



**Salem Area Mass Transit District
Board Of Directors Meeting Agenda Packet**

Thursday, June 25, 2026 at 5:30 p.m.

Directors: Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, Ian Davidson, Sara Duncan,
Bill Holmstrom

Available meeting formats:

- **In Person:** Senator Hearing Room, 555 Court St. NE, Salem, OR 97301
- **Watch the Live Stream on CC Media's YouTube** or view on **Comcast Channel 21**
- **Zoom Gov:**
 - **Join the Board Meeting Virtually**
Meeting ID: 161 115 6964; Passcode: 680098
 - Phone: (669) 254-5252 (US)

Public Comment: The public may provide comments on transit-related matters during the meeting. Public comment is limited to three minutes per speaker.

Comments can be submitted:

- In person
- Via ZoomGov
- By email - Board@cherriots.org
- By mail - Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Written comments received by 12:00 p.m. on the meeting day will be included in the official record.

Consent Calendar: Routine items are approved by a single motion. Any Director may request that an item be removed from the Consent Calendar for separate discussion and action.

Board of Director Reports: Directors report on transit-related issues, including committee participation, community outreach, and special projects representing the District.

Closed Captioning (CC): Live closed captioning is available through ZoomGov.

Alternative Formats: Individuals who need meeting materials in alternative formats, sign language interpretation, translation, or other auxiliary aids or services are encouraged to contact the Clerk of the Board at (503) 588-2424 or clerkoftheboard@cherriots.org or TTY 711 (Oregon Relay Service), at least 48 hours in advance of the meeting.

Electronic Copies: [Download Board Meeting Agenda Packet.](#)

Email Distribution List: Email clerkoftheboard@cherriots.org to join the District's public meeting distribution list.

Formatos de reunión disponibles:

- **En persona:** Senator Hearing Room, 555 Court St. NE, Salem, OR 97301
- **[Vea la transmisión en vivo en el canal de YouTube de CC Media](#)** o en el canal 21 de Comcast.
- **Zoom Gov:**
 - **[Participe virtualmente en la reunión de la junta directiva.](#)**
Meeting ID: 161 115 6964; Código de acceso: 680098
 - Teléfono: (415) 449-4000 (US)

Comentarios del público: El público puede presentar comentarios sobre asuntos relacionados con el transporte público durante la reunión. Los comentarios públicos están limitados a tres minutos por persona.

Los comentarios pueden enviarse:

- En persona
- A través de ZoomGov
- Por correo electrónico: Board@cherriots.org
- Por correo postal: A la atención de: Junta Directiva del Distrito, 555 Court St. NE, Suite 5230, Salem, OR 97301

Los comentarios escritos recibidos antes de las 12:00 p.m. del día de la reunión se incluirán en el acta oficial.

Calendario de Consentimiento: Los puntos rutinarios se aprueban mediante una única moción. Cualquier director puede solicitar que se elimine un punto del calendario de consentimientos para su debate y resolución por separado.

Informes de la Junta Directiva: Los directores informan sobre cuestiones relacionadas con el transporte público, incluida la participación en comités, la divulgación comunitaria y los proyectos especiales que representan al Distrito.

Subtítulos (CC): Se ofrecen subtítulos en directo a través de ZoomGov.

Formatos alternativos: Se recomienda a las personas que necesiten materiales de la reunión en formatos alternativos, interpretación en lengua de signos, traducción u otras ayudas o servicios auxiliares que se pongan en contacto con el secretario de la Junta en el (503) 588-2424 o en clerkoftheboard@cherriots.org o TTY 711 (Servicio de Retransmisión de Oregón), al menos 48 horas antes de la reunión.

Copias electrónicas: **[Descargue el paquete de la agenda de la reunión de la Junta.](#)**

Lista de distribución por correo electrónico: Envíe un correo electrónico a clerkoftheboard@cherriots.org para unirse a la lista de distribución de reuniones públicas del Distrito.

Agenda

1. Call To Order

- A. Note Attendance for a Quorum
- B. Safety Minute – Operations
- C. Announcements and/or Changes to the Agenda

2. Executive Session

3. Reconvene Regular Meeting

4. Budget Hearing

- A. Open Public Hearing
 - B. Public Comment - Time designated for members of the public to testify before the Board on the approved budget as shown in LB-1, or programs within the budget.
 - C. Close Public Hearing
 - D. Action Item
 - I. Adopt Resolution No. 2026-09, Adopting the FY2027 Budget, Making Appropriations, Imposing and Categorizing Taxes 4
-

5. Presentations - None

6. Public Comment

7. Consent Calendar

- A. Approval of Minutes
 - I. May 28, 2026 Board Meeting173
 - II. June 11, 2026 Board Work Session177
 - III. August 14, 2025 Board Service Enhancement Subcommittee180
 - IV. September 11, 2025 Board Service Enhancement Subcommittee182
- B. Routine Business Items
 - I. Community Advisory Committee (CAC) Appointment185
 - II. Adopt Resolution 2026-10, Adopting & Rescinding Board Policies190
 - III. Authorize DPI Security, Inc Contract.....228
 - IV. Approval of FY2027 United Way Donation230

8. Items Deferred from Consent Calendar

9. Action Items

- A. Adopt Resolution No. 2026-11, Approving the Statewide Transportation Improvement Fund Advisory Committee FTA 5310 Funding Recommendation ..236
- B. Potential Action Following Executive Session (ORS 192.660(2)(a))
- C. Potential Action Following Executive Session (ORS 192.660(2)(e))
- D. Discussion & Potential Action on Board & Business Coalition Task Force

10. Informational Reports - None

11. Reports

- A. General Manager
- B. Board of Directors279

12. Adjourn

Next Meeting: July 23, 2026 at 5:30 P.M.

Board Meeting Memo – Item 4.D

To: Board of Directors
From: Peggy Greene, Budget and Grants Manager
David Trimble, Deputy General Manager
Date: June 25, 2026
Subject: Adopt Resolution No. 2026.09 for the Fiscal Year 2026-27 Budget, Making Appropriations, Imposing and Categorizing Taxes

Issue

Shall the Board adopt Resolution No. 2026-09 ([Attachment A](#)) for the FY2026-27 Budget, making the appropriations accordingly, and imposing and categorizing the taxes?

Background and Findings

In accordance with Oregon State Budget Law, the Budget Committee reviewed and approved the FY2026-27 Budget on May 5, 2026, for a total appropriation of all funds of \$107,018,731 and an unappropriated total amount of \$37,224,113, for a total approved budget of \$144,242,844. The FY2026-27 Approved Budget is included as [Attachment B](#).

Following approval by the Budget Committee at the May 5, 2026, meeting, the Budget Committee Chair Nick Fortey, asked that the Board set the Budget Hearing. On June 6, 2026, the budget summary and notice of a public hearing were published on the District website and on a local news service, as required by law ([Attachment C](#)). The Budget Hearing was scheduled for June 25, 2026, and has occurred prior to the consideration of this resolution asking for adoption of the budget.

Following publication, staff discovered a typographical and mathematical formula error in the General Fund Summary on Page 79 (Column FY2026-27 Approved Budget, Line 35 and 36) (See [Attachment D](#) which includes the approved page 79 and the corrected copy of page 79). Specifically, Contingency was inadvertently listed as a positive number. Consequently, the dependent formula for Reserved Working Capital was incorrect. The line item for Total Other Designations remains as captured in the District-Wide Summary. Because the total overall net financial impact of these line-item corrections is \$0, these internal adjustments do not alter the District-Wide summary and do not require a rescheduled public hearing.

Financial Impact

The Budget Committee approved the proposed budget for FY2026-27 in the amount of \$144,242,844, and a tax rate of \$.7609 per \$1,000 of assessed value, the permanent rate set by Measure 50. Resolution No. 2026-09 also imposes and categorizes taxes in accordance with Oregon Budget Law requirements.

Recommendation

The Budget Committee recommends the Board adopt Resolution No. 2026-09, thereby adopting the FY2026-27 Budget reflecting the corrected version of page 79 and imposing

and categorizing property taxes. Please see Attachment E for the Budget Committee Chair Recommendation.

Proposed Motion

I move the Board adopt Resolution No. 2026-09 to adopt the FY2026-27 Budget reflecting the corrected version of page 79, making appropriations, and imposing and categorizing taxes.



Resolution No. 2026-09

Adopt the Fiscal Year 2026-2027 Budget for the Salem Area Mass Transit District

Be It Resolved that the Board of Directors of Salem Area Mass Transit District, hereafter referred to as "District," hereby adopts the budget for fiscal year 2026-2027 in the total amount of \$144,242,844; 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, 2026, and for the purposes shown to the right are hereby appropriated:

Be It Resolved that the Board of Directors of the 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 the tax year 2026-2027 upon assessed value of all taxable property within the District as follows:

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 25th day of June 2026.

Maria Hinojos Pressey, Board President

Attest:

Kirra Pressey, Clerk of the Board

General Fund	
General Manager	\$ 1,087,216
Deputy General Manager	4,165,928
Finance	2,760,420
Communications	2,511,563
Operations	34,620,418
Planning & Development	1,162,023
Safety & Security	3,328,344
Unallocated - General Administration	2,739,580
Transfers	13,069,333
Contingency	1,500,000
Capital Projects Fund	
Deputy General Manager	\$ 14,155,731
Operations	8,221,547
Planning & Development	1,401,338
Safety & Security	1,830,400
Transportation Programs Fund	
General Manager	\$ 2,512,042
Communications	108,692
Operations	11,078,500
Planning & Development	765,656
Total Appropriations, All Funds	\$ 107,018,731
Total Unappropriated & Reserve Amounts, All Funds	\$ 37,224,113
Total Adopted Budget	\$ 144,242,844

Approved Budget

Salem Area Mass Transit District

Fiscal Year
2026-2027



Table of Contents

Salem Area Mass Transit District Overview.....	3	General Fund.....	49
Organizational Chart.....	4	Transportation Programs Fund	53
About Salem Area Mass Transit District	5	Capital Projects Fund	57
History	8	Resolution Approving FY2026 - 2027 Budget	61
Strategic Goals & Strategies.....	11	Revenue & Expenditures All Funds.....	62
GFOA Certificate of Achievement for Excellence in Financial Reporting	16	Personnel Services.....	65
Customer Satisfaction & Community Value Surveys	17	General Fund.....	77
Budget Committee	19	Transportation Programs Fund	112
Guidelines & Process	20	Capital Projects Fund	123
Roster.....	24	Capital Investment Plan.....	131
Agenda.....	25	Additional Information	155
Minutes.....	28	Links	156
Budget Message.....	32	Glossary	157
Financial Summary.....	38	Acronyms.....	161
Total Resources, Requirements, & Reserves	39	Budget Calendar FY2026 - 2027.....	162
		Notice of Budget Committee Meeting & Affidavit of Publication	163

Salem Area Mass Transit District Overview

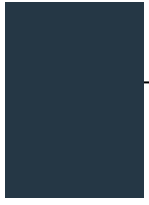


Organizational Chart

Board of Directors



Maria Hinojos Pressey
President
Subdistrict 4



Vacant
Director
Subdistrict 1



Ramiro Navarro Jr.
Director
Subdistrict 2



Sadie Carney
Treasurer
Subdistrict 3



Ian Davidson
Vice-President
Subdistrict 5



Sara Duncan
Secretary
Subdistrict 6



Bill Holmstrom
Director
Subdistrict 7



Allan Pollock
General Manager

- Strategic Initiatives
- Government Relations



David Trimble
Deputy General Manager

- Project & Grant Writing Administration
- Procurement/Contracts
- IT Operations



Vacant
Chief Financial Officer

- Accounting
- Grant Administration
- Financial Services
- Human Resources
- Reception



Jaél Rose
Chief Business Development Officer

- Marketing & Communications
- Customer Service
- Travel Training
- Transit Hosts



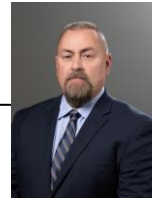
Tom Dietz
Chief Operations Officer

- Transportation
- Vehicle Maintenance
- Facilities Maintenance
- Contracted Services
- Cherrlots Call Center
- ADA Eligibility



Shofi Ull Azum
Chief Planning & Development Officer

- Service Planning
- Major Capital Projects
- Commuter Options
- Microtransit
- Micromobility



Cliff Carpentier
Chief Safety Officer

- Security & Emergency Management
- Safety
- Risk Management
- Training Coordinator

About Salem Area Mass Transit District

The Salem Area Mass Transit District (“District”), known as Cherriots, was established by Oregon Legislature in 1979 to provide public transit services to Salem, Keizer, and surrounding areas. The District offers services to more than 354,000 residents across 86 square miles in Marion and Polk counties with fixed-route bus service. Additionally, Cherriots Vanpool Program is available to residents throughout Marion, Polk, and Yamhill counties (approximately 550,000 residents).

