4,500	100	2.3%	19
20 Materials and Services Total	\$ 756,897	\$ 558,016	\$ 803,296	\$ 770,454	\$ 813,787	\$ 43,333	5.6%	20
21 General Administration Total	\$ 1,000,826	\$ 870,558	\$ 1,134,613	\$ 1,115,454	\$ 1,170,787	\$ 55,333	5.0%	21
22 Total General Fund	\$ 23,946,981	\$ 24,820,940	\$ 25,815,028	\$ 26,556,609	\$ 31,212,428	\$ 4,655,819	17.5%	22



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.

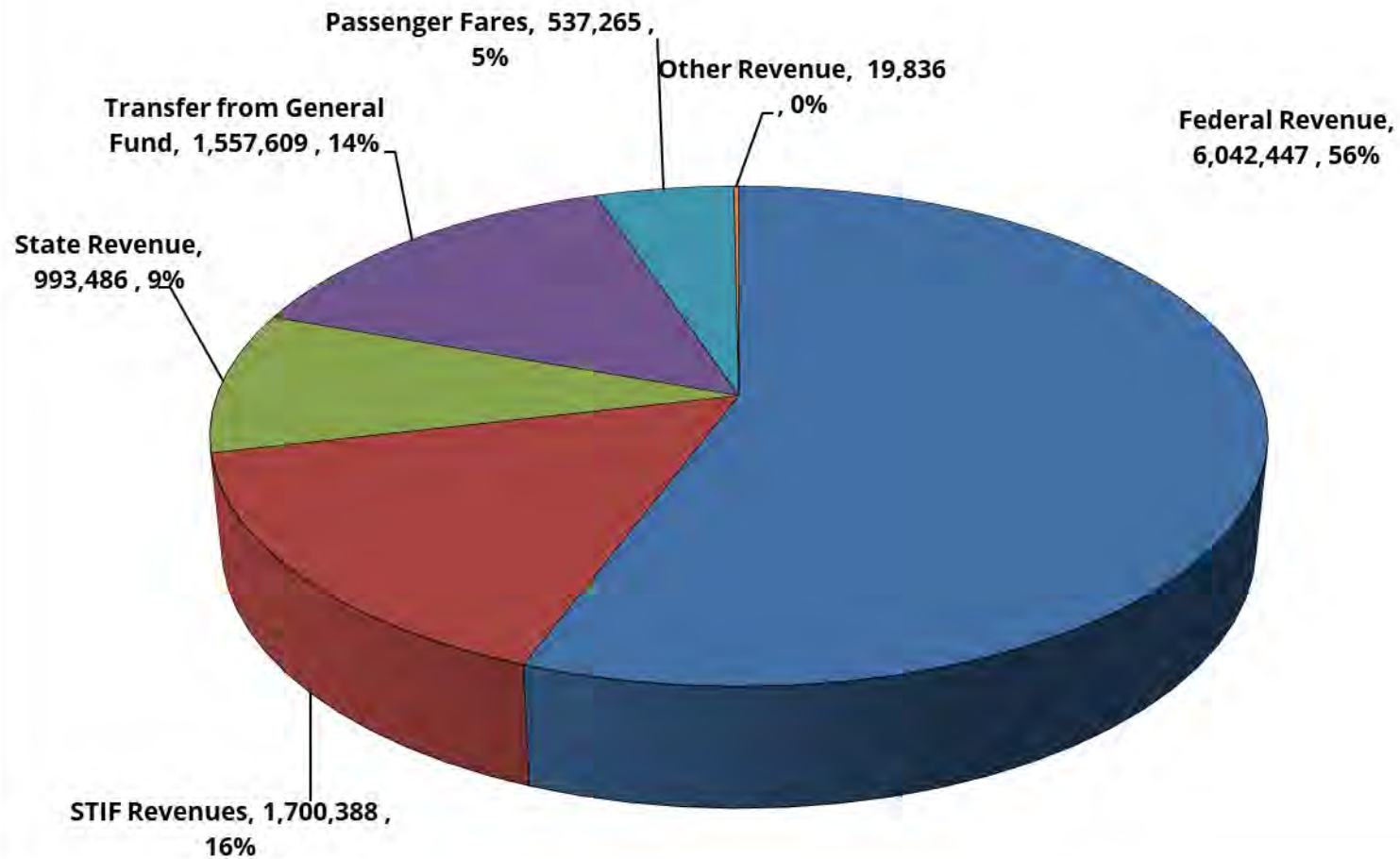
TripChoice

- 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 2019-20

Transportation Programs Fund							Change from	
Revenues/Resources and Expenses/Requirements	FY2016-17	FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	FY2018-19	Percent	
Summary	Actual	Actual	End Estimate	Amended Budget	Adopted Budget	Budget	Change	
1 Operating Revenues/Resources								
2 Passenger Fares	\$ 376,232	\$ 415,049	\$ 393,228	\$ 253,320	\$ 537,265	\$ 283,945	112.1%	
3 Federal Direct 5310 Funds	256,361	230,475	237,170	219,747	240,112	20,365	9.3%	
4 Federal 5311 Funds	365,978	304,583	393,057	372,010	364,155	(7,855)	-2.1%	
5 Federal New Freedom	94,857	38,700	-	-	-	-		
6 Federal 5310 Funds Through State	712,259	969,076	1,161,182	1,028,432	965,083	(63,349)	-6.2%	
7 TripChoice Grant	190,833	229,339	221,220	236,209	231,686	(4,523)	-1.9%	
8 TDM/Non-CMAQ	-	-	-	19,575	19,836	261	1.3%	
9 TDM Grant	162,562	150,681	190,293	193,262	173,312	(19,950)	-10.3%	
10 DD53 Revenues	2,455,869	2,361,353	2,285,541	2,415,721	2,439,446	23,725	1.0%	
11 Federal 5307	792,541	836,387	618,129	781,866	1,628,653	846,787	108.3%	
12 OHA/WVCH Revenues	9,736,440	7,388,074	-	-	-	-		
13 STF Pass Through Funds	332,140	266,884	244,000	244,000	255,766	11,766	4.8%	
14 STIF Pass Through Funds	-	-	175,000	175,000	693,742	518,742	296.4%	
15 State STF Funds	958,994	688,458	739,562	744,949	737,720	(7,229)	-1.0%	
16 State STIF Formula Funds	-	-	75,000	75,000	1,006,646	931,646	1242.2%	
17 Miscellaneous	2,401	(247)	-	-	-	-		
18 Transfers from Other Funds	-	754,000	-	-	1,557,609	1,557,609		
19 Operating Revenues/Resources Total	\$ 16,437,467	\$ 14,632,812	\$ 6,733,382	\$ 6,759,091	\$ 10,851,031	\$ 4,091,940	60.5%	

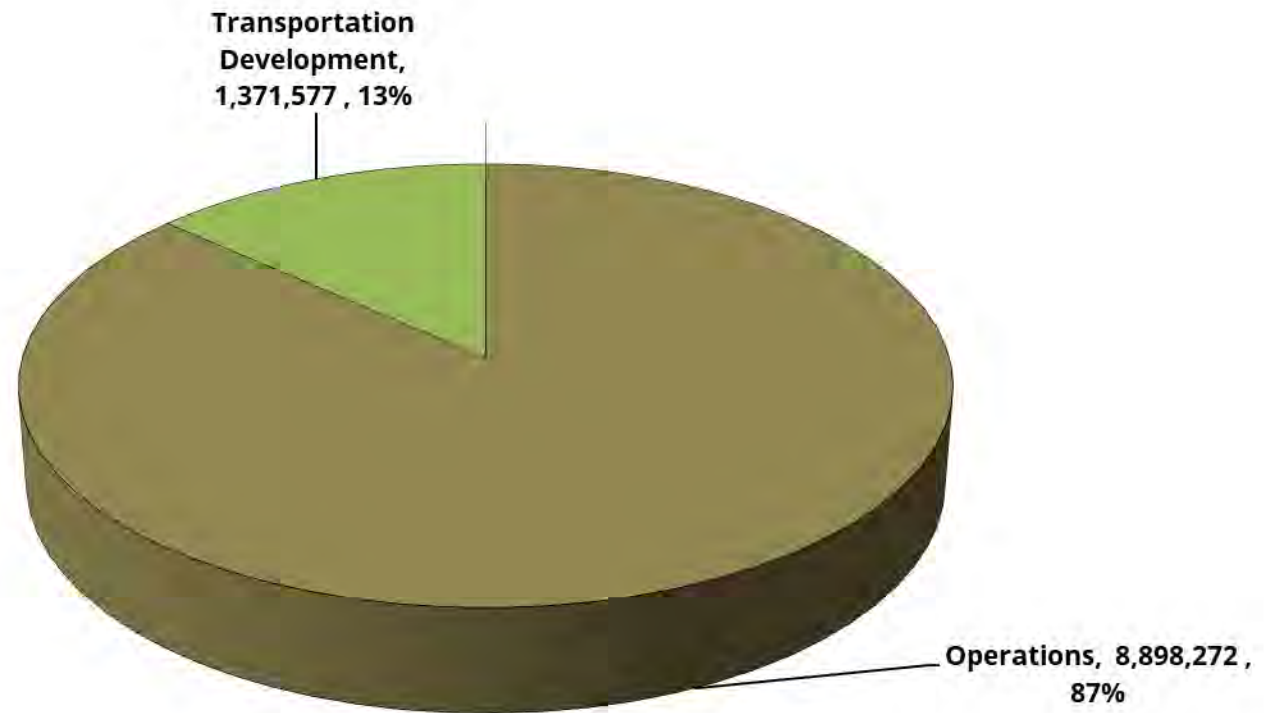
Transportation Programs Fund Revenues/Resources FY2019-20



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Transportation Programs Fund						Change from		
Revenues/Resources and Expenses/Requirements	FY2016-17	FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	FY2018-19	Percent	
Summary	Actual	Actual	End Estimate	Amended	Adopted Budget	Budget	Change	
20 Operating Expenses/Requirements								
21 Communication	224,874	206,085	-	-	-	-		
22 Transportation Development	725,933	652,670	839,506	874,034	1,371,577	497,543	56.9%	
23 Operations	16,413,060	14,230,947	7,977,352	7,582,275	8,898,272	1,315,997	17.4%	
24 Operating Expenses/Requirements Total	\$ 17,363,867	\$ 15,089,702	\$ 8,816,858	\$ 8,456,309	\$ 10,269,849	\$ 1,813,540	21.4%	
Operating Revenue/Resources less Operating								
25 Expenses/Requirements	\$ (926,400)	\$ (456,890)	\$ (2,083,476)	\$ (1,697,218)	\$ 581,182	\$ 2,278,400	-134.2%	
26 Transfer Out Miscellaneous	-	-	-	-	-	-		
Net Operating and Transfers to Other Funds								
27 Total	\$ (926,400)	\$ (456,890)	\$ (2,083,476)	\$ (1,697,218)	\$ 581,182	\$ 2,278,400	-134.2%	
28 Reserve Working Capital	-	-	-		(115,144)	(115,144)		
Net Operating, Transfers to Other Funds, and								
29 Reserve Working Capital Total	\$ (926,400)	\$ (456,890)	\$ (2,083,476)	\$ (1,697,218)	\$ 466,038	\$ 2,163,256	-127.5%	
30 Beginning Working Capital	3,000,728	2,074,328	1,617,438	2,102,046	(466,038)	(2,568,084)	-122.2%	
31 Ending Working Capital	\$ 2,074,328	\$ 1,617,438	\$ (466,038)	\$ 404,828	\$ -	\$ (404,828)	-100.0%	

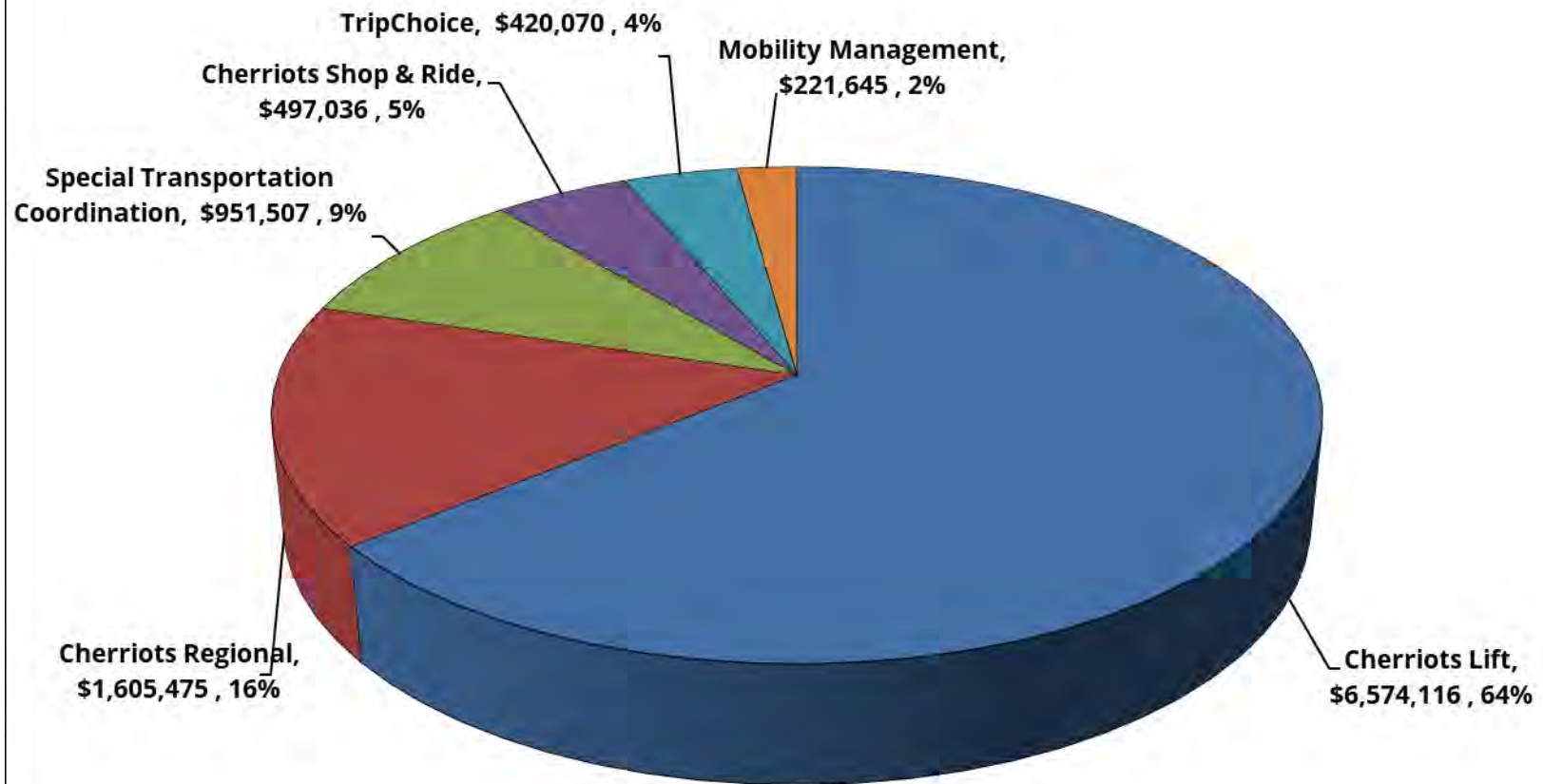
Transportation Programs Fund Requirements FY2019-20



Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Transportation Programs Fund Program				FY2018-19 Year-	FY2018-19	FY2019-20	Change from	Percent
Expenses/Requirements Summary		FY2016-17 Actual	FY2017-18 Actual	End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Change
1	Transportation Development							
2	Special Transportation Coordination	\$ 372,539	272,650	\$ 436,017	\$ 421,000	\$ 951,507	\$ 530,507	126.0%
3	TripChoice	353,394	380,020	403,489	453,034	420,070	(32,964)	-7.3%
4	Transportation Development Total	\$ 725,933	\$ 652,670	\$ 839,506	874,034	1,371,577	497,543	56.9%
5	Operations							
6	Cherriots Lift	\$ 4,539,446	5,446,224	\$ 5,829,523	\$ 5,548,946	\$ 6,574,116	\$ 1,025,170	18.5%
7	Cherriots Shop & Ride	300,336	405,517	531,703	417,170	497,036	79,866	19.1%
8	Cherriots Regional	1,360,997	1,382,672	1,401,483	1,383,971	1,605,475	221,504	16.0%
9	OHA/WVCH	10,193,622	7,202,619	-	-	-	-	
10	Cherriots Call Center **	18,659	-	-	6,643	-	(6,643)	-100.0%
11	Mobility Management			\$ 214,643	\$ 225,545	\$ 221,645		
12	Operations Total	\$ 16,413,060	\$ 14,437,032	\$ 7,977,352	\$ 7,582,275	\$ 8,898,272	\$ 1,315,997	17.4%
13	Communication							
14	Mobility Management	\$ 224,874	\$ 206,085	\$ -	\$ -	\$ -	\$ -	
15	Communication Total	\$ 224,874	\$ 206,085	\$ -	\$ -	\$ -	\$ -	
16	Transportation Programs Fund Total	\$ 17,363,867	\$ 15,295,787	\$ 8,816,858	\$ 8,456,309	\$ 10,269,849	\$ 1,813,540	21.4%

Transportation Programs Fund Requirements By Program FY2019-20



Cherriots Lift

Cherriots Lift is an origin-to-destination transportation service for people whose disability prevents them from independently using the fixed route bus system.

Revenues/Resources

- Beginning Working Capital – These funds are resources carried forward from previous years and may be used to cover any shortfall of resources.
- Passenger Fares – Funds collected from passengers at a rate of \$3.20 per ride.
- DD53 Revenues – Medicaid grant funds received for transporting passengers qualified to ride Cherriots Lift under the DD53 requirements. This source is expected to increase 2% to \$2,439,446.
- Federal 5307 – This is a FTA Urbanized Area Formula Grant that has an 80/20 matching ratio. This means that 80 percent of the program expenses (approximately \$1.6 million) can be covered by federal funds while the remaining 20 percent of expenses have to be covered either by a state grant or local funds.
- State Special Transportation Funds – These funds are a State grant awarded for Special Transportation programs and may be used as a match for federal grants. This grant is awarded on a biennium basis.
- Statewide Transportation Improvement Funds – These funds are a new source of revenue for this biennium. Funds may be formula and paid on a quarterly basis, or discretionary which requires a competitive grant process. The funds are designated for expansion of services.

Materials and Services

- Contract Eligibility Determination – The contract for the ADA eligibility process for both new and recertifying applicants, increases to \$121,000.
- Fuel-Cars and Other – About 133,000 gallons of fuel at an estimated \$2.45 per gallon, increases this year to \$385,000 due to higher anticipated mileage/service levels.
- Tires and tire supplies – This line item will decrease 5% as the District transitions from a leased to a purchased tire replacement program.
- Parts, equipment and tools – This line includes the cost for replacement parts, two transmission rebuilds at \$1400/ea., and a wear-and-tear cost of about \$.065 per mile, for a line total of \$73,800, an increase over last year’s budget of 20%.
- Contract Transportation – This is the contract price for MV Transportation to operate the Cherriots Lift vehicles. The contract with MV Transportation provides for service at a rate of \$56.27 per revenue hour through December, and an increase to \$57.82 per revenue hour in January 2020. The adopted FY2019-20 budget reflects an increase of 12%, to approximately \$3,962,700 for increased cost and service.
- Match Expense – This line is the District’s matching requirement for Medicaid funds used to transport passengers qualified to ride Cherriots Lift under DD53 requirements. The amount is expected to remain flat for FY19-20 and is budgeted at \$738,000.
- Call Center Allocation – The call center expenses are allocated, based on call volume, to each of the programs that use the call center; 80 percent of the call center is allocated to Cherriots Lift.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Lift

Revenues/Resources and Expenses/Requirements Summary		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
1	Operating Revenues/Resources							
2	Beginning Working Capital	\$ -	\$ -	\$ -	\$ 1,165,266	\$ -	\$ (1,165,266)	-100.0%
3	Passenger Fares	197,907	222,413	229,415	196,000	248,462	52,462	26.8%
4	Federal New Freedom	94,857	38,700	-	-	-	-	
5	Federal Direct 5310 Funds	80,188	28,693	2,890	27,215	838	(26,377)	-96.9%
6	Federal 5310 Funds Through State	190,292	162,392	140,598	192,394	255	(192,139)	-99.9%
7	DD53 Revenues	2,455,869	2,361,353	2,285,541	2,392,000	2,439,446	47,446	2.0%
8	Federal 5307	792,541	836,387	618,129	815,653	1,628,653	813,000	99.7%
9	State STF Funds	381,572	157,655	160,929	491,983	300,277	(191,706)	-39.0%
10	State STIF Formula Funds	-	-	56,250	56,250	398,576	342,326	608.6%
11	Transfers from Other Funds	-	754,000	-	-	1,557,609	1,557,609	
12	Operating Revenues/Resources Total	\$ 4,193,226	\$ 4,561,593	\$ 3,493,752	\$ 5,336,761	\$ 6,574,116	\$ 1,237,355	23.2%
13	Operating Expenses/Requirements							
14	Personnel services	\$ 265,636	\$ 292,674	\$ 184,656	\$ 411,409	\$ 365,702	\$ (45,707)	-11.1%
15	Materials and Services							
16	Advertising Fees	-	-	-	1,000	-	(1,000)	-100.0%
17	Other Professional & Technical	7,052	47,596	3,930	5,000	5,500	500	10.0%
18	Contract Maintenance Services	14,237	-	-	7,000	-	(7,000)	-100.0%
19	Contract Eligibility Determination	115,973	116,318	118,246	119,000	121,000	2,000	1.7%
20	Towing & collision repairs	1,250	1,175	1,010	1,250	1,500	250	20.0%
21	Radio Charges	-	13,008	10,217	-	13,200	13,200	
22	Legal Services	338	-	-	1,000	500	(500)	-50.0%
23	Other Services	2,153	-	800	2,400	2,400	-	0.0%
24	Fuel-Cars & Other	275,698	327,259	350,054	325,000	385,000	60,000	18.5%
25	Lubricant & Coolant	7,201	7,575	6,470	7,000	7,300	300	4.3%
26	Tires & tire supplies	18,314	29,639	23,743	31,500	29,800	(1,700)	-5.4%
27	Parts, equipment & tools	75,094	51,708	37,989	61,500	73,800	12,300	20.0%
28	Operating Supplies	1,216	1,284	17,286	2,000	3,000	1,000	50.0%
29	Office Supplies	62	33	354	900	500	(400)	-44.4%

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Lift

Revenues/Resources and Expenses/Requirements		FY2016-17 Actual		FY2017-18 Actual		FY2018-19 Year- End Estimate		FY2018-19 Amended Budget		FY2019-20 Adopted Budget		Change from FY2018-19 Budget		Percent Change	
Summary		FY2016-17 Actual		FY2017-18 Actual		FY2018-19 Year- End Estimate		FY2018-19 Amended Budget		FY2019-20 Adopted Budget		Change from FY2018-19 Budget		Percent Change	
30	Other Materials & Supplies		7		-		120		100		500		400		400.0%
31	Utilities		-		-		546		-		600		600		
32	Contract Transportation		2,723,413		3,409,377		3,624,552		3,541,562		3,962,712		421,150		11.9%
33	Dues & Subscriptions		225		225		225		400		225		(175)		-43.8%
34	Travel, meetings, training, education		880		686		398		1,000		-		(1,000)		-100.0%
35	Printing		202		140		1,000		2,500		6,000		3,500		140.0%
36	Match Expense		727,235		715,222		649,204		738,000		738,000		-		0.0%
37	Other Misc. Expenses		6		37		-		-		30		30		
38	Lease-Other		31,624		2,537		13,900		31,860		33,000		1,140		3.6%
39	Call Center Allocation		271,631		429,731		784,823		257,565		823,247		565,682		219.6%
40	Materials and Services Total	\$	4,273,811	\$	5,153,550	\$	5,644,867	\$	5,137,537	\$	6,208,414	\$	1,070,877		20.8%
41	Operating Expenses/Requirements Total	\$	4,539,447	\$	5,446,224	\$	5,829,523	\$	5,548,946	\$	6,574,116	\$	1,025,170		18.5%
42	Operating Revenue/Resources less Operating Expenses/Requirements	\$	(346,221)	\$	(884,631)	\$	(2,335,771)	\$	(212,185)	\$	-	\$	212,185		-100.0%
43	Net Operating and Transfers to Other Funds Total	\$	(346,221)	\$	(884,631)	\$	(2,335,771)	\$	(212,185)	\$	-	\$	212,185		
44	Other Designations														
45	Reserved Working Capital		-		-		-		-		-		-		
46	Other Designations Total	\$	-	\$	-	\$	-	\$	-	\$	-	\$	-		
47	Net Operating, Transfers to Other Funds and Other Designations Total	\$	(346,221)	\$	(884,631)	\$	(2,335,771)	\$	(212,185)	\$	-	\$	212,185		
48	Beginning Working Capital		1,843,197		1,496,976		612,345		225,233		(1,723,426)		(1,948,659)		-865.2%
49	Ending Working Capital	\$	1,496,976	\$	612,345	\$	(1,723,426)	\$	13,048	\$	(1,723,426)	\$	(1,736,474)		

Salem Area Mass Transit District
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Cherriots Lift

	<u>FY2016-17 Actual</u>	<u>FY2017-18 Actual</u>	<u>FY2018-19 Year- End Estimate</u>	<u>FY2018-19 Amended Budget</u>	<u>FY2019-20 Adopted Budget</u>	<u>Change from FY2018-19 Budget</u>	
50 FTE							50
51 Maintenance Manager	-	0.1	0.1	0.1	0.1	-	51
52 Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.1	-	52
53 Contracted Transportation Manager	0.7	0.7	0.7	0.7	0.7	-	53
54 Customer Service Manager	0.1	-	-	-	-	-	54
55 Intelligent Transportation Systems Administrat	0.1	-	-	0.1	-	(0.1)	55
56 Mobility Coordinator	0.1	0.1	0.1	-	-	-	56
57 Administrative Assistant	0.5	0.4	0.4	0.9	0.7	(0.2)	57
58 Journey Mechanic	0.6	0.7	0.7	0.7	0.6	(0.1)	58
59 Purchasing Agent	-	-	0.1	0.1	-	(0.1)	59
60 Parts & Supplies Clerk	0.1	0.1	0.1	0.1	0.1	-	60
61 Service Technician	0.4	0.4	0.4	0.4	0.3	(0.1)	61
62 Service Worker	0.4	0.5	0.5	0.5	0.4	(0.1)	62
63 Total Cherriots Lift FTEs	3.1	3.1	3.2	3.7	3.0	(0.7)	63



Cherriots Shop and Ride

Cherriots Shop & Ride is a shopping shuttle and dial-a-ride service for seniors and people with disabilities.

Revenues/Resources

- Passenger Fares – Funds collected from passengers at a rate of \$1.25 per trip for the shopper shuttle and a rate of \$3.20 per trip for the dial-a-ride service.
- Federal Direct 5310 Funds – Dedicated to the enhanced mobility of seniors and individuals with disabilities.
- Federal 5310 Funds through State – These federal funds, administered through the State of Oregon, have an 89.73/10.27 match ratio and are awarded on a biennium basis.
- State Special Transportation Funds – These funds are a State grant awarded to special transportation programs and may be used as a match for federal grants.

Materials and Services

- Fuel-Cars and Other – This line item is for approximately 6,200 gallons of fuel at an estimated \$2.45 per gallon.
- Contract Transportation – This is the contract price for MV Transportation to operate the Cherriots Shop & Ride vehicles. In FY2019-20, the contract rate is \$56.27 per revenue hour through December and then increases to \$57.82 in January 2020 for an estimated 4,200 revenue hours.
- Call Center Allocation – The call center expenses are allocated based on call volume to each of the programs that use the call center; 15 percent of the call center is allocated to Cherriots Shop & Ride.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Shop & Ride

Revenues/Resources and Expenses/Requirements Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year- End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from		
						FY2018-19 Budget	Percent Change	
1 Operating Revenues/Resources								1
2 Beginning Working Capital	\$ -	\$ -	\$ -	\$ 210,854	\$ -	\$ (210,854)	-100.0%	2
3 Passenger Fares	\$ 21,693	\$ 25,060	\$ 26,625	\$ 7,590	\$ 25,000	\$ 17,410	229.4%	3
4 Federal Direct 5310 Funds	167,578	196,350	219,280	192,532	239,274	46,742	24.3%	4
5 Federal 5310 Funds Through State	54,692	105,304	144,998	30,000	208,210	178,210	594.0%	5
6 State STF Funds	40,867	73,563	110,698	48,133	83,656	35,523	73.8%	6
7 Transfers from Other Funds	-	-	-	-	-	-		7
8 Operating Revenues/Resources Total	\$ 284,830	\$ 400,277	\$ 501,601	\$ 489,109	\$ 556,140	\$ 67,031	13.7%	8
9 Operating Expenses/Requirements								9
10 Personnel services	\$ 14,342	\$ 10,907	\$ 34,120	\$ 63,316	\$ 34,360	\$ (28,956)	-45.7%	10
11 Materials and Services								11
12 Other Professional & Technical	856	-	-	1,860	-	(1,860)	-100.0%	12
13 Towing & collision repairs	55	-	-	300	450	150	50.0%	13
14 Radio Charges	-	1,473	1,324	-	1,500	1,500		14
15 Other Services	-	-	38	-	-	-		15
16 Fuel-Cars & Other	18,729	16,956	18,794	18,000	23,000	5,000	27.8%	16
17 Lubricant & Coolant	426	327	306	700	700	-	0.0%	17
18 Tires & tire supplies	812	1,796	898	1,500	1,500	-	0.0%	18
19 Parts, equipment & tools	7,052	1,970	5,864	10,000	8,000	(2,000)	-20.0%	19
21 Operating Supplies	12	9	2	-	-	-		21
22 Utilities	-	-	12	-	-	-		22
23 Contract Transportation	189,059	272,970	323,191	239,700	269,627	29,927	12.5%	23

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Shop & Ride

Revenues/Resources and Expenses/Requirements Summary		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year- End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from		
							FY2018-19 Budget	Percent Change	
24	Printing	-	-	-	2,500	-	(2,500)	-100.0%	24
26	Lease-Other	3,540	295	-	3,540	3,540	-	0.0%	26
27	Call Center Allocation	65,453	98,814	147,154	75,754	154,359	78,605	103.8%	27
28	Materials and Services Total	\$ 285,994	\$ 394,610	\$ 497,583	\$ 353,854	\$ 462,676	\$ 108,822	30.8%	28
29	Operating Expenses/Requirements Total	\$ 300,336	\$ 405,517	\$ 531,703	\$ 417,170	\$ 497,036	\$ 79,866	19.1%	29
Operating Revenue/Resources less									
30	Operating Expenses/Requirements	\$ (15,506)	\$ (5,240)	\$ (30,102)	\$ 71,939	\$ 59,104	\$ (12,835)		30
Net Operating, Transfers to Other Funds and Other Designations Total		\$ (15,506)	\$ (5,240)	\$ (30,102)	\$ 71,939	\$ 59,104	\$ (12,835)		31
32	Beginning Working Capital	57,600	42,094	36,854	-	6,752	6,752.00		32
33	Ending Working Capital	\$ 42,094	\$ 36,854	\$ 6,752	\$ 71,939	\$ 65,856	\$ (6,083)		33
34	FTE								34
35	Contracted Transportation Manager	0.1	-	0.1	0.1	0.1	-		35
36	Administrative Assistant	-	-	0.2	0.2	0.1	(0.1)		36
37	Journey Mechanic	-	0.1	0.1	0.1	0.1	-		37
38	Service Technician	-	-	-	0.1	-	(0.1)		38
39	Service Worker	0.1	0.1	0.1	0.1	-	(0.1)		39
40	Total Cherriots Shop & Ride FTEs	0.2	0.2	0.5	0.6	0.3	(0.3)		40

Cherriots Regional

Cherriots Regional bus system provides service to rural Marion and Polk counties.

Revenues and Resources

- Passenger Fares – Funds collected from passengers.
- Federal 5311 Funds – This is a Federal Transit Administration Rural Area Formula grant administered through the State of Oregon. The matching ratio is 56.08/43.92. Additional 5311 funds with an 89.73/10.27 matching ratio is included in this revenue source.
- Federal 5310 Funds through State – These federal funds, administered through the State of Oregon, have an 89.73/10.27 match ratio. The award is made on a biennium basis; only one year is budgeted.
- State Special Transportation Funds – These funds are a State grant awarded for Special Transportation programs. State grants are used as a match for the federal grant funds. The approximate decrease of \$39,700 is due to less money available through the State.
- Statewide Transportation Improvement Funds – These funds are a new source of revenue for this biennium. Funds may be formula and paid on a quarterly basis, or discretionary which requires a competitive grant process. The funds are designated for expansion of services.

Materials and Services

- Contract Transportation – FY20 contract with MV Transportation for Regional Service at \$56.27 per revenue hour through December, then increasing to \$57.82 in January.
- Fuel-Cars & Other – This line item is for about 400,000 annual miles, 8.3 mpg, and 48,000 gallons at \$2.50 per gallon.

Cherriots Regional

Materials and Services (continued)

- Parts, Equipment and Tools – This line includes the cost for replacement parts, two transmission rebuilds, and wear and tear cost of about \$.1125 per mile at 400,000 miles.
- Printing – This line includes the cost for printing new schedules and informational posters for the expansion of service.
- Call Center Allocation – The call center expenses are allocated, based on call volume, to each of the programs that use the call center; 5 percent of the call center is allocated to Cherriots Regional.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Regional

Resources and Expenses/Requirements Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19		FY2019-20 Adopted Budget	Change from		Percent Change
			Year-End Estimate	Amended Budget		FY2018-19 Budget	FY2018-19 Budget	
1 Operating Revenues/Resources								
2 Passenger Fares	\$ 156,632	\$ 167,576	\$ 137,188	\$ 70,840	\$ 263,803	\$ 192,963	272.4%	
3 Federal 5311 Funds	365,978	304,583	393,057	372,010	364,155	(7,855)	-2.1%	
4 Federal 5310 Funds Through State	327,375	516,459	690,402	604,065	554,645	(49,420)	-8.2%	
6 State STF Funds	510,722	434,718	434,608	368,387	328,670	(39,717)	-10.8%	
7 State STIF Formula Funds	-	-	18,750	18,750	608,070	589,320	3143.0%	
8 Operating Revenues/Resources Total	\$ 1,360,707	\$ 1,423,336	\$ 1,674,005	\$ 1,434,052	\$ 2,119,343	\$ 685,291	47.8%	
9 Operating Expenses/Requirements								
10 Personnel Services	\$ 158,216	\$ 111,237	\$ 134,515	\$ 164,413	\$ 135,929	\$ (28,484)	-17.3%	
11 Materials and Services								
12 Advertising Fees	26,338	681	-	500	-	(500)	-100.0%	
13 Other Professional & Technical	1,035	80,893	-	11,000	3,000	(8,000)	-72.7%	
14 Contract Maintenance Services	6,913	-	3,000	2,000	-	(2,000)	-100.0%	
15 Towing & collision repairs	3,168	1,313	2,539	2,500	3,000	500	20.0%	
16 Legal Services	135	-	500	500	500	-	0.0%	
17 Radio Charges	719	4,663	6,479	-	4,308	4,308		
18 Other Services	92	-	82	2,000	-	(2,000)	-100.0%	
19 Fuel-Cars & Other	90,470	123,480	134,582	120,000	163,000	43,000	35.8%	
20 Lubricant & Coolant	4,462	5,415	4,649	5,500	6,500	1,000	18.2%	
21 Tires & tire supplies	23,980	8,207	8,000	12,800	12,000	(800)	-6.3%	
22 Parts, equipment & tools	47,303	36,758	29,500	50,000	49,500	(500)	-1.0%	
23 Operating Supplies	1,451	435	5,942	-	-	-		
24 Office Supplies	22	201	-	-	-	-		
26 Utilities	383	-	900	900	900	-	0.0%	
27 Contract Transportation	926,850	964,173	997,108	966,750	1,142,385	175,635	18.2%	

Cherriots Regional

Resources and Expenses/Requirements Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End		FY2019-20 Adopted Budget	Change from		Percent Change
			Estimate	Amended Budget		FY2018-19 Budget	FY2018-19 Budget	
28 Travel, meetings, training, education	44	-	-	100	-	(100)	-100.0%	28
29 Printing	20,430	7,989	14,635	4,000	21,000	17,000	425.0%	29
30 Other Misc. Expenses	-	50	-	86	-	(86)	-100.0%	30
31 Lease-Other	10,620	885	10,000	10,620	12,000	1,380	13.0%	31
32 Call Center Allocation	38,366	36,292	49,052	30,302	51,453	21,151	69.8%	32
33 Materials and Services Total	\$ 1,202,781	\$ 1,271,435	\$ 1,266,968	\$ 1,219,558	\$ 1,469,546	\$ 250,488	20.5%	33
34 Operating Expenses/Requirements Total	\$ 1,360,997	\$ 1,382,672	\$ 1,401,483	\$ 1,383,971	\$ 1,605,475	\$ 222,004	16.0%	34
Operating Revenue/Resources less Operating								
35 Expenses/Requirements	\$ (290)	\$ 40,664	\$ 272,522	\$ 50,081	\$ 513,868	\$ 463,787	926.1%	35
36 Net Operating and Transfers to Other Funds Total	\$ (290)	\$ 40,664	\$ 272,522	\$ 50,081	\$ 513,868	\$ 463,787		36
Net Operating, Transfers to Other Funds and Other								
37 Designations Total	\$ (290)	\$ 40,664	\$ 272,522	\$ 50,081	\$ 513,868	\$ 463,787		37
38 Beginning Working Capital	-	(290)	40,374	-	312,896	312,896		38
39 Ending Working Capital	\$ (290)	\$ 40,374	\$ 312,896	\$ 50,081	\$ 826,764	\$ 776,683		39
40 FTE								
41 Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.1	0.1		41
42 Contracted Services Manager	-	-	0.2	0.2	0.2	0.2		42
43 Long-Range Planning Analyst	0.1	-	-	-	-	-		43
44 Administrative Assistant	0.1	0.1	0.3	0.3	0.2	0.2		44
45 Senior Planner	0.1	-	-	-	-	-		45
46 Planning Technician	0.1	-	-	-	-	-		46
47 Planning Analyst	0.1	-	-	-	-	-		47
48 Journey Mechanic	0.4	0.4	0.5	0.5	0.2	0.2		48
49 Service Technician	0.2	0.2	0.2	0.2	0.2	0.2		49
50 Service Worker	0.2	0.2	0.2	0.2	0.2	0.2		50
51 Total Cherriots Regional FTEs	1.4	1.0	1.5	1.5	1.1			51

Non-Emergency Medical Transportation (NEMT)

Brokered Non-Emergency Medical Transportation (NEMT) for Medicaid and Oregon Health Plan recipients in Marion and Polk Counties. These services are brokered for both the State Coordinated Care Organization (OHA) as well as the Willamette Valley Community Health (WVCH).

This program was discontinued in FY18. The schedule of revenues and expenses and the FTE allocation on the following pages are presented for historical purposes only.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Non-Emergency Medical Transportation (NEMT)

									Change from	
Revenues/Resources and Expenses/Requirements Summary		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	FY2018-19 Budget	Percent Change		
1	Operating Revenues/Resources								1	
2	OHA/WVCH Revenues	\$ 9,736,440	\$ 7,388,074	\$ -	\$ -	\$ -	\$ -		2	
3	Operating Revenues/Resources Total	\$ 9,736,440	\$ 7,388,074	\$ -	\$ -	\$ -	\$ -		3	
4	Operating Expenses/Requirements								4	
5	Personnel services	\$ 280,471	\$ 245,907	\$ -	\$ -	\$ -	\$ -		5	
6	Materials and Services								6	
7	Other Professional & Technical	8,634	-	-	-	-	-		7	
8	Legal Services	810	450	-	-	-	-		8	
9	Other Services	13,139	10,819	-	-	-	-		9	
10	Office Supplies	29	121	-	-	-	-		10	
11	Other Materials & Supplies	463	131	-	-	-	-		11	
12	Utilities	1,544	1,294	-	-	-	-		12	
13	Contract Transportation	8,731,199	6,176,699	-	-	-	-		13	
14	Travel, meetings, training, education	405	1,131	-	-	-	-		14	
15	Printing	27	-	-	-	-	-		15	
16	Other Misc. Expenses	59	410	-	-	-	-		16	
17	Lease-Building	1,625	875	-	-	-	-		17	
18	Call Center Allocation	1,155,217	764,782	-	-	-	-		18	
19	Materials and Services Total	\$ 9,913,151	\$ 6,956,712	\$ -	\$ -	\$ -	\$ -		19	
20	Operating Expenses/Requirements Total	\$ 10,193,622	\$ 7,202,619	\$ -	\$ -	\$ -	\$ -		20	
21	Operating Revenue/Resources less Operating Expenses/Requirements	\$ (457,182)	\$ 185,455	\$ -	\$ -	\$ -	\$ -		21	
22	Net Operating, Transfers to Other Funds and Other Designations Total	\$ (457,182)	\$ 185,455	\$ -	\$ -	\$ -	\$ -		22	
23	Beginning Working Capital	\$ 1,016,831	\$ 559,649	\$ -	\$ -	\$ -	\$ -		23	
24	Ending Working Capital	\$ 559,649	\$ 745,104	\$ -	\$ -	\$ -	\$ -		24	

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Non-Emergency Medical Transportation (NEMT)

	<u>FY2016-17 Actual</u>	<u>FY2017-18 Actual</u>	<u>FY2018-19 Year- End Estimate</u>	<u>FY2018-19 Amended Budget</u>	<u>FY2019-20 Adopted Budget</u>	<u>Change from FY2018-19 Budget</u>
25 FTE						
26 Chief Operating Officer	0.1	0.1	-	-	-	-
27 Contracted Transportation Manager	0.1	0.1	-	-	-	-
28 Medical Transportation Administrator	0.9	-	-	-	-	-
29 Human Resources Assistant I	0.1	-	-	-	-	-
30 Accounting Specialist	0.1	0.1	-	-	-	-
31 Administrative Assistant	0.7	0.7	-	-	-	-
32 Total NEMT FTEs	2.0	1.0	-	-	-	-

Cherriots Call Center

Reservation and scheduling center for all Cherriots LIFT, Cherriots Regional, Cherriots Shop & Ride services. Prior to 2/28/2018, the Call Center also handled Non-Emergency Medical Transportation rides (Oregon Health Authority/Willamette Valley Community Health).

Materials and Services

- Software Licensing Annual Maintenance – This line item is for Route Match and BlackBox software annual maintenance.
- Brokerage Contractor – This is the contract price for Medical Transportation Management (MTM) to operate the call center, and is based on call volume for the call center.
- Utilities – This line includes the cost for the telephone system and connection charges.
- Call Center Allocation – The call center expenses are allocated based on call volume, to each of the projects that use the call center. The call center is allocated to the following programs:
 - Cherriots LIFT 80 percent
 - Cherriots Shop & Ride 15 percent
 - Cherriots Regional 5 percent

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots Call Center

							Change	
							from	
	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	FY2018-19	Percent	
Expenses/Requirements Summary	Actual	Actual	Year-End Estimate	Amended Budget	Adopted Budget	Budget	Change	Change
1 Operating Expenses/Requirements								1
2 Personnel services	\$ 43,128	\$ 31,829	\$ 17,972	\$ 82,415	\$ 1,209	\$ (81,206)	-98.5%	2
3 Materials and Services								3
4 Software Licensing and Annual Maintenance	\$ 100,995	\$ 35,128	\$ 90,000	\$ 90,000	\$ 96,000	\$ 6,000	6.7%	4
5 Other Professional & Technical	9,945	2,058	1,200	5,000	1,500	(3,500)	-70.0%	5
6 Contract Maintenance Services	2,762	1,376	321	16,643	350	(16,293)	-97.9%	6
7 Brokerage Contract	1,310,864	1,204,255	841,405	875,000	900,000	25,000	2.9%	7
8 Legal Services	-	-	-	500	-	(500)	-100.0%	8
9 Other Services	-	5,715	7,000	8,400	7,000	(1,400)	-16.7%	9
10 Parts, equipment & tools	-	36	3,933	3,000	3,000	-	0.0%	10
11 Office Supplies	1,712	819	240	1,200	-	(1,200)	-100.0%	11
12 Utilities	31,995	21,224	18,958	50,000	20,000	(30,000)	-60.0%	12
13 Travel, meetings, training, education	41	-	-	-	-	-	-	13
14 Printing	99	-	-	-	-	-	-	14
15 Other Misc. Expenses	8	-	-	-	-	-	-	15
16 Lease-Building	47,777	27,179	-	40,768	-	(40,768)	-100.0%	16
17 Call Center Allocation	(1,530,667)	(1,329,619)	(981,029)	(1,166,283)	(1,029,059)	137,224	-11.8%	17
18 Materials and Services Total	\$ (24,469)	\$ (31,829)	\$ (17,972)	\$ (75,772)	\$ (1,209)	\$ 74,563	-98.4%	18
19 Operating Expenses/Requirements Total	\$ 18,659	\$ -	\$ -	\$ 6,643	\$ -	\$ (6,643)	-100.0%	19
20 FTE								20
21 Information Technology Manager	0.1	-	-	-	-	-	-	21
22 Technology Services Support Analyst	0.2	0.2	0.1	0.4	0.1	(0.3)		22
23 Database Administrator	0.1	0.1	0.1	0.1	-	(0.1)		23
24 Network Administrator	0.1	0.1	-	0.1	-	(0.1)		24
25 Accounting Specialist	0.1	0.1	0.1	0.1	-	(0.1)		25
26 Total Call Center FTEs	0.6	0.5	0.3	0.7	0.1	(0.6)		26

Mobility Management

This program is responsible for the oversight of the eligibility process and the coordination of travel training and mobility coordination programs.