The District is governed by a seven-member Board of Directors (“Board”) appointed by the Governor of Oregon. Each member represents one of seven geographic subdistricts within the service area and must reside in the subdistrict they represent. The Board sets organizational policy and direction, adopts the annual budget, and appoints the General Manager. The General Manager oversees day-to-day operations through an executive leadership team and departmental structure responsible for delivering safe, reliable, and equitable transit service.

The District’s operations are primarily funded through local property taxes. Other revenue sources include passenger fares, and federal, state, and local grants.

Service & Community Impact

The District provided 3.6 million passenger trips in FY2025, demonstrating its critical role in connecting the community to jobs, education, healthcare, and essential services.

The District’s vision extends beyond transportation, supporting regional mobility, economic opportunity, and environmental sustainability. Through the use of Battery Electric Buses (“BEBs”), the District avoided 105,709 pounds of greenhouse gas emissions in FY2025, equivalent to removing over 9,893 car trips from the road.

The District creates meaningful community connections by providing a range of services that expand access and mobility for those who might otherwise face transportation barriers.

Cherriots Local



Cherriots Local provides safe, reliable, and accessible service within the Salem-Keizer Urban Growth Boundary, operating seven days a week with well-maintained vehicles designed to support rider comfort and accessibility.

Cherriots Regional



Cherriots Regional provides connections throughout the region, linking 17 communities to key destinations and transit centers, with service operating Monday through Saturday on most routes. Service connecting Salem and Woodburn also operates on Sundays.

Cherriots Lift



Cherriots LIFT provides origin-to-destination transportation for individuals with a disability that prevents them from using fixed-route services, with service available seven days a week.

Cherriots Shop & Ride



Cherriots Shop & Ride is a Dial-a-Ride service that provides origin-to-destination transportation within the Salem-Keizer Urban Growth Boundary for seniors 60 and over and individuals with a disability. Service is available Monday through Friday, and no application is required.

Commuter Options

Cherriots provides a range of transportation options to support diverse commuting needs, including partnerships with employers and organizations to offer transit pass programs, as well as carpool and vanpool services, emergency ride home programs, and resources that encourage bicycling and walking.

Travel Training

Since 2006, the District's Travel Training program has promoted safe, independent travel for all riders, with a focus on seniors and individuals with disabilities. The program is free and available to anyone who needs assistance learning how to ride Cherriots Local and Cherriots Regional services.

Regional Partnerships

In addition to our core transit services, the District connects with regional transit providers and services to expand travel options beyond the Salem-Keizer area, linking riders to surrounding communities, key destinations, and additional transit networks throughout the region.

Mobility Information for Riders

To further support rider experience and accessibility, the District offers a range of tools and technologies including electronic fare payment, real-time bus tracking, interactive maps, service alerts, and text message updates for upcoming departures.

Rider Support

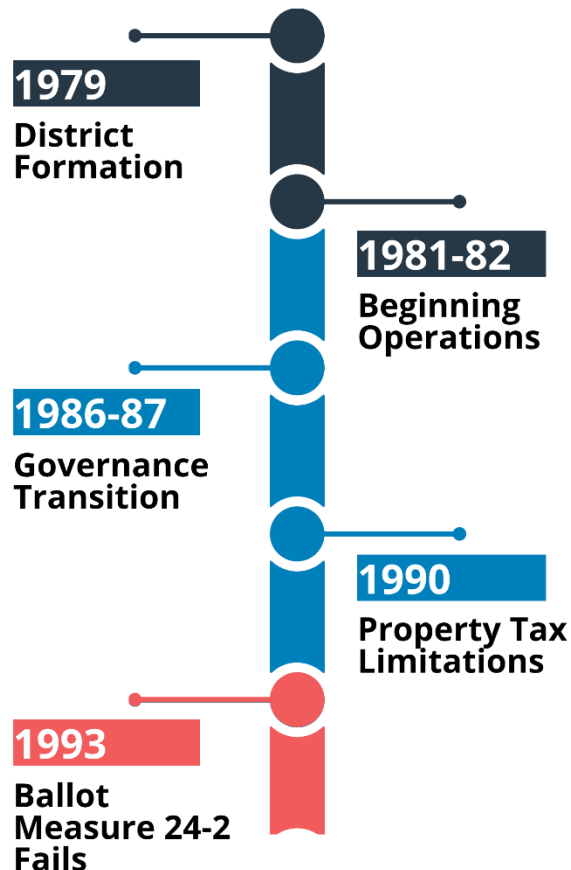
- Customer Service: 503-588-2877; info@cherriots.org
- [Rider Guide](#)

Social Media

- facebook.com/cherriots/
- instagram.com/cherriots/
- x.com/Cherriots
- LinkedIn.com/company/cherriots

History

Since its formation in 1979, the District has evolved through legislative changes, voter-approved and defeated ballot measures, economic constraints, and strategic service investments. The following timeline outlines key structural, financial, and service milestones that shaped the District's development.



District Formation (1979):

- SB 462 passes, authorizing creation of transit districts (ORS Chapter 267).
- November 6: Voters approve creation of the District by a 3:1 margin.
- Initial governance structure includes a nine-member Board (five elected; four appointed by Salem City Council and Marion/Polk Counties).

Beginning Operations (1981-82):

- February 1981: Voters approve the first operating levy.
- July 1, 1981: District contracts with the City of Salem to operate bus service.
- July 1, 1982: District assumes direct operation of the system and retains the name "Cherriots."

Governance Transition (1986-87):

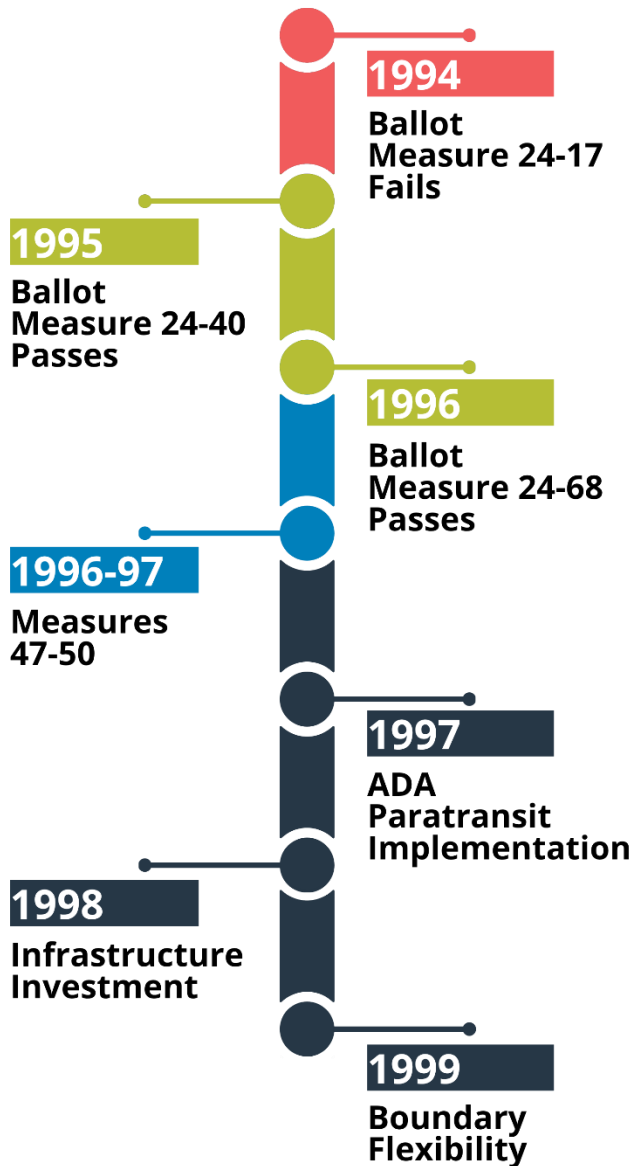
- Legislation amends ORS Chapter 267 requiring all Board members to be elected.
- District redistricted from five to seven subdistricts.
- July 1, 1987: Seven-member fully elected Board takes office.

Property Tax Limitations (1990):

- Measure 5 significantly reduces property tax revenues and state matching funds.
- District uses capital reserves to maintain operations and avoid service cuts.

Ballot Measure 24-2 (1993):

- Proposes employer payroll tax (up to 0.6%) to maintain service and develop night and weekend service.
- Measure fails by more than 2:1.
- **Impact:** Night and weekend service expansion delayed.



Ballot Measure 24-17 (1994):

- Proposes \$1.5 million property tax base increase to maintain existing service levels.
- Measure fails (44% approval).
- **Impact:** Downtown free fare zone eliminated; fares increased; service reductions implemented; and capital funds continue to support operations.

Ballot Measure 24-40 (1995):

- Proposes one-year \$1.5 million levy to maintain operations.
- Measure passes (57% approval).
- **Impact:** Stabilizes operations and prevents deeper service reductions.

Ballot Measure 24-68 (1996):

- Proposes increase on property tax base from \$2.2M to \$5.9M.
- Measure passes (55% approval).
- **Impact:** Evening service implemented (first night service begins December 1996); corridor frequency improvements; funding support for ADA complementary paratransit; and formal adoption of Ten-Year Plan (long-range financial planning strategy).

Measures 47-50 (1996-97):

- Statewide Measures 47 and 50 further limit property tax revenue.
- District scales back planned expansions but avoids major service cuts due to Ten-Year Plan reserves.