Revenues and Resources

- Federal 5310 Funds Through State – This is a federal grant administered through the State of Oregon, and has an 89.73/10.27 match ratio. The award is expected to remain at current level of \$201,973.
- State Special Transportation Funds – These funds are a State grant awarded to Special Transportation programs and can be used as a match for federal grants.

Materials and Services

- Other Professional and Technical – FY20 contract with Garten Transit Host is projected to increase 9 percent to cover wage increase and extended hours.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Mobility Management

								Change from	
	FY2016-17	FY2017-18	FY2018-19 Year-	FY2018-19	FY2019-20	FY2018-19	FY2019-20	FY2018-19	Percent
Revenues/Resources and Expenses/Requirements Summary	Actual	Actual	End Estimate	Amended Budget	Adopted Budget	Budget	Budget	Budget	Change
1 Operating Revenues/Resources									
2 Federal 5310 Funds Through State	\$ 139,900	\$ 184,921	\$ 185,184	\$ 201,973	\$ 201,973	\$ -	\$ -	\$ -	0.0%
3 State STF Funds	23,685	21,164	31,327	23,117	23,117	-	-	-	0.0%
4 Operating Revenues/Resources Total	\$ 163,585	\$ 206,085	\$ 216,511	\$ 225,090	\$ 225,090	\$ -	\$ -	\$ -	0.0%
5 Operating Expenses/Requirements									
6 Personnel services	\$ 197,830	\$ 173,715	\$ 181,715	\$ 190,395	\$ 182,395	\$ (8,000)	\$ (8,000)	\$ (8,000)	-4.2%
7 Materials and Services									
8 Other Professional & Technical	23,042	28,665	30,087	32,000	35,000	3,000	3,000	3,000	9.4%
9 Office Supplies	94	-	-	-	-	-	-	-	-
10 Utilities	336	168	-	-	-	-	-	-	-
11 Advertising/Promotion Media	3,572	-	-	-	-	-	-	-	-
12 Travel, meetings, training, education	-	2,827	2,191	2,500	3,500	1,000	1,000	1,000	40.0%
13 Printing	-	710	250	250	250	-	-	-	0.0%
14 Other Misc. Expenses	-	-	400	400	500	100	100	100	25.0%
15 Materials and Services Total	\$ 27,044	\$ 32,370	\$ 32,928	\$ 35,150	\$ 39,250	\$ 4,100	\$ 4,100	\$ 4,100	11.7%
16 Operating Expenses/Requirements Total	\$ 224,874	\$ 206,085	\$ 214,643	\$ 225,545	\$ 221,645	\$ (3,900)	\$ (3,900)	\$ (3,900)	-1.7%
Operating Revenue/Resources less									
17 Operating Expenses/Requirements	(61,289)	-	1,868	(455)	3,445	3,900	3,900	3,900	
18 Beginning Working Capital	78,900	17,611	17,611	-	19,479	19,479	19,479	19,479	
19 Ending Working Capital	\$ 17,611	\$ 17,611	\$ 19,479	\$ (455)	\$ 22,924	\$ 23,379	\$ 23,379	\$ 23,379	
20 FTE									
21 Outreach Representative	1	-	1.0	0.7	0.6	(0.1)	(0.1)	(0.1)	
22 Mobility Coordinator	1.0	0.8	0.8	0.8	-	(0.8)	(0.8)	(0.8)	
23 Ops Programs Administrator	-	-	-	-	0.9	0.9	0.9	0.9	
24 Customer Service Manager	0.1	-	0.1	0.1	-	(0.1)	(0.1)	(0.1)	
25 Customer Service Supervisor	-	-	-	-	-	-	-	-	
26 Total Mobility Management FTEs	2.1	0.8	1.9	1.6	1.5	-	-	-	

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Special Transportation Coordination

Revenues/Resources and Expenses/Requirements Summary	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
1 Operating Revenues/Resources							
2 Federal Direct 5310 Funds	\$ 8,595	\$ 5,432	\$ 15,000	\$ -	\$ -	\$ -	
3 STF Pass Through Funds	332,140	266,884	244,000	244,000	255,766	11,766	4.8%
4 STIF Pass Through Funds			175,000	175,000	693,742	518,742	296.4%
5 State STF Funds	2,149	1,358	2,000	2,000	2,000	-	0.0%
6 Operating Revenues/Resources Total	\$ 342,884	\$ 273,674	\$ 436,000	\$ 421,000	\$ 951,508	\$ 530,508	126.0%
7 Operating Expenses/Requirements							
8 Personnel services	\$ 9,329	\$ 6,790	\$ 2,017	\$ 2,000	\$ 2,000	\$ -	0.0%
9 Materials and Services							
10 Legal Services	203	-	-	-	-	-	
11 Utilities	576	-	-	-	-	-	
12 5310 Pass-through Expense	-	-	15,000	-	-	-	
13 STF Pass-through Expense	361,795	265,860	244,000	244,000	255,765	11,765	4.8%
14 STIF Pass-through Expense			175,000	175,000	693,742	518,742	296.4%
15 Travel, meetings, training, education	202	-	-	-	-	-	
16 Printing	434	-	-	-	-	-	
17 Materials and Services Total	\$ 363,210	\$ 265,860	\$ 434,000	\$ 419,000	\$ 949,507	\$ 530,507	126.6%
18 Operating Expenses/Requirements Total	\$ 372,539	\$ 272,650	\$ 436,017	\$ 421,000	\$ 951,507	\$ 530,507	126.0%
19 Operating Revenue/Resources less Operating Expenses/Requirements	\$ (29,655)	\$ 1,024	\$ (17)	\$ -	\$ 1	\$ 1	
20 Beginning Working Capital	585	(29,070)	(28,046)	-	(28,063)	(28,063)	
21 Ending Working Capital	\$ (29,070)	\$ (28,046)	\$ (28,063)	\$ -	\$ (28,062)	\$ (28,062)	
22 FTE							
23 Long-Range Planning Analyst	-	0.1	0.1	0.2	0.1	(0.1)	
24 Administrative Assistant	0.1	0.1	-	0.1	-	(0.1)	
25 Total Special Transportation Coordination FTEs	0.1	0.2	0.1	0.3	0.1	(0.2)	

Trip Choice/Transportation Demand Management

Cherriots Trip Choice functions include:

- Trip Planning and ride matching services in Marion, Polk and Yamhill counties.
- Coordination of vanpools in the Willamette Valley.
- Provision of transportation options and active transportation information to the public.
- Coordination of employer outreach programs.

Funding

The Trip Choice/TDM program is funded by two Federal Highway Administration grants, allocated to the Metropolitan Planning Organization as Surface Transportation Program-Urban funds. Beginning in FY19 the grant amounts have been tracked as one amount. The grant is for three years for a total of \$1,347,138. The annual budget for FY20 is \$424,834.

Materials and Services

- Other Professional & Technical - New in FY20 is \$10,000 for a portion of the salary and supplies for the Safe Routes to School Coordinator.
- Advertising/Promotion Media – Promotional items are a proven marketing method for Trip Choice program promotion by incentivizing behavior change, enhancing program awareness, and building brand awareness, budgeted at \$30,000.
- Printing – Printing the annual calendar and employer tool kits, budgeted at \$15,000.

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots TripChoice/Transportation Demand Management

				FY2018-19	FY2018-19	FY2019-20	Change from		
	Revenues/Resources and	FY2016-17	FY2017-18	Year-End	Amended	Adopted	FY2018-19	Percent	
	Expenses/Requirements Summary	Actual	Actual	Estimate	Budget	Budget	Budget	Change	
1	Operating Revenues/Resources								1
2	TripChoice Grant	\$ 190,832	\$ 229,339	\$ 221,220	\$ 236,209	\$ 231,686	\$ (4,523)	-1.9%	2
3	TDM/Non-CMAQ	\$ -	\$ -	\$ -	\$ 19,575	\$ 19,836	\$ 261	1.3%	3
4	TDM Grant	162,562	150,681	190,293	193,262	173,312	(19,950)	-10.3%	4
5	Operating Revenues/Resources Total	\$ 353,394	\$ 380,020	\$ 411,513	\$ 449,046	\$ 424,834	\$ (24,212)	-5.4%	5
6	Operating Expenses/Requirements								6
7	Personnel services	\$ 279,253	\$ 307,823	\$ 326,197	\$ 321,458	\$ 330,950	\$ 9,492	3.0%	7
8	Materials and Services								8
9	Advertising Fees	1,108	2,193	1,031	10,000	5,000	(5,000)	-50.0%	9
10	Other Professional & Technical	-	316	2,070	-	10,000	10,000		10
11	Temporary Help	-	-	-	60,000	-	(60,000)	-100.0%	11
12	Uniforms	285	-	-	1,000	1,000	-	0.0%	12
13	Outside Services	-	24	24	-	-	-		13
14	Legal Services	90	-	-	500	620	120	24.0%	14
15	Parts, equipment & tools	685	-	-	1,576	1,000	(576)	-36.5%	15
16	Operating Supplies	732	108	-	1,000	-	(1,000)	-100.0%	16
17	Office Supplies	807	487	320	1,500	1,000	(500)	-33.3%	17
18	Other Materials & Supplies	561	-	-	-	-	-		18
19	Utilities	3,211	3,565	2,030	4,000	4,000	-	0.0%	19
20	Dues & Subscriptions	1,336	1,923	2,727	1,500	2,000	500	33.3%	20
21	Advertising/Promotion Media	37,487	39,794	51,480	25,500	30,000	4,500	17.6%	21

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Cherriots TripChoice/Transportation Demand Management

		FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
	Revenues/Resources and Expenses/Requirements Summary	Actual	Actual	Year-End Estimate	Amended Budget	Adopted Budget	FY2018-19 Budget	Change	
22	Travel, meetings, training, education	10,741	15,984	9,486	12,500	17,500	5,000	40.0%	22
23	Guarantee Ride Home	13,801	506	885	2,500	2,000	(500)	-20.0%	23
24	Printing	3,297	7,297	7,239	10,000	15,000	5,000	50.0%	24
25	Materials and Services Total	\$ 74,141	\$ 72,197	\$ 77,292	\$ 131,576	\$ 89,120	\$ (42,456)	-32.3%	25
26	Operating Expenses/Requirements Total	\$ 353,394	\$ 380,020	\$ 403,489	\$ 453,034	\$ 420,070	\$ (32,964)	-7.3%	26
	Operating Revenue/Resources less								
27	Operating Expenses/Requirements	\$ -	\$ -	\$ 8,024	\$ (3,988)	\$ 4,764	\$ 8,752	-219.5%	27
28	FTE								28
29	Rideshare & Outreach Coordinator	1.0	1.0	1.0	1.0	1.0	-		29
30	Rideshare Specialist	1.0	1.0	1.0	1.0	1.0	-		30
31	Rideshare Assistant	-	0.5	1.0	1.0	1.0	-		31
32	Total TripChoice/TDM FTEs	2.0	2.5	3.0	3.0	3.0	-		32



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 70% of the total for FY2019-20 capital projects.

The Approved Budget includes amounts that are expected to be spent during FY2019-20 and includes working capital reserves to help identify total requirements of some projects. Projects from the FY2018-19 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 FY2019-20 Adopted Capital Projects Fund budget.

The following is a brief description of the major projects included in the Adopted FY2019-20 Budget for each of the Divisions. All projects are listed in detail on the following pages, as well as five-year projections for fleet plan replacements.

Finance

- \$150,000 for services of a project management consultant to assist in the successful implementation of the Financial and Human Resource modules from Tyler Munis software.
- \$160,000 for software solution that will integrate internal and external data into one database for reporting of National Transit Database requirements and track and monitor District-wide performance measures in all departments.

Transportation Development

- \$2,648,202 for a comprehensive ITS solution for District buses
- \$2,171,989 for completion of the Keizer Transit Center intersection signalization
- \$614,665 for Bus Stop Improvement Program (Phase 1)
- \$376,937 for professional services to assist with South Salem Transit Center siting and planning
- \$293,000 for expanding IT Back-up Storage equipment

Operations

- \$4,985,000 for replacement of nine (9) Cherriots CNG Fixed Route Vehicles
- \$1,295,047 for replacement of Cherriots Regional Vehicles
- \$460,000 for replacing one of the CNG Fueling Stations at Del Webb property
- \$440,000 for two (2) Cherriots Regional Vehicles for Service Expansion
- \$387,000 for upgrading the perimeter of Del Webb property with fencing and gates
- \$300,000 for the first phase of replacing Del Webb back-up generator(s)

Capital Projects Fund Summary

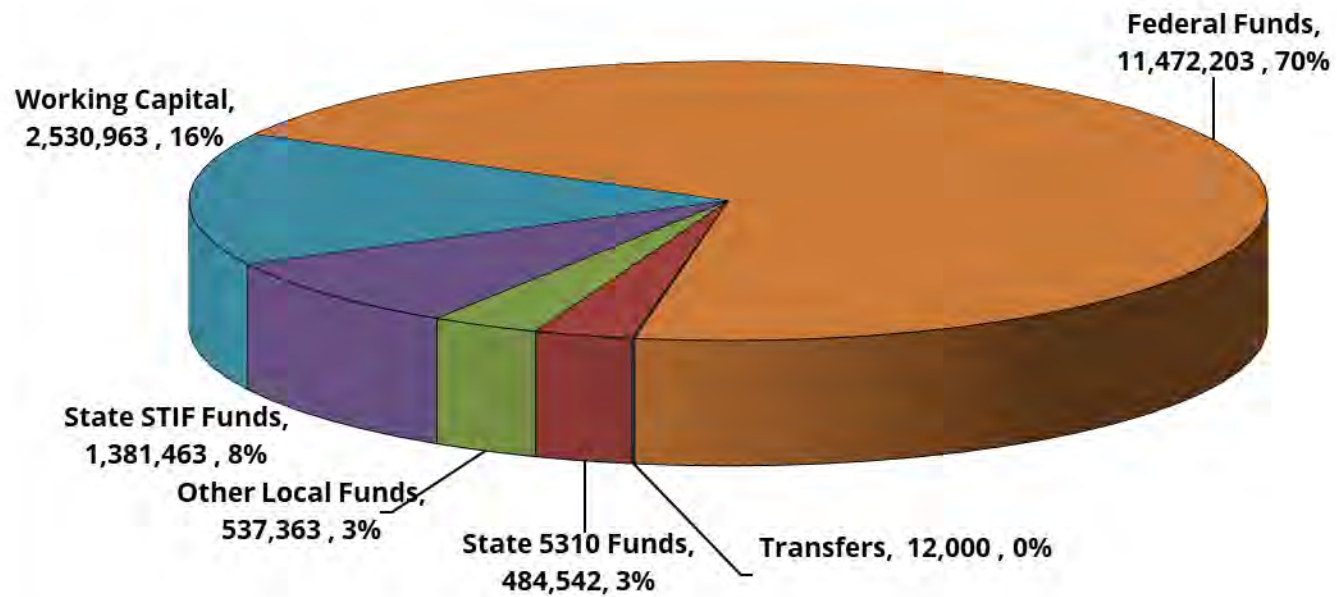
	FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	
	Actual	Actual	Year-End	Amended	Adopted	FY2018-19	Percent
Total Capital Projects Fund Summary			Estimate	Budget	Budget	Budget	Change
1 Beginning Working Capital	\$3,649,111	\$ 3,393,496	\$ 2,797,506	\$ 3,972,282	\$ 2,530,963	(1,441,319)	-36.3%
2 Total Federal, State, & Local Resources	521,250	1,630,054	11,659,689	25,870,402	13,887,571	(11,982,831)	-46.3%
3 Total Capital projects Fund Resources	\$4,170,361	\$ 5,023,550	\$14,457,195	\$29,842,684	\$ 16,418,534	(13,424,150)	-45.0%
4 FY20 Capital Projects Fund Requirements	\$ 776,865	\$ 2,226,044	\$ 11,926,232	\$ 29,347,114	\$ 16,418,534	\$ (12,928,580)	-44.1%
5 Capital Fund Contingency	-	-	-	495,570	-	\$ (495,570)	-100.0%
6 Total Capital Projects Fund Requirements	\$ 776,865	\$ 2,226,044	\$11,926,232	\$29,842,684	\$ 16,418,534	\$ (13,424,150)	-45.0%
7 FTE							
8 Capital Projects Manager	1.0	-	-	-	-	-	
9 Contract/Procurement Manager	-	0.2	-	0.2	-	(0.2)	
10 Contract/Procurement Specialist	0.2	0.2	-	0.2	-	(0.2)	
11 Contract Coordinator	0.1	-	-	-	-	-	
12 Facilities Maintenance Worker	1.9	1.2	-	1.2	-	(1.2)	
13 Total Capital Projects Fund FTEs	3.2	1.6	-	1.6	-	(1.6)	



Capital Projects Fund Revenues/Resources

	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
Beginning Working Capital	\$ -	\$ -	\$ -	\$ 3,972,282	\$ 2,530,963	\$ (1,441,319)	-36.3%
1 Grants							
2 Federal JARC	-	-	-	-	-	-	
3 Federal FHWA STPG Funds	14,110	25,752	2,409,870	5,896,564	5,552,075	(344,489)	-5.8%
4 Federal New Freedom	2,123	2,574	-	-	-	-	
5 Federal FHWA CMAQ Funds	24,177	116,084	3,948,120	3,948,120	-	(3,948,120)	-100.0%
6 Federal FTA 5339 Funds	-	177,812	3,587,646	6,810,199	1,874,965	(4,935,234)	-72.5%
7 Federal FTA 5307 Funds	308,759	244,132	1,593,330	5,949,564	2,810,765	(3,138,799)	-52.8%
8 Federal 5309 Funds	171,127	622,256	116,149	1,537,886	1,234,398	(303,488)	-19.7%
9 Total Federal Assistance	520,296	1,188,610	11,655,115	24,142,333	11,472,203	(12,670,130)	-52.5%
10 Federal 5310 Funds Through State	692	384,954	-	192,069	484,542	292,473	152.3%
11 State 5339 Funds	152	-	-	-	-	-	
12 Connect Oregon Funds	-	-	-	996,000	-	(996,000)	-100.0%
13 State STF Funds	-	56,490	4,574	320,000	-	(320,000)	-100.0%
14 State STIF Formula Funds	-	-	-	220,000	440,000	220,000	100.0%
15 State STIF Discretionary Funds	-	-	-	-	941,463		
16 Total State Assistance	844	441,444	4,574	1,728,069	1,866,005	(803,527)	-46.5%
17 Other Resources							
18 Other Local Government Funds	-	-	-	-	-	-	
19 Insurance Settlement	-	-	-	-	-	-	
18 Miscellaneous	-	-	-	-	537,363	537,363	
19 Transfers from Other Funds	-	-	-	-	12,000	12,000	
20 Total Other Resources	-	-	-	-	549,363		
21 Total Capital Project Fund Resources	\$ 521,140	\$ 1,630,054	\$ 11,659,689	\$ 29,842,684	\$ 16,418,534	\$ (13,424,150)	-45.0%

Capital Project Fund Revenues/Resources FY2019-20



Capital Projects Fund Revenues/Resources

Total Capital Projects Fund Revenues/Resources and Expenses/Requirements	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Year-End Estimate	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	Change from FY2018-19 Budget	Percent Change
22 Operating Expenses/Requirements							
23 Administration	\$ 122,734	\$ 202,942	\$ 77,200	\$ 218,200	\$ -	(218,200)	-100.0%
24 Finance	-	-	-	-	310,000	310,000	
25 Communications	-	2,687	2,047	20,000	-	(20,000)	-100.0%
26 Transportation Development	382,527	571,351	942,532	10,134,065	6,666,071	(3,467,994)	-34.2%
27 Operations	271,604	1,449,064	10,904,453	18,974,849	9,442,463	(9,532,386)	-50.2%
28 Total Capital Projects Fund Requirements	\$ 776,865	\$ 2,226,044	\$ 11,926,232	\$ 29,347,114	\$ 16,418,534	\$ (12,928,580)	-44.1%
Operating Revenue/Resources less							
29 Operating Expenses/Requirements	\$ (255,725)	\$ (595,990)	\$ (266,543)	\$ 495,570	\$ -	\$ (495,570)	-100%
30 Reserved Working Capital	-	-	-	-	-	-	
Net Operating and Reserve Working Capital							
31 Total	\$ (255,725)	\$ (595,990)	\$ (266,543)	\$ 495,570	\$ -	\$ (495,570)	-100%
32 Beginning Working Capital		(255,725)	(851,715)	3,972,282	2,530,963	(1,441,319)	-36%
33 Ending Working Capital	\$ (255,725)	\$ (851,715)	\$ (1,118,258)	\$ 4,467,852	\$ 2,530,963	\$ (1,936,889)	-43%

Capital Project Fund Expenses/Requirements FY2019-20



Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary		FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent
Expenses/Requirements by Division		Actual	Actual	Year-End	Amended	Adopted	FY2018-19	Change
				Estimate	Budget	Budget	Budget	
1	Administration							
2	Finance/HR Software Implementation	\$ 122,734	\$ 202,942	\$ 77,200	\$ 218,200	\$ -	\$ (218,200)	-100.0%
3	Total Administration	\$ 122,734	\$ 202,942	\$ 77,200	\$ 218,200	\$ -	\$ (218,200)	-100.0%
4	Finance							
5	Tyler Munis Software Implementation	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 150,000	
6	Program Data Integration Software	-	-	-	-	160,000	160,000	
7	Total Finance	\$ -	\$ -	\$ -	\$ -	\$ 310,000	\$ 310,000	
8	Communication							
9	POS Customer Service Software	\$ -	\$ 2,687	\$ 2,047	\$ 20,000	\$ -	\$ (20,000)	-100.0%
10	Total Communication	\$ -	\$ 2,687	\$ 2,047	\$ 20,000	\$ -	\$ (20,000)	-100.0%
11	Transportation Development							
12	ITS Phase 4 (multiple component integration)	\$ -	\$ -	\$ 1,314	\$ 1,458,171	\$ 1,663,202	\$ 205,031	14.1%
13	Hardware -FY18 Budget	-	\$ 101,499	-	-	-	-	
14	Back-up Storage	-	-	100,000	100,000	293,000	193,000	193.0%
15	Facilities Camera Replacement (Phase 1)	-	-	-	111,000	111,000	-	0.0%
16	Electric Vehicle Stations at KTC	-	-	-	22,740	22,740	-	0.0%
17	Bus Stop Improvement Program	-	-	269,576	1,186,711	-	(1,186,711)	-100.0%
18	Transit Signal Priority (Phase 1)	-	-	-	515,420	-	(515,420)	-100.0%
19	South Salem Transit Center	-	-	-	2,156,382	-	(2,156,382)	-100.0%
20	Radio and Radio System Upgrade	-	-	-	175,000	174,767	(233)	-0.1%
21	Bus Stop Improvement Program	45,511	138,989	-	231,726	-	(231,726)	-100.0%
22	ITS Phases 2 & 3 (CAD/AVL & APC)	-	70,048	45,273	985,000	985,000	-	0.0%

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary		FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
Expenses/Requirements by Division		Actual	Actual	Year-End	Amended	Adopted	FY2018-19	Change	
				Estimate	Budget	Budget	Budget		
23	Del Webb Server Room Remodel	-	-	-	29,000	29,000	-	0.0%	23
24	KTC Intersection Signalization	384,846	244,096	509,220	1,537,886	2,171,989	634,103	41.2%	24
25	South Salem Transit Center	6,684	16,719	17,149	1,625,029	376,937	(1,248,092)	-76.8%	25
26	Bus Stop Improvement Program	-	-	-	-	614,665	614,665		26
27	Regional Stop Improvements and PCF	-	-	-	-	61,771	61,771		27
28	IT Switch Replacements & Upgrade	-	-	-	-	72,000	72,000		28
29	IT Server Replacements	-	-	-	-	90,000	90,000		29
30	Total Transportation Development	\$ 437,041	\$ 571,351	\$ 942,532	\$ 10,134,065	\$ 6,666,071	\$ (3,467,994)	-34.2%	30
31	Operations								31
32	In-Ground Lifts (Phase 1)	\$ -	\$ -	\$ -	\$ 258,848	\$ 258,848	-	0.0%	32
33	Card Reader	-	\$ 6,973	-	-	-	-		33
34	Fuel Island Upgrades	-	\$ 17,316	-	-	-	-		34
35	Air Compressor	-	\$ 24,654	-	-	-	-		35
36	Del Webb Exterior Lighting	-	-	53,719	72,000	-	(72,000)	-100.0%	36
37	Post Lift Replacements (2)	-	-	18,303	11,000	-	(11,000)	-100.0%	37
38	Bus Wash Roof Repair	-	-	-	10,500	10,500	-	0.0%	38
39	Tire Bay Concrete Work	-	-	19,430	10,000	-	(10,000)	-100.0%	39
40	Maintenance Wash Basin Repair/Replace	-	-	-	6,300	6,300	-	0.0%	40
41	Downtown TC Restroom Remodel	-	-	-	45,000	50,000	5,000	11.1%	41
42	Del Webb Power Generator (Phase 1)	-	-	-	300,000	300,000	-	0.0%	42
43	Del Webb Camera Replacement	-	-	-	71,000	71,000	-	0.0%	43
44	Parts Room Cabinets (2)	-	-	6,453	16,000	-	(16,000)	-100.0%	44
45	Heated Pressure Washer Replacement	-	-	5,863	6,000	-	(6,000)	-100.0%	45
46	Shop Welder	-	-	-	7,000	-	(7,000)	-100.0%	46
47	Back up Diesel Pump Generator	-	-	18,851	10,000	-	(10,000)	-100.0%	47
48	Floor Scrubber	-	-	10,376	9,000	-	(9,000)	-100.0%	48
49	CNG Dryer	-	-	28,000	28,000	28,000	-	0.0%	49

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary		FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent	
Expenses/Requirements by Division		Actual	Actual	Year-End	Amended	Adopted	FY2018-19	Change	
				Estimate	Budget	Budget	Budget		
50	Cherriots Revenue Vehicle Replacements (14	-	-	10,689,277	9,299,000	-	(9,299,000)	-100.0%	50
51	Cherriots Lift Vehicle Replacements (3)	-	599,963	-	540,000	-	(540,000)	-100.0%	51
52	CNG Vehicle Tank Replacements	-	-	41,315	45,555	-	(45,555)	-100.0%	52
53	CH2 Fire Alarm System Upgrade	-	-	-	50,000	50,000	-	0.0%	53
54	Del Webb Overhead Fluid System	-	-	-	80,000	80,000	-	0.0%	54
55	Del Webb Irrigation Project	18,563	-	-	72,657	72,657	-	0.0%	55
56	Incident Reporting Software	-	-	-	50,000	-	(50,000)	-100.0%	56
57	CH2 Security Cameras	-	-	-	45,000	50,000	5,000	11.1%	57
58	Del Webb Fence Upgrade (Phase 1)	-	-	-	87,000	387,000	300,000	344.8%	58
59	Visitor Intercom System	-	-	12,500	32,000	-	(32,000)	-100.0%	59
60	Cherriots CNG Replacement Vehicles (9)	1,588	157,464	-	7,058,937	4,985,000	(2,073,937)	-29.4%	60
61	Cherriots Regional Vehicle Expansion	-	-	366	220,000	440,000	220,000	100.0%	61
62	Cherriots Lift Vehicle Replacements	-	-	-	534,052	270,000	(264,052)	-49.4%	62
63	Cherriots Regional Vehicle Replacement	-	642,694	-	-	1,295,047	1,295,047		63
64	Cherriots Shop & Ride Vehicle Replacement	-	-	-	-	90,010	90,010		64
65	CNG Station Replacement	-	-	-	-	460,000	460,000		65
66	Aluminum Wheel Polisher Purchase	-	-	-	-	99,645	99,645		66
67	Del Webb Elevator Repair	-	-	-	-	13,500	13,500		67
68	Fork Lift Replacement	-	-	-	-	28,000	28,000		68
69	Additional Del Webb Maintenance Office	-	-	-	-	83,200	83,200		69
70	Modular Building Step Replacement	-	-	-	-	10,000	10,000		70