ADA Paratransit Implementation (1997):

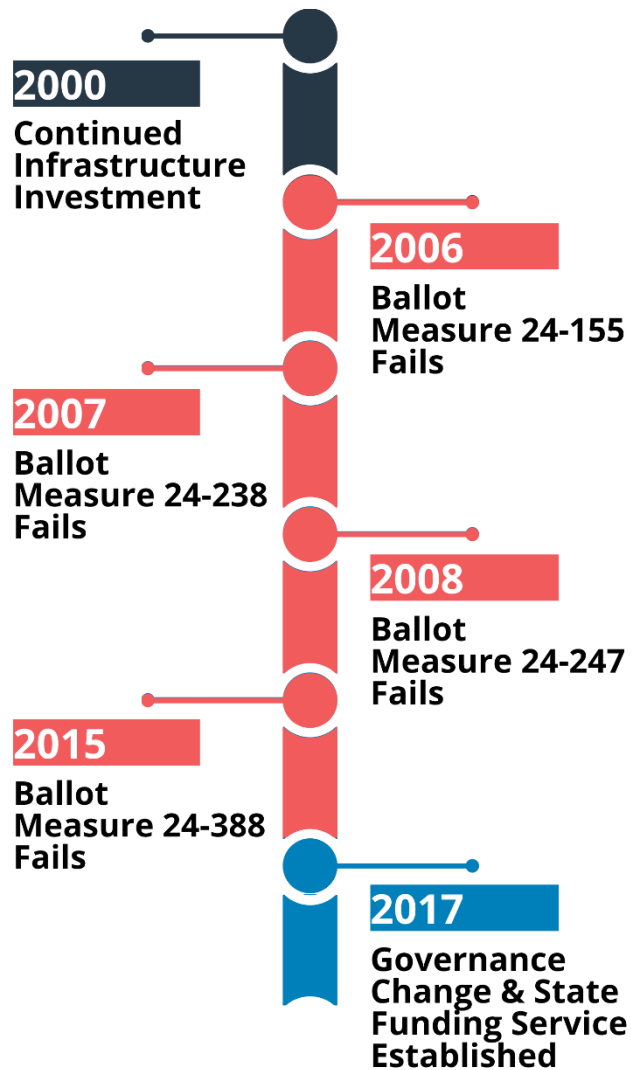
- District begins full ADA complementary paratransit service in compliance with federal law.

Infrastructure Investment (1998):

- Introduction of compressed natural gas (CNG) buses and fueling infrastructure.

Boundary Flexibility (1999):

- Senate Bill 655 allows District boundaries to conform with the Urban Growth Boundary as it changes.
- New routes and express park-and-ride service implemented.



Continued Infrastructure Investment (2000):

- Opening of Courthouse Square Transit Mall
- Consolidation of administrative and transit operations downtown.

Ballot Measure 24-155 (2006):

- Proposed a five-year local option property tax to maintain the current level of service.
- Failed under Oregon’s double-majority rule.
- **Impact:** Continued reliance on limited property tax revenues; constrained service growth.

Ballot Measure 24-238 (2007):

- Proposed a five-year local option property tax levy of \$0.60 per \$1,000 assessed value intended to sustain base service and fund improvements.
- Narrowly defeated.
- **Impact:** Reduced service levels through frequency reduction and delayed potential service enhancements and financial stabilization efforts.

Ballot Measure 24-247 (2008):

- Proposes Local Option Tax of \$0.49 per \$1,000.
- Defeated in Marion and Polk Counties.
- **Impact:** Service reductions included elimination of Saturday service, decreased weekly frequency, and shorter service spans. Expansion initiatives were deferred during a time of increasing community demand.

Ballot Measure 24-388 (2015):

- Proposed a payroll tax (~0.21% on business payroll) to fund service restoration and expansion, including evening and weekend service.
- Defeated by voters in the November 3, 2015 election.
- **Impact:** Delayed service restorations and expansion of evening and weekend service that depended on additional funding.

Governance Change & State Funding Service Established (2017):

- Senate Bill 1536 transitions the Board from elected members to Governor-appointed members, aligning governance with other Oregon mass transit districts.
- HB 2017 created the Statewide Transportation Improvement Fund (STIF), supported by a statewide 0.1% employee payroll tax.
- **Impact:** Restoration of Saturday service (2019) and Sunday service (2020), increased service frequency, and implementation of fare-free youth transit.

Strategic Goals & Strategies



Strategic Goals and Strategies

Vision, Mission, and Values

The District's Vision and Mission guide organizational direction and purpose. The vision statement describes the desired future state of the organization ("Where are we going?"), while the mission statement describes its fundamental purpose ("What do we do?"). Together, they articulate what success looks like for the District and serve as a source of inspiration and motivation for staff and stakeholders.

The District's values are the guiding principles that define the beliefs, behaviors, and norms that shape organizational culture and guide decision-making within the organization ("How we show up").



Community Value
The percentage of the community that sees value in the services Cherriots provides.

Customer Satisfaction
The Net Promotor Score provided by Cherriots customers.

Culture of Ownership
The percentage of Cherriots employees who feel engaged in their work at Cherriots.

Financial Sustainability
A focus on the health and long-term sustainability of Cherriots finances.

Success Outcomes

Measurable outcomes have been identified that define success for the District's customers, the Salem-Keizer community, and the workforce. These outcomes align with four core areas: Community Value, Customer Satisfaction, Culture of Ownership, and Financial Sustainability. Each year, District leadership uses feedback from the Community Value Survey, Customer Satisfaction Survey, and the Employee Engagement Survey to establish goals within each core area that guide strategic and operational priorities. Goals reflect the efforts needed to meet the success outcomes and are reported on quarterly.

FY2027 Organizational Goals

Community Value

- **Comprehensive Operational Analysis Recommendations**



Strategies

- Develop a draft service change plan based on COA recommendations to be taken to the public, the Board, and community stakeholders for outreach and input.
- Finalize the service change plan, and if necessary, complete the Title VI and public engagement processes required prior to major service changes.
- Prepare service change implementation package and begin implementing recommendation(s) as appropriate.

- **Community and Civic Engagement**

Strategies

- Evaluate formal civic and community engagement cadence: identify our key civic, business, and community partners, setting a realistic cadence for staying in touch with them, clarifying who owns those relationships internally.
- Launch a standing civic and business briefing series: host regular briefings for civic, business, and community leaders, using a consistent format so the message is clear and efficient, making this a normal part of how we communicate, not a one-off.
- Build board-visible engagement reporting: track who we're engaging with and why, summarize activities in a clear, simple way, regularly share information so leadership can see patterns, progress, and gaps.
- Integrate local business promotion with the District: engage downtown and local businesses through targeted promotional partnerships by leveraging the District fare media (or the like) to highlight discounts and offers, creating direct economic value for local businesses, partnering with commute options, while encouraging transit use and strengthening community relationships. This would be a pilot program laying the groundwork for potential future expansion.

Customer Satisfaction

- **Vehicle Technology Roadmap**

Strategies

- Catalog all technology devices on District vehicles.
- Identify redundancies or overlaps.
- Create a plan to reduce redundancies.
- Create a plan for adding and/or removing technology on District vehicles.



- **Bus Stop Accessibility**

Strategies

- Bus stop improvement prioritization of core network routes and phased approach for implementation.

- Pilot real-time arrival signage and solar powered lights at the 10-15 most impactful locations.
- Prepare a 5-year Bus Stop Accessibility Improvement Plan to be regularly updated and reported on.

Culture of Ownership

• National Incident Management System and Incident Command System

Strategies

- Identify training requirements by position/duty.
- Determine appropriate training modalities aligned with the specific training needs.
- Evaluate time and resource commitment to deploy training organization-wide with ongoing costs.
- Develop training process for ongoing and onboarding training.
- Deploy training.



• Strategic Values

Strategies

- Implement a values-based committee structure: propose a values-based overall committee, setting clear standards for participation (good standing, modeling District expectations), making sure committees align to District priorities and values.
- Build and launch an internal communications plan. Build a cross-divisional project team to help shape the plan; Defining what gets communicated, when, how, and by whom; Roll out a clear internal communications framework the District can rely on.
- Reinvent “The Pulse” as a two-way internal periodical. Share updates in a clearer, more engaging way, creating space for employee input, feedback, District wins, employee spotlights, new hires, anniversaries, safety messages, Committee highlights, District events, and department highlights; Using it as a regular touchpoint to reinforce priorities and values; including a new way to provide internal kudos that reflect Core Values.

• Tyler Munis (MARTI) ERP Implementation

Strategies

- Establish a change-management team to ensure employees are trained early on all functions of the system.
- Establish a cross-functional oversight team to develop a plan to manage the project and implementation plan.
- Analyze workflows and determine new procedures and business functions in the new system.
- Empower the project team to ensure that end users have the ongoing support they need through a reporting process.

Financial Sustainability

• Transit Asset Management Roadmap

Strategies

- Prioritize items and/or areas in need of repair or replacement.
- Evaluate budgetary impact and develop financial strategy.



- Seek potential funding sources for repairs and/or replacements.
- Finalize a completion timeline for each item identified.

- **Fiscal Policies**

- **Strategies**

- Collect fiscal policies from transit partners through APTA and WSTA.
 - Guide the Policy Standardization Team and format policies for GM and Board approval.
 - Update all internal financial policies regarding purchasing and approval limits.
 - In cooperation with ELT, develop a compensation strategy for implementation.

GFOA Certificate of Achievement for Excellence in Financial Reporting



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**Salem Area Mass Transit
Oregon**

For its Annual Comprehensive
Financial Report
For the Fiscal Year Ended

June 30, 2024

Christopher P. Morrill

Executive Director/CEO

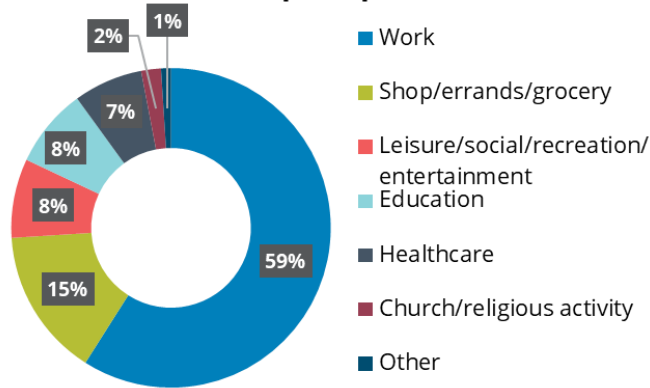
The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the District for its Annual Comprehensive Financial Report for Fiscal Year 2024. This marks the District's 13th consecutive year receiving this recognition.

The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting, and its attainment represents a significant accomplishment by the District.

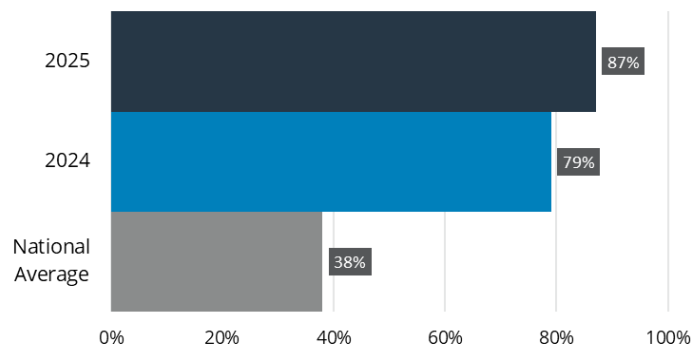
This award is valid for a period of one year only. The District believes its subsequent Annual Comprehensive Financial Reports will continue to conform to program requirements and will submit future reports to the GFOA to determine eligibility for continued recognition.

Customer Satisfaction & Community Value Surveys

Trip Purpose

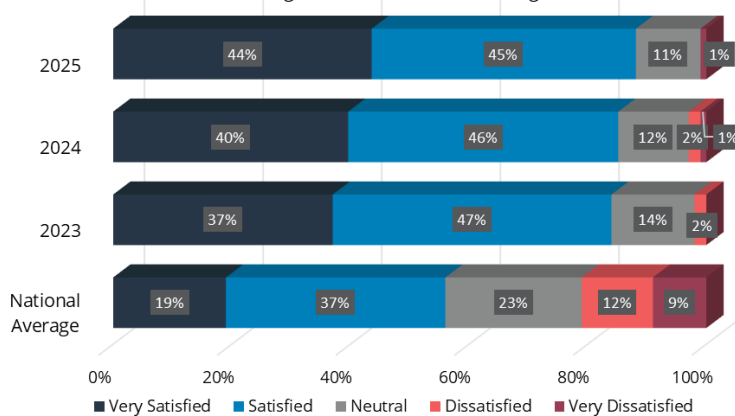


Bus Cleanliness Score



Cherriots Overall Satisfaction

33% Higher than the National Average



2025 Customer Satisfaction Survey Results

Demographic Breakdown

District riders represent a diverse population across Marion and Polk Counties.