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary		FY2016-17	FY2017-18	FY2018-19	FY2018-19	FY2019-20	Change from	Percent
Expenses/Requirements by Division		Actual	Actual	Year-End	Amended	Adopted	FY2018-19	Change
				Estimate	Budget	Budget	Budget	
71	DTC Lighting Replacement	-	-	-	-	50,000	50,000	71
72	Maintenance Supervisor Office Remodel	-	-	-	-	45,800	45,800	72
73	DT Customer Service Heating	-	-	-	-	40,000	40,000	73
74	DW Maintenance HVAC	-	-	-	-	10,240	10,240	74
75	CNG Tank Replacement	-	-	-	-	86,000	86,000	75
76	Heavy Duty Parts Washer	-	-	-	-	12,650	12,650	76
77	Electrical Room Proximity Card	-	-	-	-	9,000	9,000	77
78	DW Driver Report Area Upgrade	-	-	-	-	8,500	8,500	78
79	DW Office Furniture	-	-	-	-	12,000	12,000	79
80	Fuel Island Roof Replacement	-	-	-	-	29,566	29,566	80
81	Total Operations	\$ 20,151	\$ 1,449,064	\$ 10,904,453	\$ 18,974,849	\$ 9,442,463	\$ (9,532,386)	-50.2% 81
82	Total FY20 Capital Project Fund Requirements					\$ 16,418,534		82

Capital Improvement – Fleet Replacement Plan

Cherriots Vehicle Replacement

CHERRIOTS REQUIREMENTS - ACTIVE FLEET

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2020	REPLACE BY END FY	CURRENT	2020	2021	2022	2023	2024
204-212	2002	40	9	CNG	Orion 7	18	2017	9	0	0	0	0	0
215,218,220,221,222	2005	40	5	CNG	Orion 7	15	2020	5	5	0	0	0	0
113-122	2008	35	10	BD	Gillig	12	2023	10	10	10	10	0	0
223-226	2008	40	4	BD	Gillig	12	2023	4	4	4	4	0	0
227,234	2011	40	8	BD	Gillig	9	2026	8	8	8	8	8	8
123-126	2011	35	4	BD	Gillig	9	2026	4	4	4	4	4	4
127-130	2012	35	4	BD	Gillig	8	2027	4	4	4	4	4	4
1801-1806, 1851-1856	2019	35/40	12	CNG	Gillig	1	2034	12	12	12	12	12	12
1900	2019	35/40	8	CNG	Gillig	0	2034	8	8	8	8	8	8
2000	2020	35/40	9	CNG	Gillig	0	2035	9	9	9	9	9	9
2100	2021	40	5	CNG	Transit	0	2036	0	5	5	5	5	5
2300	2023	40	14	CNG	Transit	0	2038	0	0	0	14	14	14

Fleet Size 64 64 64 64 64 64

CNG - Compressed Natural Gas

BD - Bio-diesel (B5)

Capital Improvement – Fleet Replacement Plan

Cherriots Lift Vehicle Replacement

CHERRIOTS LIFT VEHICLES

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2020	REPLACE END FY	CURRENT	2020	2021	2022	2023	2024
828-831	2008	22	1	GAS	ECII	12	2016	0	0	0	0	0	0
V1655	2008	15	1	GAS	Minivan	12	2016	0	0	0	0	0	0
832,833	2009	22	1	GAS	EK Coach	11	2017	1	0	0	0	0	0
834-837	2010	22	4	GAS	Startrans	10	2018	4	0	0	0	0	0
838-854	2011	22	16	GAS	Startrans	9	2019	16	0	0	0	0	0
862-865	2013	22	4	GAS	Arboc	7	2021	4	4	0	0	0	0
1401-1403	2014	15	3	GAS	AM General	6	2022	3	3	3	0	0	0
1404-1407	2015	22	4	GAS	AM General	5	2023	4	4	4	4	0	0
866-870	2018	22	5	GAS	Glaval	2	2026	5	5	5	5	5	5
866	2019	22	6	GAS	Eldorado	0	2027	6	6	6	6	6	6
TBD	2020	22	21	ALT	TBD		2028		21	21	21	21	21
TBD	2021	22	4	ALT	TBD		2029			4	4	4	4
TBD	2022	22	3	ALT	TBD		2030				3	3	3
TBD	2023	22	4	ALT	TBD		2031					4	4
Fleet Size								43	43	43	43	43	43

Capital Improvement – Fleet Replacement Plan

Cherriots Regional Vehicle Replacement

CHERRIOTS REGIONAL REQUIREMENTS - ACTIVE FLEET

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2020	REPLACE END FY	CURRENT					
									2020	2021	2022	2023	2024
304	2009	25	1	GAS	Ford 450	11	2017	0	0	0	0	0	0
305	2010	25	1	GAS	Ford 450	10	2018	0	0	0	0	0	0
329	2006	25	1	GAS	Ford 450	14	2018	0	0	0	0	0	0
354	2004	33	1	Diesel	Freightliner	16	2016	0	0	0	0	0	0
306-307	2012	24	2	GAS	International	8	2020	3	0	0	0	0	0
360	2010	33	1	Hybrid	International	10	2022	1	1	1	0	0	0
355-357	2010	34	3	Diesel	Freightliner	10	2022	3	3	3	0	0	0
358-359	2010	33	2	Diesel	Champion	10	2022	1	1	1	0	0	0
361-363	2018	30	3	Diesel	Bluebird	2	2030		3	3	3	3	3
TBD	2020	30	3	Diesel	TBD		2032		3	3	3	3	3
TBD	2022	30	5	Diesel	TBD		2034				5	5	5
Fleet Size									11	11	11	11	11

Capital Improvement – Fleet Replacement Plan

Cherriots Shop and Ride Vehicle Replacement

CHERRIOTS SHOP AND RIDE VEHICLES

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2020	REPLACE END FY	CURRENT					
									2020	2021	2022	2023	2024
503,503	2007	22	2	GAS	Champion	13	2015	2	0	0	0	0	0
504	2010	22	1	GAS	Champion	10	2018	1	1	0	0	0	0
550,551	2010	15	2	GAS	Minivan	10	2018	2	2	0	0	0	0
TBD	2019	22	1	Gas	Eldorado	1	2027		1	1	1	1	1
TBD	2020	22	1		TBD		2028		1	1	1	1	1
TBD	2021	22	3		TBD		2029			3	3	3	3
Fleet Size									5	5	5	5	5

DISTRICT WIDE FTE TOTALS





Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
1	General Fund				
2	General Manager				
3	General Manager	1.0	1.0	1.0	1.0
4	Executive Assistant	1.0	1.0	1.0	1.0
5	Total General Manager/Board Division	2.0	2.0	2.0	2.0
6	Administration Division				
7	Human Resources				
8	Director of Administration	1.0	1.0	1.0	1.0
9	Human Resources Specialist	1.0	1.0	1.0	1.0
10	Payroll Specialist	0.5	1.0	-	-
11	Human Resources Assistant-Reception	1.0	1.0	-	-
12	Human Resources Administrative Assistant	-		1.0	1.0
13	Receptionist	1.2	1.2	1.8	1.8
14	Total Human Resources	4.7	5.2	4.8	4.8
15	Human Resources Safety				
16	Safety & Loss Control Specialist	1.0	1.0	1.0	1.0
17	Total Human Resources Safety	1.0	1.0	1.0	1.0
18	Total Administration Division	5.7	6.2	5.8	5.8

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
19	Finance Division				19
20	Finance				20
21	Director of Finance/CFO	-	-	1.0	1.0
22	Finance Manager	1.0	1.0	-	-
23	Accounting Supervisor	-	-	1.0	1.0
24	Accountant	1.0	0.9	1.0	1.0
25	Grants Administrator	1.0	-	1.0	1.0
26	Business Performance Analyst	-	-	-	1.0
27	Contracts/Procurement Manager	1.0	-	-	-
28	Contract/Procurement Specialist	1.0	-	-	-
29	Contract/Procurement Analyst	-	-	-	-
30	Payroll Specialist	0.5	1.0	1.0	1.0
31	Accounting Specialist	0.7	0.8	0.9	1.0
32	Accounting Technician	1.0	1.0	1.0	1.0
33	Receptionist	0.3	0.3	-	-
34	Total Finance	7.5	5.0	6.9	8.0
35	Procurement				35
36	Contract/Procurement Manager	-	0.8	0.8	1.0
37	Contract/Procurement Specialist	-	0.8	0.8	1.0
38	Grants Administrator	-	1.0	-	-
39	Total Procurement	-	2.6	1.6	2.0
40	Total Finance Division	7.5	7.6	8.5	10.0

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
41	Communication				41
42	Marketing and Communication				42
43	Director of Communication	-	1.0	1.0	1.0 43
44	Community Relations Officer	1.0	-	-	- 44
45	Marketing Coordinator	1.0	1.0	1.0	1.0 45
46	Digital Marketing Coordinator	1.0	1.0	1.0	1.0 46
47	Marketing Assistant	-	-	1.0	1.0 47
48	Total Marketing and Communication	3.0	3.0	4.0	4.0 48
49	Customer Service				49
50	Customer Service Manager	0.8	0.8	0.9	0.9 50
51	Customer Service Representative	5.0	5.0	8.0	8.0 51
52	Total Customer Service	5.8	5.8	8.9	8.9 52
53	Travel Trainer				53
54	Outreach Representative	0.2	0.1	0.3	0.4 54
55	Total Travel Trainer	0.2	0.1	0.3	0.4 55
56	Total Communication Division	9.0	8.9	13.2	13.3 56

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
57	<u>Transportation Development Division</u>				57
58	Transportation Development Administration				58
59	Director of Transportation Development	1.0	1.0	1.0	1.0 59
60	Strategic Planning & Technology Services Manager	-	-	-	- 60
61	Information Technology Manager	0.1	-	-	- 61
62	Database Administrator	0.3	-	-	- 62
63	Mobility Coordinator	-	0.1	-	- 63
64	Planning Analyst	0.9	-	-	- 64
65	Transit Planner I	-	1.0	1.0	1.0 65
66	Planning and Development Specialist	-	-	-	- 66
67	Planning Technician	0.9	1.0	-	- 67
68	Transit Planner II (Scheduler)	-	1.0	1.0	1.0 68
69	Transit Planner II	-	0.6	0.9	1.0 69
70	Senior Planner	0.9	1.0	1.0	1.0 70
71	Long-Range Planning Analyst	0.7	-	-	- 71
72	Technology Services Support Analyst	-	-	0.2	- 72
73	Administrative Assistant	0.8	0.7	1.0	1.0 73
74	<u>Total Transportation Development Administration</u>	<u>5.6</u>	<u>6.4</u>	<u>6.1</u>	<u>6.0</u> 74

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
57	<u>Transportation Development Division</u>				57
75	Information Technology				75
76	Information Technology Manager	0.8	1.0	1.0	1.0 76
77	Network Administrator	0.9	0.9	0.9	1.0 77
78	Intelligent Transportation Systems Administrator	0.9	0.9	0.9	1.0 78
79	Database Administrator	0.6	0.8	0.9	1.0 79
80	Technology Services Support Analyst	1.8	1.4	1.4	2.0 80
81	<u>Total Information Technology</u>	5.0	5.0	5.1	6.0 81
82	<u>Total Transportation Development Division</u>	10.6	11.4	11.2	12.0 82
83	<u>Operations Division</u>				83
84	Operations Administration				84
85	Chief Operating Officer	0.9	0.9	1.0	1.0 85
86	Fixed Route Operations Manager	1.0	1.0	-	- 86
87	Transportation Manager	-	-	1.0	1.0 87
88	Assistant Transportation Manager	-	-	1.0	1.0 88
89	Contracted Transportation Manager	0.2	0.2	-	- 89
90	Operations Programs Administrator	-	-	0.1	0.1 90
91	Administrative Assistant	1.0	1.0	1.0	1.0 91
92	<u>Total Operations Administration</u>	3.1	3.1	4.1	4.1 92

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
93	Vehicle Maintenance				93
94	Maintenance Manager	1.0	0.9	0.9	0.9 94
95	Vehicle Maintenance Supervisor	1.8	1.8	3.8	3.8 95
96	Maintenance Training Supervisor	1.0	1.0	1.0	1.0 96
97	Administrative Assistant	1.0	0.9	0.6	0.8 97
98	Purchasing Agent	1.0	0.9	0.9	0.9 98
99	Intelligent Transportation Systems Administrator	0.5	-	-	- 99
100	Journey Mechanic	7.6	7.7	10.1	10.1 100
101	Parts & Supplies Clerk	1.0	0.9	0.9	0.9 101
102	Service Technician	4.1	4.3	6.4	5.5 102
103	Service Worker	5.1	5.2	7.2	7.4 103
104	Total Vehicle Maintenance	24.1	23.6	31.8	31.3 104
105	Facility Maintenance				105
106	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0 106
107	Facilities Maintenance Worker	5.0	7.0	8.0	7.0 107
108	Total Facilities Maintenance	6.0	8.0	9.0	8.0 108
109	Security & Emergency Management				109
110	Security Coordinator	1.0	1.0	-	- 110
111	Security and Emergency Management Manager	-	-	1.0	1.0 111
112	Total Security & Emergency Management	1.0	1.0	1.0	1.0 112

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
113	Cherriots Fixed Route Service				113
114	Operations Supervisor	8.0	8.0	10.0	11.0 114
115	Operations Training Supervisor	1.0	1.0	1.0	1.0 115
116	Administrative Assistance	-	-	1.0	1.0 116
117	Transit Operator	101.0	101.0	124.0	124.0 117
118	Total Cherriots Fixed Route Service	110.0	110.0	136.0	137.0 118
119	Total Operations Division	144.2	145.7	181.9	181.4 119
120	Total General Fund	179.0	181.8	222.6	224.5 120

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	
121	Transportation Programs Fund					121
122	Cherriots Lift					122
123	Maintenance Manager	-	0.1	0.1	0.1	123
124	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	124
125	Contracted Transportation Manager	0.7	0.7	0.7	0.7	125
126	Customer Service Manager	0.1	-	-	-	126
127	Intelligent Transportation Systems Administrator	0.1	-	0.1	-	127
128	Outreach Representative	-	-	-	-	128
129	Mobility Coordinator	0.1	0.1	-	-	129
130	Accounting Specialist	-	-	-	-	130
131	Administrative Assistant	0.5	0.4	0.9	0.7	131
132	Journey Mechanic	0.6	0.7	0.7	0.6	132
133	Purchasing Agent	-	-	0.1	-	133
134	Parts & Supplies Clerk	0.1	0.1	0.1	0.1	134
135	Service Technician	0.4	0.4	0.4	0.3	135
136	Service Worker	0.4	0.5	0.5	0.4	136
137	Total Cherriots Lift	3.1	3.1	3.7	3.0	137