- **Gender Identity:** 54% identified as male, 43% as female, and 3% as another gender identity.
- **Age Distribution:** 45% were under age 30; 23% were ages 30–39; 18% were ages 40–49; 12% were ages 50–65; and 7% were age 65 and older.
- **Race/Ethnicity:** 77% identified as White; 25% as Hispanic or Latino/a/x; 8% as American Indian or Alaska Native; 6% as Black or African American; 3% as Native Hawaiian or Other Pacific Islander; 2% as Asian or Asian Indian; and 1% as another race or ethnicity.

Key Findings

Ridership & Usage

- More than half of bus customers ride at least five days per week.
- 59% of customers ride the bus to get to work, making it the top trip purpose.

Satisfaction & Support

- 85% of bus customers and 65% of LIFT customers support increased funding for the District.
- Bus service overall satisfaction is 33% higher than the national average.

Performance Metrics

- The District’s bus service Net Promoter Score is 81 points above the national average.
- The District’s LIFT Net Promoter Score is 32 points above the national average.

2025 Community Value Survey Results

Key Findings

Awareness & Usage

- 98% of Salem-area residents are aware of Cherriots.
- 34% of respondents are current customers, 36% have never used the service, and 31% are former riders – most stopped after gaining access to a car.

Community Value

- 76% of the community believes the District is a valuable part of the community, and 46% find personal value in it.

Mobility & Accessibility

- 85% of respondents agree the District provides transportation options for people with special mobility needs, exceeding the national average.
- The District also exceeds national averages in providing access to important destinations.

Economic & Quality of Life Impact

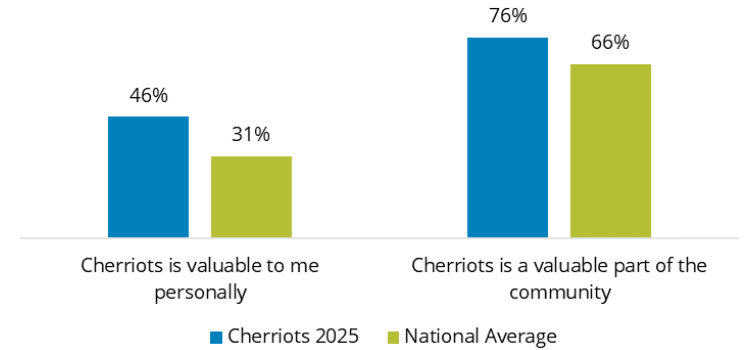
- 72% agree the District helps provide job opportunities in the region, and 68% believe it improves overall quality of life - both above the national average.

Environmental & System Benefits

- 63% agree the District reduces pollution and supports the environment.
- 61% agree it reduces traffic congestion.
- 55% agree it makes road safety for all users.

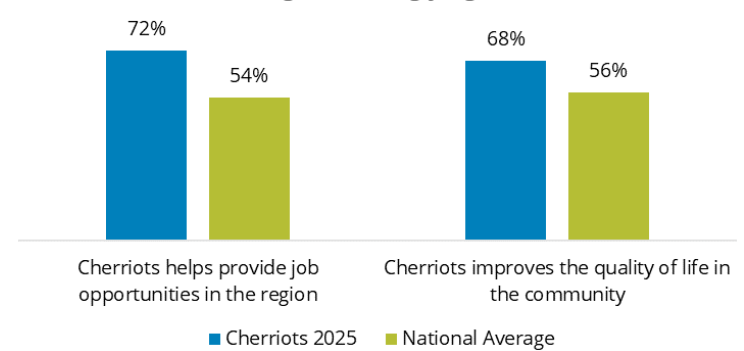
Community and Personal Value

% Agree/Strongly Agree



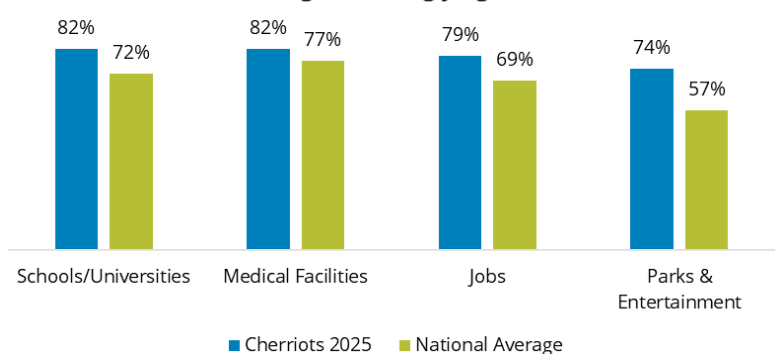
Employment and Quality of Life

% Agree/Strongly Agree



Access to Important Destinations

% Agree/Strongly Agree



Budget Committee



Guidelines & Process

This section outlines the policies, legal requirements, and process that guide the development, review, and adoption of the District’s annual budget. The process is designed to ensure transparency, fiscal responsibility, and meaningful public participation in accordance with Oregon Local Budget Law (ORS Chapter 294).

Committee Guidelines

Prior to the Budget Committee meeting, members may receive general information to support their understanding of the District and its budget; however, deliberation on the Proposed Budget is reserved for public meetings.

Members May:



- Receive information on the District
- Receive information on the budget document
- Discuss current or prior year budgets

Members May Not:



- Discuss revenue estimates
- Discuss proposed expenditures
- Discuss whether to fund a program or activity

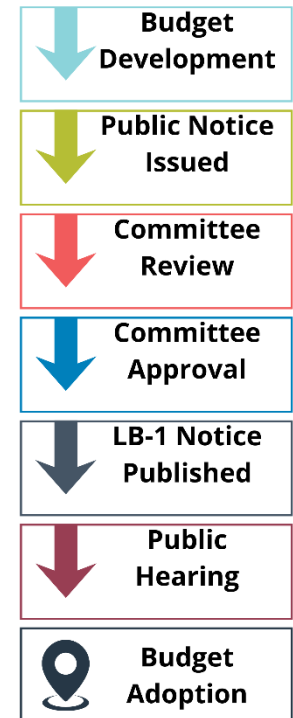
The Budget Process

The District prepares and adopts an annual balanced budget in accordance with Oregon Local Budget Law (ORS Chapter 294). The process begins each fall, approximately nine months prior to the start of the fiscal year, and provides a structured framework to plan, allocate, and manage financial resources in alignment with strategic priorities.

In May, the Proposed Budget is presented to the Budget Committee, consisting of the District’s Board and appointed community members in accordance with ORS 294.414. A public notice of the Budget Committee meeting is published, and the Proposed Budget is made available for public review as required under ORS 294.438.

The Budget Committee reviews the Proposed Budget, receives public testimony, and may recommend revisions before approving the budget.

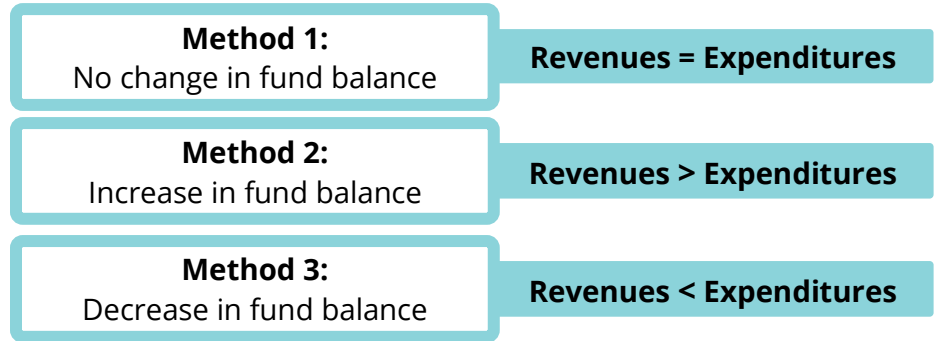
Following Budget Committee approval, the District publishes the LB-1 Notice of Budget Hearing and makes the approved budget available for public review. The Board then holds a public hearing to receive public comment prior to considering final adoption of the budget, typically in June.



Oregon Local Budget Law establishes standard procedures for preparing and administering budgets and ensures community participation throughout the process.

Balanced Budget

The budget is considered balanced when Total District-Wide Financial Resources equals Total District-Wide Financial Requirements. Resources include the beginning fund balance, which can be used to supplement revenues or increased when annual revenues exceed annual expenses. There are three methods to achieve a balanced budget:



Budget Policies

The following policies and regulatory frameworks guide the District’s budget development and adoption:

- Oregon Local Budget Law (ORS Chapter 294): Establishes requirements for balanced budgets, public notice, public hearings, and formal adoption.
- Strategic Plan and Work Plan: Define organizational success outcomes, goals, and strategies that guide funding priorities.
- Long Range Financial Plan: Supports long-term financial planning and sustainability.

These policies collectively ensure the budget complies with legal requirements, reflects the District’s mission, and supports long-term fiscal health.

Overview of the District’s Financial Structure

The District’s financial structure is designed to ensure transparency, accountability, and alignment of resources with service priorities.

Revenue Classification

Revenues are classified as either unrestricted or restricted:

Unrestricted Revenues

May be used for operations, preventive maintenance, administration, and other District programs and activities. Examples include property taxes, Oregon State in-lieu of payroll taxes, and general fund revenue.

Restricted Revenues

Must be used for the specific program or project for which they are intended.

Funds

The District maintains three funds:

General Fund

The primary operating fund, which includes all transactions not accounted for in another fund.

Transportation Programs Fund

Used to segregate special transportation programs, including Cherriots Regional, Cherriots LIFT, and Cherriots Shop & Ride.

Capital Projects Fund

Used to record revenues and expenditures relating to engineering, construction, facility improvements, purchases of rolling stock, or other major capital acquisitions.

Oregon Local Budget Law Requirements

Development and adoption of the budget is a comprehensive, multi-month process that incorporates public input, accessibility considerations, safety priorities, and long-term planning. Key requirements include:

- **Budget Officer (ORS 294.331):** The District's Budget and Grants Manager is responsible for preparing and publishing the Proposed Budget under the direction of the General Manager, who serves as the District's Budget Officer.
- **Budget Committee (ORS 294.414):** The Budget Committee consists of the Board and appointed community members. The Committee reviews the Proposed Budget, receives public testimony, and approves the budget, with authority to recommend revisions.
- **Budget Notice & Availability (ORS 294.438):** Public notice of Budget Committee meetings is published, and the proposed and approved budgets are made available for public review to ensure transparency and participation.
- **Budget Committee Meetings and Approval (ORS 294.426 & 294.428):** The Budget Committee meets to review the Proposed Budget, beginning with the budget message outlining key fiscal priorities. The Proposed Budget becomes a public record upon release. The Budget Committee may revise and approve the budget following consideration of public input.
- **Budget Hearing (ORS 294.456):** The Board holds a public hearing to receive public comment prior to adoption of the budget.
- **Budget Adoption (ORS 294.456):** The Board adopts the final budget before the start of the fiscal year on July 1. Changes between Budget Committee approval and adoption are limited and may include updated revenue estimates or technical adjustments.
- **Budget Amendments (ORS 294.463):** After adoption, appropriations may be modified by Board resolution. Changes that increase expenditures in a fund by more than 10 percent require a supplemental budget and public hearing.

The District maintains budget and financial documents on its website (cherriots.org) including Adopted Budgets, Annual Comprehensive Financial reports, and the Strategic Plan.

Public Involvement

Public participation is a fundamental component of the budget process. The District engages the community through public meetings, Board meetings, surveys, and direct testimony to the Budget Committee.

How Community Priorities Are Considered

Community priorities are identified through a combination of qualitative and quantitative methods. These inputs help inform decisions related to service levels, safety, accessibility, and financial sustainability.

The District conducts annual Customer Satisfaction and Community Value surveys to gather input from riders and residents. Public testimony provides additional context on how budget decisions impact the community and supports informed decision-making.

Preparing the Budget

The budget is developed through a coordinated, District-wide effort involving the following roles:

- **Budget & Grants Manager:** Oversees development of the annual budget and ensures alignment with financial policies and long-term objectives under the direction of the General Manager.
- **Finance Division:** Coordinates the budget process, develops timelines and guidance, provides training and technical support, reviews submissions, prepares budget documents, and ensures compliance with legal and policy requirements.
- **Senior and Executive Leadership:** Develops and reviews division budgets, identifies and justifies changes, evaluates trade-offs, and ensures alignment with organizational priorities and available resources.
- **General Manager (Budget Officer):** Reviews proposed operating and capital budgets and makes final internal decisions prior to Board consideration, ensuring alignment with strategic priorities and long-term sustainability.
- **Budget Committee:** Reviews the Proposed Budget in detail, receives public testimony, and advances an approved budget for Board consideration.
- **Board of Directors:** Provides governance oversight by setting direction, ensuring accountability, and confirming the budget aligns with District priorities; holds a public hearing, evaluates policy implications, and formally adopts the budget.

Roster

Subdistrict:	Board Member:	Community Member:
1	Vacant Term Expires 6/30/2027	Nick Fortey Appointed 12/17/2020, Expires 6/30/2028
2	Ramiro Navarro Jr. Term Expires 6/30/2029	Andrew Hickey Appointed 12/17/2020, Expires 6/30/2027
3	Sadie Carney Term Expires 6/30/2027	Kathy Lincoln Appointed 10/23/2025, Expires 6/30/2028
4	Maria Hinojos Pressey Term Expires 6/30/2029	Marie Greene Appointed 3/23/2023, Expires 6/30/2027
5	Ian Davidson Term Expires 6/30/2027	Carl F. Garner Appointed 10/23/2025, Expires 6/30/2028
6	Sara Duncan Term Expires 6/30/2029	Ashley Carson Appointed 10/26/2023, Expires 6/30/2026
7	Bill Holmstrom Term Expires 6/30/2027	Sheronne Blasi Appointed 10/26/2023, Expires 6/30/2026

Budget Officer

Allan Pollock, General Manager / CEO
Email: allan.pollock@cherriotics.org

Salem Area Mass Transit District Agenda

Tuesday, May 5, 2026 at 5:30 p.m.

Members: Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, Ian Davidson, Sara Duncan, Bill Holmstrom, Nick Fortey, Andrew Hickey, Kathy Lincoln, Marie Greene, Carl F. Garner, Ashley Carson, Sheronne Blasi

Available meeting formats:

- **In Person (Directors, Members, & Staff Only):** Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Zoom Gov:**
 - [Join the Budget Committee Meeting Virtually](#)
 - Meeting ID: 161 445 3788
 - Passcode: 057853
 - Phone: (669) 254-5252

Public Comment: The public may provide comments on budget-related matters during the meeting. Public comment is limited to three minutes per speaker.

Comments can be submitted:

- Via ZoomGov: Email clerkoftheboard@cherriots.org to sign up.
- By email: Board@cherriots.org
- By mail: Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Written comments and signups must be received by 5:00 P.M. on May 4, 2026.

Closed Captioning (CC): Live closed captioning is available through ZoomGov.

Alternative Formats: Individuals who need meeting materials in alternative formats, sign language interpretation, translation, or other auxiliary aids or services are encouraged to contact the Clerk of the Board at (503) 588-2424 or clerkoftheboard@cherriots.org or TTY 711 (Oregon Relay Service), at least 48 hours in advance of the meeting.

Electronic Copies: [Download Board Meeting Agenda Packet.](#)

Email Distribution List: Email clerkoftheboard@cherriots.org to join the District's public meeting distribution list.

Formatos de reunión disponibles:

- **En persona:** Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Zoom Gov:**
 - **Participa en la reunión de la Comisión de Presupuestos de forma virtual**
 - ID de la reunión: 161 445 3788
 - Contraseña: 057853
 - Teléfono: (669) 254-5252

Comentarios del público: El público puede realizar comentarios sobre asuntos relacionados con el presupuesto durante la reunión. Los comentarios del público están limitados a tres minutos por persona.

Los comentarios pueden enviarse:

- A través de ZoomGov: envíe un correo electrónico a clerkoftheboard@cherrriots.org para inscribirse.
- Por correo electrónico: Board@cherrriots.org.
- Por correo postal: A la atención de: Junta Directiva del Distrito, 555 Court St. NE, Suite 5230, Salem, OR 97301

Los comentarios por escrito y las inscripciones deben recibirse antes de las 5:00 p. m. del 4 de mayo de 2026.

Subtítulos ocultos (CC): Hay subtítulos ocultos en directo disponibles a través de ZoomGov.

Formatos alternativos: Se recomienda a las personas que necesiten materiales de la reunión en formatos alternativos, interpretación en lengua de signos, traducción u otras ayudas o servicios auxiliares que se pongan en contacto con el secretario de la Junta en el (503) 588-2424 o en clerkoftheboard@cherrriots.org o TTY 711 (Servicio de Retransmisión de Oregón), al menos 48 horas antes de la reunión.

Copias electrónicas: **Descargue el paquete de la agenda de la reunión de la Junta.**

Lista de distribución por correo electrónico: Envíe un correo electrónico a clerkoftheboard@cherrriots.org para unirse a la lista de distribución de reuniones públicas del Distrito.

Agenda

- 1. Call to Order**
 - A. Note of Attendance for a Quorum
 - B. Safety Minute
 - C. Announcements | Changes to Agenda
- 2. Election of Officers**
 - A. Chair
 - B. Vice-Chair
- 3. Public Comment**
- 4. Budget Message**
- 5. Discussion of the Proposed FY2027 Budget**
 - A. General Fund
 - B. Transportation Programs Fund
 - C. Capital Projects Fund
- 6. Action Item**
 - A. Approve Minutes
 - i. May 6, 2025 Budget Committee Meeting
 - B. Approve the Proposed Budget for the 2026-2027 fiscal year in the amount of \$144,242,844 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**

Next meeting: May 7, 2026, 5:30 p.m. (If Needed)

Salem Area Mass Transit District

Minutes

Tuesday, May 6, 2025

Index of Board Actions

Action	Page
Elect Budget Committee Chair	2
Elect Budget Committee Vice-Chair	3
Approve May 7, 2024 Budget Committee Meeting Minutes	4
Approve the Proposed Budget for the 2025-26 Fiscal Year	4

Attendance

Budget Committee

- Chair Kathy Lincoln
- Vice-Chair Nick Fortey
- Ashley Carson Cottingham
- Bill Holmstrom
- Carl Garner
- Ian Davidson
- Joaquín Lara Midkiff
- Maria Hinojos Pressey
- Marie Greene
- Sadie Carney
- Sara Duncan

Staff

- Executive Leadership Team
- Senior Leadership Team
- PCA Department
- Bobbi Kidd, Strategic Initiatives Administrator
- Peggy Greene, Grants Administrator
- Ryan Dougherty, Assistant Transportation Manager

Absent

- Ramiro Navarro Jr.
- Andrew Hickey
- Sheronne Blasi

Meeting Information

1. Call to Order

A. Note of Attendance for a Quorum

Member Lincoln called the meeting to order at 5:31 p.m.

Attendance was noted and a quorum was present.

Members of the Budget Committee and District staff introduced themselves.

B. Safety Message

Karen Garcia, Security and Emergency Management Manager, provided a safety message on evacuation procedures for Courthouse Square.

C. Announcements & Changes to Agenda

None

2. Election of Officers

A. Chair

Member Davidson nominated Member Lincoln to serve as Chair of the Budget Committee. No other nominations were received.

Action

- Motion: I move to elect Kathy Lincoln as Budget Committee Chair.
- Motion by: Member Ian Davidson
- Second: Member Joaquín Lara Midkiff
- Vote: Aye: Ashley Carson Cottingham, Bill Holmstrom, Carl Garner, Ian Davidson, Joaquín Lara Midkiff, Kathy Lincoln, Maria Hinojos Pressey, Nick Fortey, Marie Greene, Sadie Carney, Sara Duncan
Nay: None
- Outcome: Motion passes unanimously 11-0

B. Vice-Chair

Chair Lincoln nominated Member Fortey to serve as Vice-Chair of the Budget Committee. No other nominations were received.

Action

- Motion: I move to elect Nick Fortey as Budget Committee Vice-Chair.
- Motion by: Member Kathy Lincoln
- Second: Member Joaquín Lara Midkiff
- Vote: Aye: Ashley Carson Cottingham, Bill Holmstrom, Carl Garner, Ian Davidson, Joaquín Lara Midkiff, Kathy Lincoln, Maria Hinojos Pressey, Nick Fortey, Marie Greene, Sadie Carney, Sara Duncan
Nay: None
- Outcome: Motion passes unanimously 11-0

3. Public Comment

None

4. Budget Message

Presenter: GM Pollock

Proposed Budget: Pg. 15-21

GM Pollock presented the FY2026 Proposed Budget, highlighting stable service levels, increased ridership, and continued use of reserves. He also updated the committee on the State Transportation Package and the proposed FY2026 projects and anticipated staffing changes. The District received high ratings in our Community Value and Customer Satisfaction scores. He went over the Strategic Plan and FY2026 Work Plan.

5. Discussion of the Proposed FY2026 Budget**A. Total Resources, Requirements, and Reserves**

Proposed Budget: Pg. 25-35

B. General Fund

Proposed Budget: Pg. 36-40

C. Transportation Programs Fund

Proposed Budget: Pg. 41-46

D. Capital Projects Fund

Proposed Budget: Pg. 47-51

Presenter: CFO LaRue

CFO LaRue outlined three methods by which the District can achieve a balanced budget. She presented District-wide revenues, resources, expenses, and requirements, and a breakdown of the Total Resources, Requirements and Reserves, General Fund, Transportation Programs Fund, and Capital Projects.

6. Action Items**A. Approve Minutes from May 7, 2024 Budget Committee Meeting.**

- Motion: I move to approve the May 7, 2024, Budget Committee Meeting Minutes.
- Motion by: Member Carl Garner
- Second: Member Sara Duncan
- Vote: Aye: Ashley Carson Cottingham, Bill Holmstrom, Carl Garner, Ian Davidson, Joaquín Lara Midkiff, Kathy Lincoln, Maria Hinojos Pressey, Nick Fortey, Marie Greene, Sadie Carney, Sara Duncan
Nay: None
- Outcome: Motion passes unanimously 11-0

B. Approve the Proposed Budget for the 2025-2026 fiscal year in the amount of \$154,668,019 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

- Motion: I move to approve the Proposed Budget for the 2025-2026 fiscal year in the amount of \$154,668,019 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.
- Motion by: Member Ashley Carson Cottingham
- Second: Member Maria Hinojos Pressey
- Vote: Aye: Ashley Carson Cottingham, Bill Holmstrom, Carl Garner, Ian Davidson, Joaquín Lara Midkiff, Kathy Lincoln, Maria Hinojos Pressey, Nick Fortey, Marie Greene, Sadie Carney, Sara Duncan
Nay: None
- Outcome: Motion passes unanimously 11-0

7. Other Business

None

8. Adjourn

Chair Lincoln adjourned the meeting at 7:18 p.m.