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	
121	Transportation Programs Fund					121
138	Cherriots Shop & Ride					138
139	Contracted Transportation Manager	0.1	-	0.1	0.1	139
140	Contracted Services Manager	-	-	0.2	0.1	140
141	Journey Mechanic	-	0.1	0.1	0.1	141
142	Service Technician	-	-	0.1	-	142
143	Service Worker	0.1	0.1	0.1	-	143
144	Total Cherriots Shop & Rise	0.2	0.2	0.6	0.3	144
145	Cherriots Regional					145
146	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	146
147	Contracted Services Manager	-	-	0.2	0.2	147
148	Long-Range Planning Analyst	0.1	-	-	-	148
149	Administrative Assistant	0.1	0.1	0.3	0.2	149
150	Senior Planner	0.1	-	-	-	150
151	Planning Technician	0.1	-	-	-	151
152	Planning Analyst	0.1	-	-	-	152
153	Journey Mechanic	0.4	0.4	0.5	0.2	153
154	Service Technician	0.2	0.2	0.2	0.2	154
155	Service Worker	0.2	0.2	0.2	0.2	155
156	Total Cherriots Regional	1.4	1.0	1.5	1.1	156

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	
121	Transportation Programs Fund					121
157	NEMT (DMAP/WVCH)					157
158	Chief Operating Officer	0.1	0.1	-	-	158
159	Contracted Transportation Manager	0.1	0.1	-	-	159
160	Medical Transportation Administrator	0.9	-	-	-	160
161	Human Resources Assistant I	0.1	-	-	-	161
162	Accounting Specialist	0.1	0.1	-	-	162
163	Administrative Assistant	0.7	0.7	-	-	163
164	Total NEMT (DMAP/WVCH)	2.0	1.0	-	-	164
165	Cherriots Call Center					165
166	Information Technology Manager	0.1	-	-	-	166
167	Technology Services Support Analyst	0.2	0.2	0.4	0.1	167
168	Database Administrator	0.1	0.1	0.1	-	168
169	Network Administrator	0.1	0.1	0.1	-	169
170	Accounting Specialist	0.1	0.1	0.1	-	170
171	Total Cherriots Call Center	0.6	0.5	0.7	0.1	171

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget	
121	Transportation Programs Fund					121
172	Mobility Management					172
173	Outreach Representative	1.0	-	0.7	0.6	173
174	Mobility Coordinator	1.0	0.8	0.8	-	174
175	Ops Programs Administrator	-	-	-	0.9	175
176	Customer Service Manager	0.1	-	0.1	-	176
177	Customer Service Supervisor	-	-	-	-	177
178	Total Mobility Management	2.1	0.8	1.6	1.5	178
179	Special Transportation Coordination					179
180	Long-Range Planning Analyst	-	0.1	0.2	0.1	180
181	Administrative Assistant	0.1	0.1	0.1	-	181
182	Total Special Transportation Coordination	0.1	0.2	0.3	0.1	182
183	Cherriots TripChoice/Transportation Demand Management					183
184	Rideshare & Outreach Coordinator	1.0	1.0	1.0	1.0	184
185	Rideshare Specialist	1.0	1.0	1.0	1.0	185
186	Rideshare Assistant	-	0.5	1.0	1.0	186
187	Total Cherriots TripChoice/Transportation Demand Management	2.0	2.5	3.0	3.0	187
188	Total Transportation Programs Fund	11.5	9.3	11.4	9.1	188

Salem Area Mass Transit District
 Adopted Budget - Fiscal Year 2019-20

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count	FY2016-17 Actual	FY2017-18 Actual	FY2018-19 Amended Budget	FY2019-20 Adopted Budget
189				189
190 Capital Project Fund				190
191 Capital Projects Manager	1.0	-	-	- 191
192 Chief Operating Officer	-	-	-	- 192
193 Contract/Procurement Manager	-	0.2	0.2	- 193
194 Contract/Procurement Specialist	0.2	0.2	0.2	- 194
195 Contract Coordinator	0.1	-	-	- 195
196 Facilities Maintenance Worker	1.9	1.2	-	- 196
197 Total Capital Project Fund	3.2	1.6	0.4	- 197
198				198
199 District Wide	193.7	192.7	234.4	233.6 199

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
Normal Cost	9.1%	10.6%	10.6%	12.30%
Amortization of UAAL	15.5%	16.8%	16.8%	17.20%
Total Recommended Contribution as Percentage of Payroll for Defined Benefit Plan - Bargaining Employees	24.6%	27.4%	27.4%	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
Normal Cost	1.8%	1.7%	1.7%	2.7%
Amortization of UAAL	9.4%	12.9%	12.9%	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%

Defined Contribution Retirement Plan for Non-Bargaining Unit Employees	Rate			
Normal Cost	10.0%	10.0%	10.0%	10.0%

Source: July 1, 2017 Actuarial Valuations prepared by Milliman, Inc., October 2018

Schedule of Changes in Net Pension Liability and Related Ratios

Defined Benefit Retirement Plan for Bargaining Employees	Year Ending 6/30/2016	Year Ending 6/30/2017	Year Ending 6/30/2018	Projection 6/30/2019
DB Employer Contribution	\$ 1,470,050	\$ 1,778,155	\$ 1,846,814	\$ 2,075,440
Contrib. as % of Covered Payroll	24.99%	30.07%	27.04%	29.50%
Total Pension Liability	\$ 20,091,673	\$ 22,319,353	\$ 23,919,367	
Plan Fiduciary Net Position	\$ 14,624,748	\$ 17,411,835	\$ 19,397,716	
Net Pension Liability (NPL)*	\$ 5,466,925	\$ 4,907,518	\$ 4,521,651	
Funded Ratio**	72.79%	78.01%	81.10%	
Defined Benefit Retirement Plan for Non-Bargaining Employees				
DB Employer Contribution	\$ 472,904	\$ 566,742	\$ 644,325	\$ 666,464
Contrib. as % of Covered Payroll	13.71%	16.14%	15.43%	15.50%
Total Pension Liability	\$ 7,660,587	\$ 8,162,002	\$ 8,508,461	
Plan Fiduciary Net Position	\$ 5,406,611	\$ 6,060,405	\$ 6,716,310	
Net Pension Liability (NPL)*	\$ 2,326,969	\$ 2,101,597	\$ 1,792,150	
Funded Ratio**	69.62%	74.25%	78.94%	
Defined Contribution Retirement Plan for Non-Bargaining Employees				
DC Employer Contribution	\$ 381,925	\$ 414,434	\$ 445,713	\$ 479,353
Employer Contrib. % of Gross PR	10.00%	10.00%	10.00%	10.00%

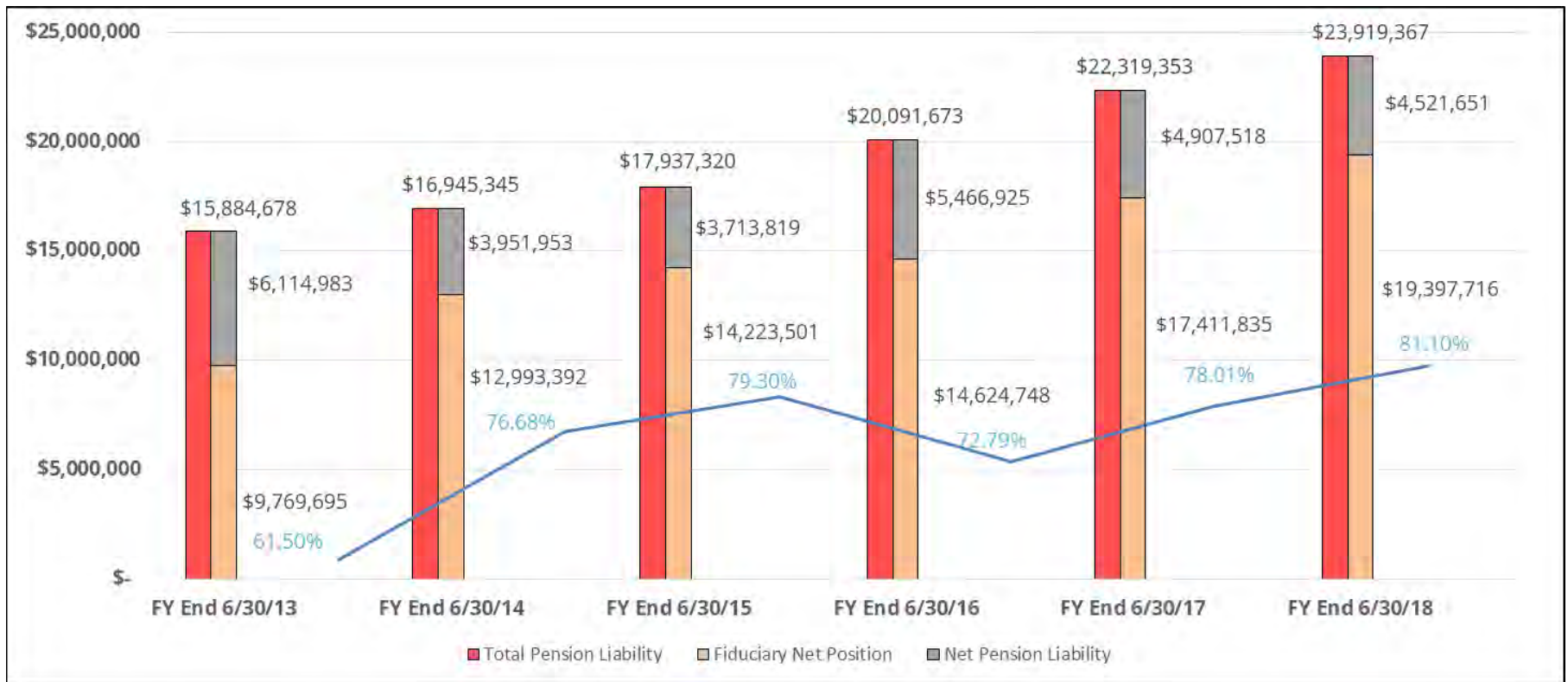
*NPL equals Total Pension Liability minus Fiduciary Net Position; Fiduciary Net Position is the Market Value of the Plan's assets currently held by SAMTD

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

Source: July 1, 2017 Actuarial Valuations prepared by Milliman, Inc., October 2018

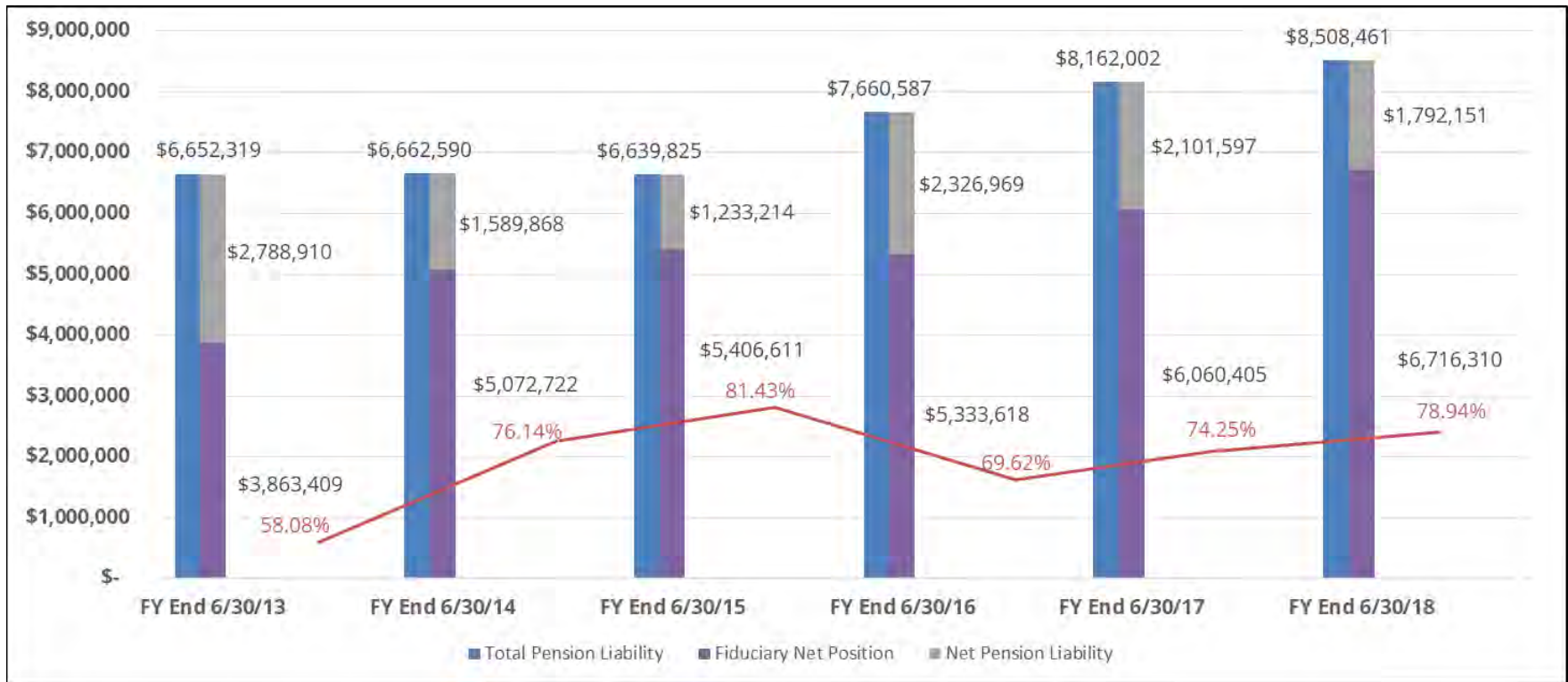
Defined Benefit Plan – Bargaining Employees