Respectfully Submitted

Budget Committee Chair

Budget Message



To: Salem Area Mass Transit District Budget Committee
From: Allan Pollock, General Manager
Date: May 5, 2026
Subject: Fiscal Year (FY) 2027 Budget Message

It is with mixed emotions that I present the FY2027 Proposed Budget for review and approval. The FY2027 budget is the 19th proposed budget, and final budget, I will submit during my tenure as General Manager.

The District's annual budget supports the FY2027 work plan that was developed in alignment of our strategic plan. It reflects the mission and focuses on four key success outcomes.

The budget outlines resources and requirements necessary for the District to maintain existing essential service levels, invest in our people, and improves the conditions of our assets that allows us to provide the District's services. The FY2027 budget does not include any new revenue sources. It was anticipated that this budget would include an increase in the Statewide Transportation Improvement Fund (STIF) as a result of a new state transportation package. However, even if the tax is approved by voters in May 2026, any new revenues would not be realized within the FY2027 fiscal year.

Additionally, a potential new revenue source in the form of an employer payroll tax was scheduled for implementation on January 1, 2026, with revenues arriving beginning this summer. Due to concerns raised by the business community, the Board has delayed implementation of the ordinance. A task force has been established to explore a compromise solution that would be both acceptable to the Board and supported by the business community. Those discussions are expected to conclude in early summer with a set of recommendations to the Board.

Before I discuss the FY2027 Proposed Budget, I will first share key highlights from the current fiscal year.

FY2026 in Review

From a financial perspective, the District was recognized nationally and at the state level for excellence. Every three years transit providers undergo a U.S. Department of Transportation (USDOT) Federal Transit Administration (FTA) review. This review assesses the District's compliance across 23 areas including management, financial practices, and program implementation. The District received no deficiencies or findings in any area. Nationally, fewer than 20% of agencies achieve this level of performance. This outstanding result was due to sustained, committed work to ensure the District operates in a professional manner in support of federal requirements.

In addition, the District also received an Oregon Department of Transportation (ODOT) compliance review this fiscal year. This is a similar process as the FTA but focused on state compliance in financial and management activities. The District received its second consecutive ODOT compliance review with no findings or deficiencies.

Additional District FY2026 highlights include:

- Implementation of the Million Mile Club for Transit Operators who have achieved one million miles of safe driving with no chargeable accidents. The District recognized 12 Transit Operators with this prestigious award. One Transit Operator was recognized for achieving two million miles of safe driving.
- Receipt of a \$3 million Federal Bus and Bus Facilities grant for the South Salem Transit Center.
- Delivery of 12 new battery electric buses that are slated to go into service in the next 30 to 45 days.
- Implementation of a new fare collection system to support both cash and electronic payments while improving data collection capabilities.
- Successful negotiation of a new three-year collective bargaining agreement.
- Completion of a Micromobility Feasibility Study and initiation of a Microtransit Feasibility Study.
- Implementation of a Transit Signal Priority project along Lancaster Drive.



The District continued to provide enhanced service, made possible by funding from the STIF. However, like many public agencies that rely on property tax revenue, the District continues to experience sustained inflationary pressures, with costs increasing at a rate that outpaces revenue growth. As projected in last year's budget message, the District has relied on reserves to balance recent budgets. This is largely attributable to the transfer of previously set-aside local match funds for capital projects. It is important to note that within the General Fund, which supports day-to-day operations, annual revenues continue to slightly exceed expenditures.

FY2027 Preview

The FY2027 Proposed Budget supports the programs and projects included in the FY2027 Strategic Work Plan. Measurable outcomes have been established to define success for the District's customers, the Salem-Keizer community, and the Cherriots workforce. These outcomes align with the four core areas: Community Value, Customer Satisfaction, Culture of Ownership, and Financial Sustainability. Each year, District leadership uses feedback from the Community Value Survey, Customer Satisfaction Survey, and the Employee Engagement Survey to establish goals within each core area that guide strategic and operational priorities. The complete work plan is incorporated into this budget document.

The primary focus in FY2027 is to maintain and strengthen existing service while advancing key capital and operational projects. No major service expansions are included in this budget. Potential service expansion was contingent on an increase in STIF revenue and/or the

implementation of the legislatively authorized employer payroll tax. As both remain uncertain, neither revenue source has been included in the FY2027 Proposed Budget.

As the Salem-Keizer community continues to grow, demand for increased service frequency, extended evening hours, and expanded weekend service continues to rise. However, the District’s primary local funding source, property tax revenue, does not grow at a pace sufficient to meet this demand.

At the same time, operating costs continue to increase. For FY2027, healthcare costs are projected to increase by 6.24%, alongside rising costs for fuel, materials, and contracted services. The District has and will continue to prioritize process improvements and cost efficiencies to support long-term financial sustainability. However, it is important to recognize that cost management alone will not close the structural gap between revenues and the cost of maintaining existing service levels.

After operating with surpluses in 11 of the past 12 years, the District has utilized reserves in recent fiscal years:

- **FY2024:** approximately \$1.7 million (2.8%)
- **FY2025:** approximately \$2.3 million (3.8%)
- **FY2026:** projected reserve utilization

This trend underscores the need for a sustainable long-term revenue solution.

While the District is reviewing all programs and projects to look for efficiencies, it is unrealistic to expect existing levels of service to be maintained in future years without an increase in current revenue streams or a new revenue stream. It was anticipated that the State transportation package would have included an increase in the STIF that would have covered anticipated cost increases.

The annual revenue hours budgeted for FY2027 include 1,094 unallocated hours reserved for unforeseen route maintenance. Additionally, all holiday service is budgeted to operate at Saturday service levels. The planned FY2027 revenue hours for Local and Regional are shown to the right.

Service Type	Revenue Hours - Local	Revenue Hours - Regional
Weekday	186,615	23,468
Saturday	18,464	2,283
Sunday	10,586	363
Holiday	2,585	0
Route Maintenance	1,094	0
Total	219,340	26,115

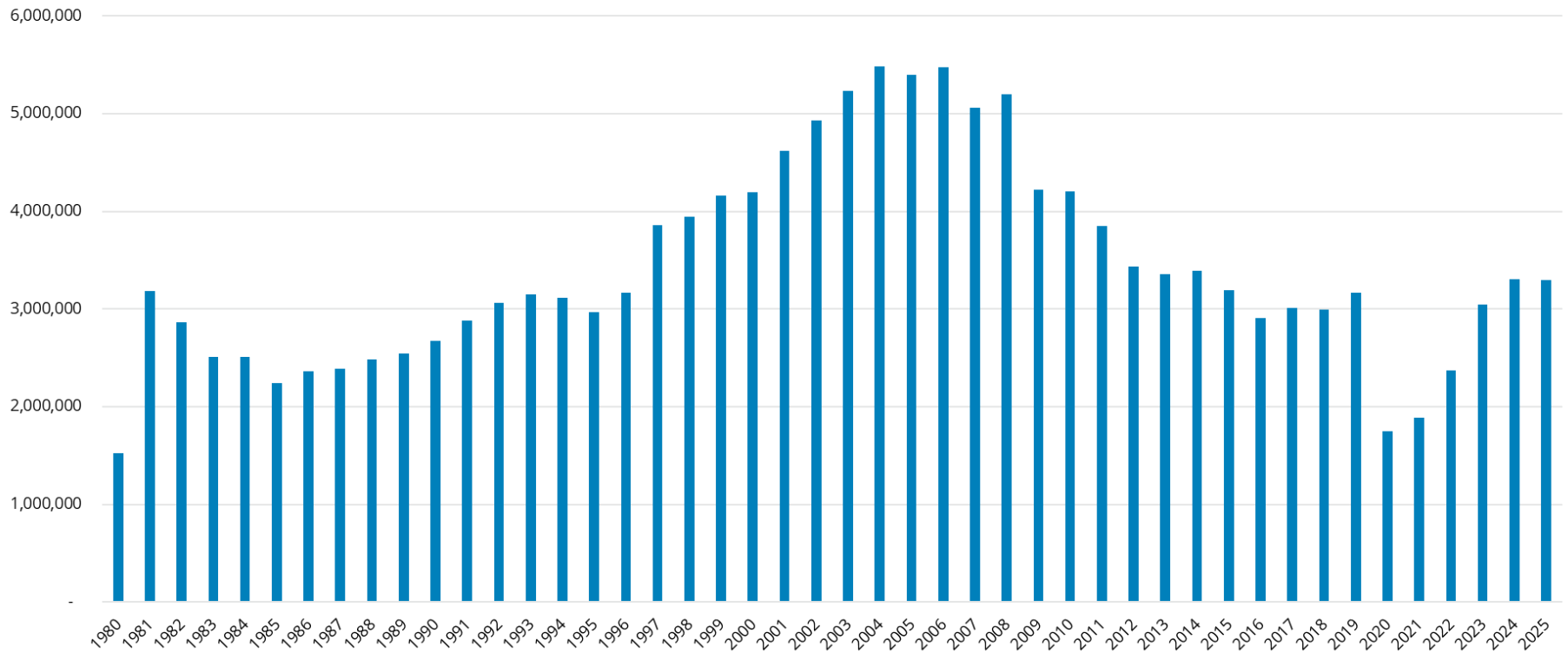
In FY2027 the District will complete its Comprehensive Operations Analysis that began in FY2026. This is an extremely important project as it will analyze service to evaluate how each route is performing. As a result, the District will be able to identify modifications to service to increase effectiveness and efficiency with limited resources. It will also identify unmet needs and provide recommendations for future service implementation.

Key projects in the FY2027 proposed budget include:

- South Salem Transit Center: Complete land acquisition and preliminary design and engineering, begin construction
- East Salem Transit Center: Site selection
- Microtransit Feasibility Study
- Full Deployment of the 12 New Battery Electric Buses
- Farebox Replacement
- Paratransit Vehicle Replacement
- Del Webb Maintenance Shop Roof Replacement
- Del Webb In-Ground Fuel Tank Replacement
- Security Camera System Upgrades
- Downtown Transit Center Mall Weight Analysis

Ridership

Following four consecutive years of significantly steady growth driven by service enhancements and changing travel patterns, ridership plateaued in calendar year 2025. Despite this plateau, the District has continued to exceed pre-pandemic ridership levels. This is not the norm for many in the transit industry who are still trying to recover ridership from the pandemic. In fact, ridership levels in 2024 and 2025 surpassed levels not seen since 2014. This sustained recovery reflects strong demand for transit service, even as resource constraints limit the District’s ability to expand service to meet that demand. Below is a graph of historical Cherriots Local ridership.



Personnel Services

To ensure service delivery and project management, the FY2027 Proposed Budget includes a net reduction of one FTE.

Additions:

- Chief Business Development Officer
- Marketing & Communications Manager
- Safety & Training Administrator

Deletions:

- Chief Employee & Labor Relations Officer
- Chief Communications Officer
- Operations Supervisor
- Customer Service Representative

These changes reflect organizational realignment to support strategic priorities while maintaining overall staffing levels.

The District successfully negotiated a new three-year collective bargaining agreement with the Amalgamated Transit Union securing a work agreement through June 30, 2028. This is important as this allows the District to forecast with greater predictability labor costs. The existing budget honors the provisions of the current contract and funds are set aside in the budget for compensation increases that includes a 3.5% cost of living allowance and up to a 2.5% merit increase for non-represented employees.

The District also completed a competitive procurement process for health insurance following an extraordinarily high premium increase proposal from our current provider. The District has secured an agreement with MODA Health for a similar package as our current medical plan that includes a premium increase of approximately 6.24%.

Conclusion

The FY2027 Proposed Budget identifies the resources and requirements to maintain existing service levels while advancing key operational and capital priorities.

While the District has made meaningful progress in improving efficiency and managing costs, these efforts alone will not eliminate the long-term gap between revenues and the cost of providing service. Without additional revenue, maintaining current service levels in future years will become increasingly challenging. Identifying and implementing sustainable revenue solutions at the local and/or state level remains essential.

I would like to thank the Board of Directors, Budget Committee Community Members, and the District staff for their continued commitment to serving this community. The District has accomplished much over the last several years and continued leadership and partnership will be critical to sustaining that momentum.

I recommend the Budget Committee approve the FY2027 Proposed Budget.

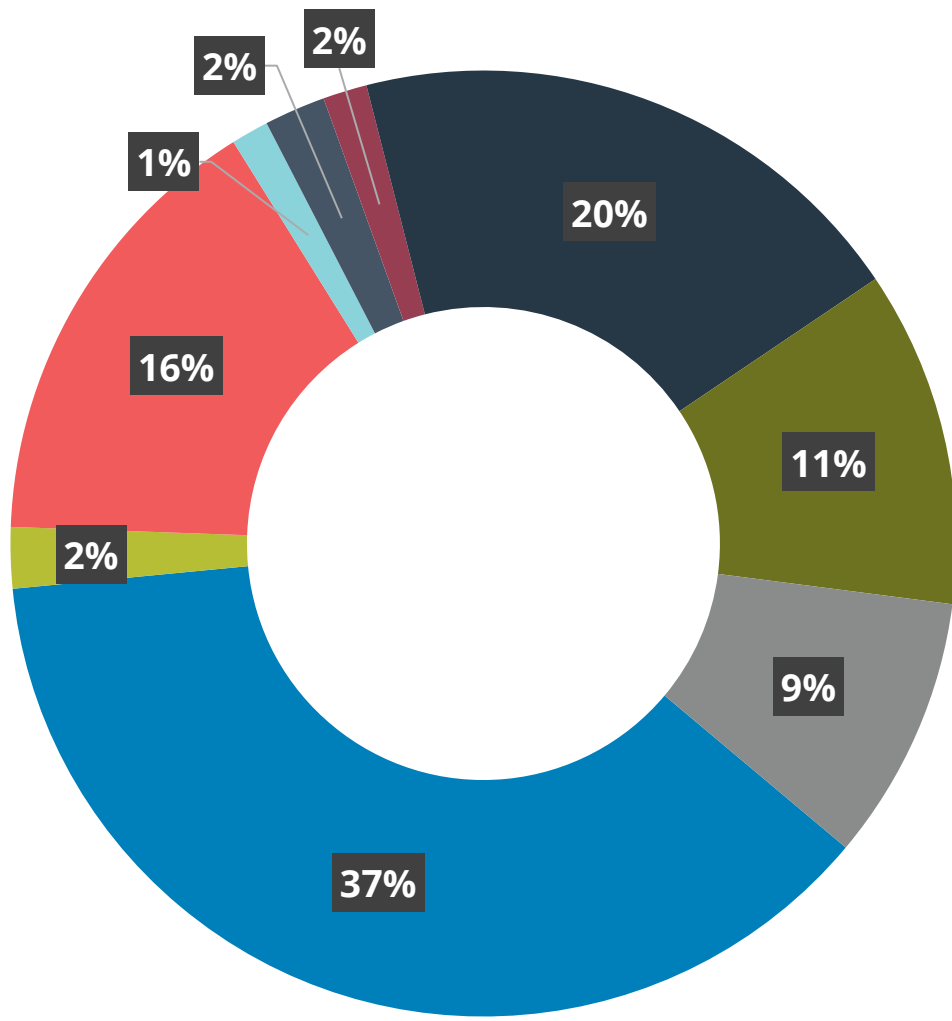
Financial Summary



Total Resources, Requirements, & Reserves

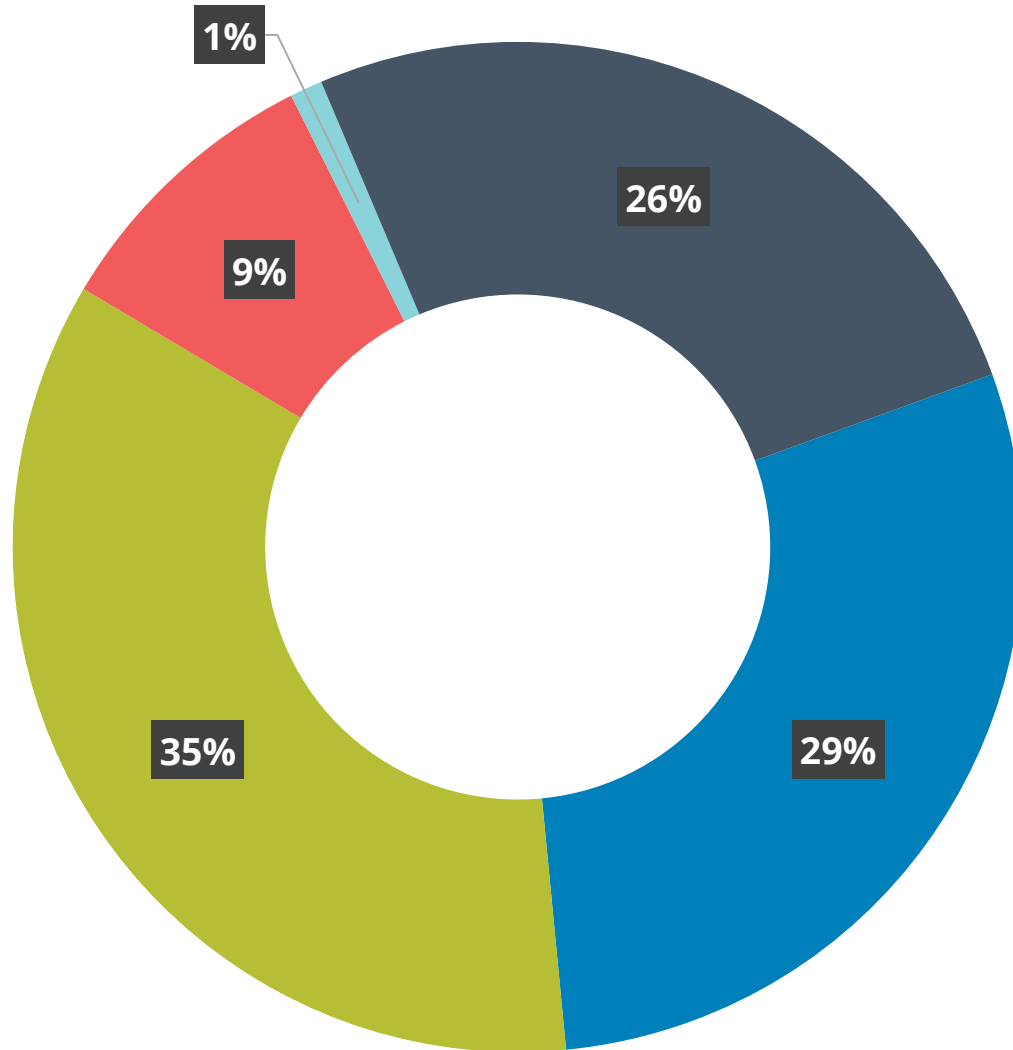


District-Wide Financial Resources \$144.2M



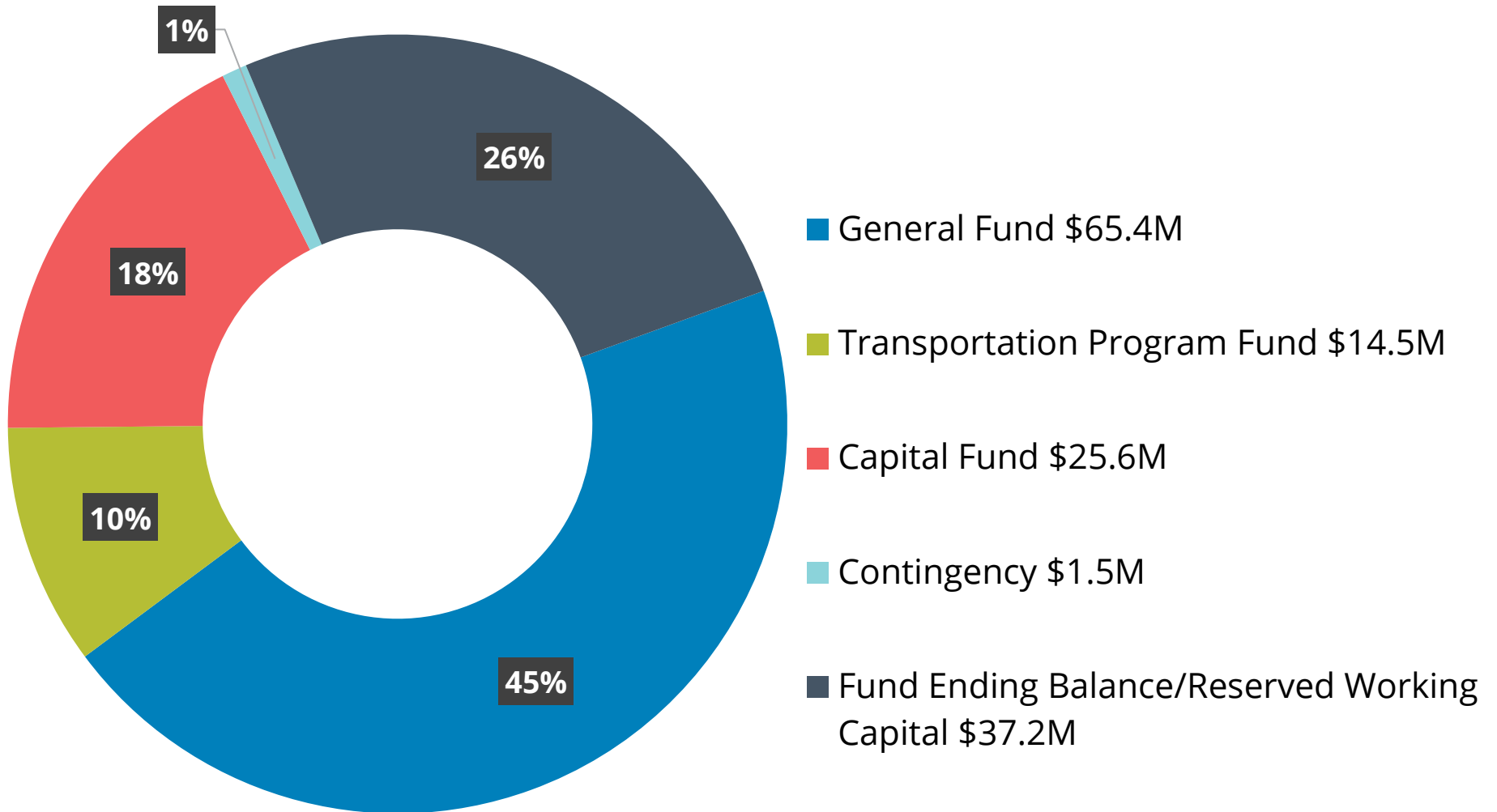
- Fund Beginning Balance \$53.9M
- Fares \$3.0M
- Federal \$22.5M
- Federal - Pass Through \$1.8M
- Miscellaneous \$3.0M
- Pass Through \$2.2M
- State \$28.2M
- Taxes \$16.6M
- Transfers In \$13.0M