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**

STEVE EVANS

Term Expires 06/30/19

CHI NGUYEN

Appointed 02/22/18;
Appointment Expires 06/30/2020

• **SUBDISTRICT #2**

COLLEEN BUSCH

Term Expires 06/30/21

MICHAEL DEBLASI, Secretary FY2020

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

• **SUBDISTRICT #3**

KATHY LINCOLN

Term Expires 06/30/19

RUSS BEATON

Appointed 12/08/16;
Appointment Expires 06/30/19

• **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**

JERRY THOMPSON

Term Expires 06/30/19

HERSCH SANGSTER, Chair FY2020

Appointed 12/12/13; Reappointed 12/08/16;
Appointment Expires 06/30/19

• **SUBDISTRICT #6**

ROBERT KREBS

Term Expires 06/30/21

SCOTT BASSETT

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

• **SUBDISTRICT #7**

MARCIA KELLEY

Term Expires 06/30/19

SHERONNE BLASI

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

• **BUDGET OFFICER**

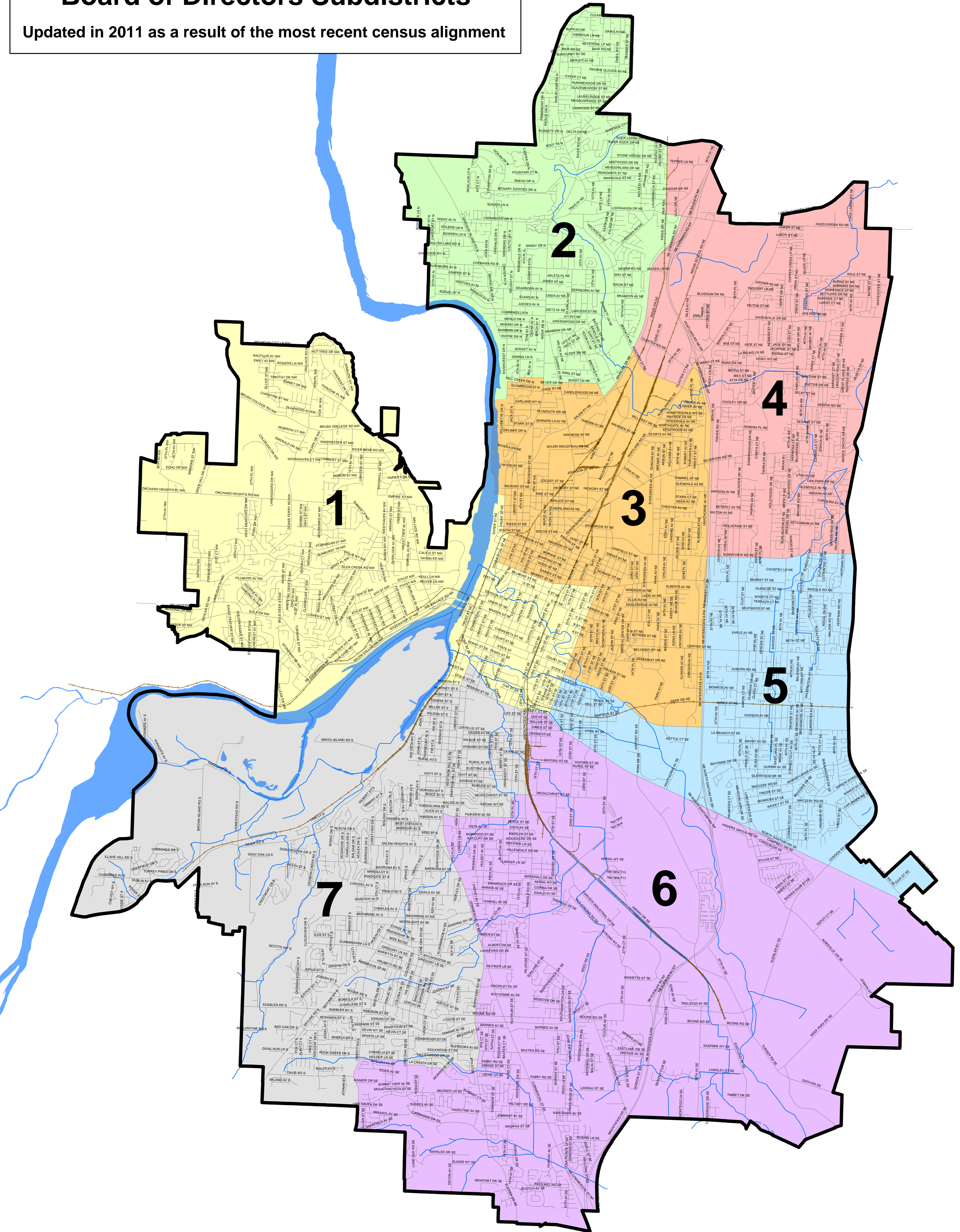
ALLAN POLLOCK

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 Board@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 25, 2018	6:30 PM	Finance	Board adopts FY 2019-2020 Budget Calendar <ul style="list-style-type: none"> (for FY 2019-2020 Budget)
Mon - Fri	Week of April 8, 2019		Finance	Publish First Notice of Budget Committee Meeting (10-30 Days)
Mon - Fri	Week of April 15, 2019		Finance	Publish Second Notice of Budget Committee Meeting (5-30 Days)
Friday	April 26, 2019		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 2, 2019	6:00 PM	Executive Team	First Budget Committee Meeting - <ul style="list-style-type: none"> Election of Officers & Budget Message
Thursday	May 9, 2019	6:00 PM	Finance	Second Budget Committee Meeting - <ul style="list-style-type: none"> Deliberation & Approval
Thursday	May 16, 2019	6:00 PM	Finance	Third Budget Committee Meeting - (if necessary) <ul style="list-style-type: none"> Deliberation & Approval
Mon - Fri	Week of June 3, 2019		Finance	Publish Budget Summary and Notice of Budget Hearing (5-30 Days)
Thursday	June 27, 2019	6:30 PM	Budget Committee	Board holds Budget Hearing
Thursday	June 27, 2019	6:30 PM	Board	Board adopts FY2020 Budget, makes appropriation, levies taxes
Monday	July 22, 2019		Finance	Adopted budget and levy certification form due to County Assessors (submission required by July 30, 2019)

Salem Area Mass Transit District

~ **Budget Committee** ~

Thursday, May 2, 2019

6:00 PM

Courthouse Square – Senator Hearing Room
555 Court Street NE, Salem, OR 97301

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 COMMENT***

Time is scheduled for individuals to provide comment on the proposed budget or its programs. Individuals sign-up for Public Comment prior to the start of the meeting. Comments are limited to 2-3 minutes. For written comments in advance of a Budget Committee meeting, an email may be sent to the Budget Committee or mailed to the attention of the SAMTD Budget Committee at the address listed on the back of this page. All comments become a part of the Budget Committee meeting record.

6. DISCUSSION OF THE PROPOSED FY2020 BUDGET

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

If the Budget Committee has completed their review of the proposed budget, they will take action to approve the proposed budget for FY2020 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 has not completed their review, they will meet again on May 9, 2019 to continue their discussion and review of the proposed budget until they are ready to take action.

7. ACTION

I move that the Budget Committee approve the proposed budget for the 2019-2020 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

SAMTD Budget Committee meetings are open to the public in a place that is accessible to individuals with mobility and other impairments. Persons requiring meeting materials in alternative formats, sign language interpretation or other communication aids, may call the Clerk of the Board at (503)588-2424 (between 8:00 a.m. to 5:00 p.m., weekdays) or TTY call 711 for Oregon Relay Service, at least 48 hours in advance of the meeting. Meetings begin at 6:00 p.m. on May 2, May 9 and if necessary on May 16, 2019. The Budget Hearing is June 27, 2019.

A copy of the proposed budget document may be inspected or obtained when it is completed on May 2. The budget document will be available on the Cherriots website at <https://www.cherriots.org/meetings/>, and at the Cherriots Administration Office between 8:00 a.m. and 5:00 p.m. Please visit the Cherriots webpage for further notifications of the Budget Committee meetings.

Salem Area Mass Transit District

~ **Budget Committee** ~

Thursday, May 9, 2019
6:00 PM

Courthouse Square – Senator Hearing Room
555 Court Street NE, Salem, OR 97301

AGENDA

1. CALL TO ORDER AND NOTE OF ATTENDANCE

2. ANNOUNCEMENTS

3. PUBLIC COMMENT*

Time is scheduled for individuals to provide comment on the proposed budget or its programs. Individuals sign-up for Public Comment prior to the start of the meeting. Comments are limited to 2-3 minutes. For written comments in advance of a Budget Committee meeting, an email may be sent to the Budget Committee or mailed to the SAMTD Budget Committee at the address listed at the back of this page. All comments become a part of the Budget Committee meeting record.

4. QUESTIONS & ANSWERS FROM THE LAST BUDGET COMMITTEE MEETING

5. CONTINUED DISCUSSION OF THE PROPOSED FY2020 BUDGET

6. PROPOSED ACTION

The Budget Committee will take action when they have completed their review of the proposed budget.

I move that the Budget Committee approve the proposed budget for the 2019-2020 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.

7. OTHER BUSINESS

8. ADJOURN

A copy of the proposed budget document may be inspected or obtained when it is completed on May 2. The budget document will be available on the Cherriots website at <https://www.cherriots.org/meetings/>, and at the Cherriots Administration Office between 8:00 a.m. and 5:00 p.m. Please visit the Cherriots webpage for further notifications of the Budget Committee meetings.

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Please visit the Cherriots webpage for further notifications of the Budget Committee meetings.

Salem Area Mass Transit District

~ **Budget Committee** ~

Thursday, May 16, 2019 (*if necessary*)

6:00 PM

Courthouse Square – Senator Hearing Room

555 Court Street NE, Salem, OR 97301

AGENDA

1. CALL TO ORDER AND NOTE OF ATTENDANCE

2. ANNOUNCEMENTS

3. PUBLIC COMMENT

Time is scheduled for individuals to provide comment on the proposed budget or its programs. Individuals sign-up for Public Comment prior to the start of the meeting. Comments are limited to 2-3 minutes. For written comments in advance of a Budget Committee meeting, an email may be sent to the Budget Committee or mailed to the SAMTD Budget Committee at the address listed at the back of this page. All comments become a part of the Budget Committee meeting record.

4. CONTINUED DISCUSSION OF THE PROPOSED FY2020 BUDGET

5. ACTION

The Budget Committee will take action on the proposed budget when they have completed their review of the budget.

I move that the Budget Committee approve the proposed budget for the 2019-2020 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.

6. OTHER BUSINESS

7. ADJOURN

SAMTD Budget Committee meetings are open to the public in a place that is accessible to individuals with mobility and other impairments. Persons requiring meeting materials in alternative formats, sign language interpretation or other communication aids, may call the Clerk of the Board at (503)588-2424 (between 8:00 a.m. to 5:00 p.m., weekdays) or TTY call 711 for Oregon Relay Service, at least 48 hours in advance of the meeting.

A copy of the proposed budget document may be inspected or obtained when it is completed on May 2. The budget document will be available on the Cherriots website, and at the Cherriots Administration Office between 8:00 a.m. and 5:00 p.m.

Once the proposed budget is approved by the Budget Committee, it will go before the Board of Directors at the June 27, 2019 Board meeting where there will be a Budget Hearing before the Board deliberates and takes action.

Please visit the Cherriots website at *Cherriots.org* for further notifications of the Budget Committee meetings.

AFFIDAVIT OF PUBLICATION

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

I Shelly Hora
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 -

04/08/19, 04/15/19

Dated this 15 day of April, 2019

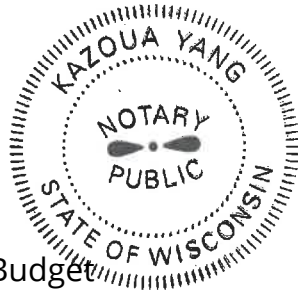
Shelly Hora
Public Notice Clerk

Subscribed and sworn to me this

Kazoua Yang
Notary Public for State of Wisconsin, Brown County

Notary Expires on 11/9/22

Ad#: 0003483659
P O : Notice of Budge Meetings
of Affidavits : 1



PUBLIC NOTICE

**NOTICE OF BUDGET
COMMITTEE MEETINGS**

Public meetings of the Budget Committee of the Salem Area Mass Transit District of Marion and Polk Counties, State of Oregon, on the budget for the fiscal year July 1, 2019 to June 30, 2020, will be held at the Senator Hearing Room in Courthouse Square, 555 Court St NE, Salem, OR 97301. The meetings will begin at 6:00 pm on the following dates:

May 2nd
Budget Committee Meeting;
Elect committee chair, receive public comment, receive budget

May 9th
Budget Committee Meeting;
Receive public comment, budget deliberation

May 16th (if necessary)
Budget Committee Meeting;
Receive public comment, budget deliberation

Any person may appear at the meeting and discuss the proposed programs with the Budget Committee. A copy of the budget document may be inspected or obtained on or after May 10th at the Salem-Keizer Transit Administration Office at 555 Court St NE, Suite 5230, Salem, OR 97301, between the hours of 8:00 am and 5:00 pm. Please visit the District's website at www.cherriots.org for further notifications for the Budget Committee meetings.

4/3/2019 Statesman Journal 4/8, 4/15/19

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**SALEM-KEIZER TRANSIT
555 COURT ST NE STE 5230
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06/10/19

Dated this 11TH June 2019

Public Notice Clerk

Subscribed and sworn to me this

Notary Public for State of Wisconsin, Brown County

Notary Expires on 9-19-21

Ad#:0003483659
PO: Notice of
Budge Meetings
of Affidavits :1



FORM LB-1

NOTICE OF BUDGET HEARING

A public meeting of the Salem Area Mass Transit District will be held on June 27, 2019 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, 2019, 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, Director of Finance/CFO** Telephone: 503-588-2424

Email: al.mccoy@cherriots.org

FINANCIAL SUMMARY - RESOURCES

TOTAL OF ALL FUNDS	Actual Amount 2017-18	Amended Budget This Year 2018-19	Approved Budget Next Year 2019-20
Beginning Fund Balance/Net Working Capital	25,413,834	25,576,496	26,740,220
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	3,097,609	2,695,820	3,227,497
Federal, State & all Other Grants, Gifts, Allocations & Donations	26,468,162	45,454,949	42,411,968
Interfund Transfers	754,000	0	1,569,609
All Other Resources Except Current Year Property Taxes	306,904	756,946	1,335,651
Current Year Property Taxes Estimated to be Received	12,078,234	12,033,794	12,660,092
Total Resources	68,118,743	86,518,005	87,945,037

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION

Personnel Services	20,870,226	22,050,943	25,686,669
Materials and Services	18,588,036	12,961,975	14,225,999
Capital Outlay	2,226,044	29,347,114	16,418,534
Interfund Transfers	754,000	0	1,569,609
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	25,680,437	20,657,973	28,544,226
Total Requirements	68,118,743	86,518,005	87,945,037

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 Manager/Board of Directors	659,951	610,156	632,987
FTE	2.0	2.0	2.0
Administration	959,562	903,837	898,065
FTE	6.2	5.8	5.8
Finance	925,287	1,173,797	1,439,427
FTE	7.6	8.5	10.0
Communication	1,419,679	1,730,267	2,021,238
FTE	8.9	13.2	13.3
Transportation Development	2,087,625	2,287,189	2,722,071
FTE	11.4	11.2	12.0
Operations	17,898,278	18,735,909	22,327,853
FTE	145.7	181.9	181.4
Unallocated General Administration and Contingency	870,558	2,615,454	2,670,787
FTE	0.0	0.0	0.0
Transportation Programs Fund	15,391,322	8,456,309	10,269,849
FTE	9.3	11.4	9.1
Capital Projects Fund	2,226,044	29,347,114	16,418,534
FTE	1.6	0.4	0.0
Unappropriated Ending Balance and Reserved for Future Expenditure	25,680,437	20,657,973	28,544,226
FTE	0.0	0.0	0.0
Total Requirements	68,118,743	86,518,005	87,945,037
Total FTE	192.7	234.4	233.6

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING

The FY2019-20 Approved Budget reflects the first full year of a new State revenue source enacted by HB 2017, the Statewide Transportation Improvement Fund (STIF). This resource will fund expansion of existing service to include weekends and later weekday service hours on fixed route and paratransit. It will also serve as the source for the purchase of new vehicles to expand Regional service. Appropriations from this funding source are found in all three funds: General Fund, Transportation Programs Fund, and the Capital Projects Fund.

PROPERTY TAX LEVIES

	Rate or Amount Imposed 2017-18	Rate or Amount Imposed This Year 2018-19	Rate of Amount Approved Next Year 2019-20
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



A public meeting of the Salem Area Mass Transit District will be held on June 27, 2019 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, 2019, 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.

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Levy For General Obligation Bonds	n/a	n/a	n/a

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