District-Wide Financial Requirements \$144.2M



- Personnel Services \$41.9M
- Material & Services \$50.6M
- Transfer Out \$13.0M
- Contingency \$1.5M
- Fund Ending Balance/Reserved Working Capital \$37.2M

District-Wide Financial Requirements by Fund \$144.2M



Financial Summary



District-Wide Revenues & Requirement Categories		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY26-27 Approved Budget	
Financial Resources							
1	Fares	\$ 2,634,823	\$ 2,757,174	\$ 2,794,388	\$ 2,893,710	\$ 3,009,204	1
2	Federal	17,384,930	7,545,410	24,747,566	32,527,566	22,466,429	2
3	Federal - Pass Through	1,161,747	1,554,887	2,652,708	2,913,215	1,850,310	3
4	Miscellaneous	3,159,613	3,205,627	2,951,284	2,972,457	3,019,792	4
5	Pass Through	1,985,040	1,967,629	2,124,749	2,340,779	2,175,023	5
6	State	22,642,136	23,537,792	25,247,078	26,883,608	28,175,755	6
7	Taxes	15,313,135	15,815,013	16,111,181	16,278,892	16,584,017	7
8	Transfers In	8,111,888	-	4,450,968	8,758,657	13,069,333	8
9	Total Financial Resources	\$ 72,393,311	\$ 56,383,532	\$ 81,079,922	\$ 95,568,884	\$ 90,349,863	9
Financial Requirements							
10	Personnel Services	\$ 33,335,912	\$ 36,656,610	\$ 37,296,629	\$ 38,927,016	\$ 41,868,808	10
11	Material & Services	32,720,880	22,054,212	43,824,253	63,078,257	50,580,590	11
12	Transfers Out	8,111,889	-	4,450,968	8,758,658	13,069,333	12
13	Contingency	-	-	-	1,500,000	1,500,000	13
14	Total Financial Requirements	\$ 74,168,681	\$ 58,710,822	\$ 85,571,850	\$ 112,263,931	\$ 107,018,731	14
15	Surplus (Deficit)	(1,775,370)	(2,327,290)	(4,491,928)	(16,695,047)	(16,668,868)	15
Fund Balance							
16	Beginning Balance	\$ 62,487,569	\$ 60,712,199	\$ 58,384,909	\$ 59,099,135	\$ 53,892,981	16
Ending Balance/Reserved							
17	Working Capital	60,712,199	58,384,909	53,892,981	42,404,088	37,224,113	17
18	Change in Balance	(1,775,370)	(2,327,290)	(4,491,928)	(16,695,047)	(16,668,868)	18
19	Percent Change	-2.8%	-3.8%	-7.7%	-28.2%	-30.9%	19
20	Total Resources (includes beginning fund balance)	\$ 134,880,880	\$ 117,095,731	\$ 139,464,831	\$ 154,668,019	\$ 144,242,844	20
21	Total Requirements (includes ending fund balance/ reserved working capital)	\$ 134,880,880	\$ 117,095,731	\$ 139,464,831	\$ 154,668,019	\$ 144,242,844	21

Financial Summary



District-Wide Revenues Categories		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY26-27 Approved Budget	
1	Beginning Fund Balance	\$ 62,487,569	\$ 60,712,199	\$ 58,384,909	\$ 59,099,135	\$ 53,892,981	1
Fares							
2	Passenger Fares – Cash	\$ 710,141	\$ 731,521	\$ 691,573	\$ 708,570	\$ 712,320	2
3	Passenger Fares – STIF	576,376	520,518	633,860	776,590	633,860	3
4	Passenger Fares – Passes	830,502	776,526	624,279	673,397	793,008	4
5	Passenger Fares – EFC/UMO Pass	527,350	744,434	863,002	749,653	888,892	5
6	Passenger Fares – Commissions	(9,546)	(15,825)	(18,326)	(14,500)	(18,876)	6
7	Total Fares Revenue	\$ 2,634,822	\$ 2,757,174	\$ 2,794,388	\$ 2,893,710	\$ 3,009,204	7
Federal							
8	Federal STP Funds	\$ 768,717	\$ 935,395	\$ 131,253	\$ 248,881	\$ 1,968,184	8
9	Federal 5310 Funds	383,312	390,189	389,198	390,189	396,459	9
10	Federal 5311 Funds	364,912	354,840	379,433	409,166	394,035	10
11	Federal 5303 Thru COG	120,000	128,984	159,000	128,984	159,000	11
12	Federal 5339 Funds	8,803,259	886,904	6,702,487	9,891,691	6,782,110	12
13	FTA TIG (CPF) REVENUE	403	7,165	5,497,947	9,366,000	3,883,889	13
14	Federal 5307	5,219,515	4,799,468	11,488,248	12,092,655	8,882,752	14
15	ARPA 5307	1,724,812	-	-	-	-	15
16	ARPA 5310	-	42,465	-	-	-	16
17	Total Federal Revenue	\$ 17,384,930	\$ 7,545,410	\$ 24,747,566	\$ 32,527,566	\$ 22,466,429	17
Federal - Pass Through							
18	State 5339 Discretionary Funds	\$ -	\$ 14,056	\$ 71,684	\$ 151,328	\$ 65,588	18
19	State 5310 Funds	951,019	1,118,229	1,695,201	1,713,731	1,009,321	19
20	State FHWA Through State	-	-	50,000	-	55,000	20
21	5311 Cares Act Through State	20,990	81,032	147,978	117,000	-	21
22	Rideshare Grant	1,138	116,450	246,293	325,000	325,000	22
23	TDM Grant	188,600	225,120	441,552	606,155	395,401	23
24	Total Federal - Pass Through Revenue	\$ 1,161,747	\$ 1,554,887	\$ 2,652,708	\$ 2,913,214	\$ 1,850,310	24
25	Total Miscellaneous	\$ 3,159,613	\$ 3,205,627	\$ 2,951,284	\$ 2,972,457	\$ 3,019,792	25
Pass Through							
26	STIF Formula – Woodburn	\$ 891,184	\$ 828,386	\$ 822,727	\$ 960,383	\$ 847,409	26
27	STIF Formula – Silverton	219,836	198,084	22,240	25,061	22,907	27
28	STIF Formula – WVH	24,544	25,624	21,782	24,544	22,435	28

Financial Summary



District-Wide Revenues Categories		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY26-27 Approved Budget	
Pass Through Continued							
29	Other Pass Through Funds	849,476	915,535	953,000	975,000	968,122	29
30	STIF Formula - Monmouth	-	-	305,000	355,791	314,150	30
31	Total Pass Through Revenue	\$ 1,985,040	\$ 1,967,629	\$ 2,124,749	\$ 2,340,779	\$ 2,175,023	31
State							
32	DD53 Revenues	\$ 1,360,308	\$ 1,538,992	\$ 1,550,000	\$ 1,152,522	\$ 1,596,500	32
33	State DAS Funds	970,000	254,520	425,880	905,156	967,633	33
34	State STIF Formula Funds	9,695,782	9,563,392	10,260,999	10,535,474	10,063,573	34
35	State STIF Discretionary Funds	547,097	7,798	471,916	3,276,208	2,633,618	35
36	Oregon State In-Lieu	10,068,949	12,173,090	12,538,283	11,014,248	12,914,431	36
37	Total State Revenue	\$ 22,642,136	\$ 23,537,792	\$ 25,247,078	\$ 26,883,608	\$ 28,175,755	37
38	Total Taxes	\$ 15,313,135	\$ 15,815,013	\$ 16,111,181	\$ 16,278,892	\$ 16,584,017	38
Transfers In							
39	Transfer In for GF STIF Reserve	\$ -	\$ -	\$ -	\$ -	\$ 5,227,716	39
40	Transfer In for GF Match Required	8,111,888	-	3,912,078	7,028,647	5,502,959	40
41	Transfer In for GF Capital Reserve	-	-	470,058	1,666,000	2,338,658	41
42	Transfer In for GF Asset Reserves	-	-	68,832	64,010	-	42
43	Total Transfer In Revenue	\$ 8,111,888	\$ -	\$ 4,450,968	\$ 8,758,657	\$ 13,069,333	43
44	Total Resources (includes beginning fund balance)	\$ 134,880,880	\$ 117,095,731	\$ 139,464,831	\$ 154,668,019	\$ 144,242,844	44

Financial Summary



District-Wide Requirement Summary		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY26-27
Fund / Division / Department		Actual	Actual	Year-End Estimate	Adopted Budget	Approved Budget
General Fund						
1	General Manager	\$ 989,638	\$ 1,051,659	\$ 1,054,700	\$ 1,119,302	\$ 1,087,216 1
2	Deputy General Manager	2,157,349	1,124,296	3,455,750	3,934,525	4,165,928 2
Human Resources & Labor						
3	Relations	1,261,706	1,419,549	1,189,556	1,291,903	- 3
4	Finance	1,759,391	1,843,414	1,379,473	1,580,934	2,760,420 4
Technology & Program Management						
5	Management	1,559,089	-	-	-	- 5
Information Technology & Infrastructure						
6	Infrastructure	-	1,708,916	-	-	- 6
7	Communications	1,908,275	2,271,237	1,948,569	2,013,230	2,511,563 7
8	Operations	27,500,951	29,699,215	31,079,672	32,223,493	34,620,418 8
9	Planning & Development	1,374,886	1,114,188	1,331,820	1,475,479	1,162,023 9
10	Safety & Security	-	1,792,789	2,707,430	3,065,102	3,328,344 10
Unallocated General Administration						
11	Administration	1,569,345	1,673,356	1,917,279	1,849,439	2,739,580 11
Transfer Out to Transportation Programs Fund						
12	Programs Fund	3,657,104	-	847,710	2,900,146	4,292,231 12
13	Transfer Out to Capital	4,454,785	-	3,603,258	5,858,512	8,777,102 13
14	Total General Fund Requirement	\$ 48,192,519	\$ 43,698,620	\$ 50,515,217	\$ 57,312,065	\$ 65,444,825 14
Transportation Programs Fund						
General Manager						
Special Transportation						
15	Coordination	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042 15
16	Total General Manager Program	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042 16
Communications						
17	TripChoice/Rideshare	\$ 196,215	\$ -	\$ -	\$ -	\$ - 17
18	Mobility Management	-	134,092	108,695	127,206	108,692 18
19	Total Communications	\$ 196,215	\$ 134,092	\$ 108,695	\$ 127,206	\$ 108,692 19
Operations						
20	Cherriots LIFT	\$ 5,841,846	\$ 6,082,224	\$ 7,040,067	\$ 7,001,218	\$ 7,767,893 20
21	Cherriots Shop & Ride	402,964	358,913	391,489	468,810	438,832 21

Financial Summary



District-Wide Requirement Summary		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY26-27
Fund / Division / Department		Actual	Actual	Year-End Estimate	Adopted Budget	Approved Budget
Operations Continued						
22	Cherriots Regional	2,702,433	2,563,656	2,752,202	3,009,783	2,871,775
23	Mobility Management	89,228	-	-	-	-
24	Total Operations	\$ 9,036,471	\$ 9,004,792	\$ 10,183,758	\$ 10,479,811	\$ 11,078,500
Planning & Development						
25	Commuter Options	\$ -	\$ 348,048	\$ 725,617	\$ 771,968	\$ 765,656
26	Total Planning & Development	\$ -	\$ 348,048	\$ 725,617	\$ 771,968	\$ 765,656
27	Total Transportation Programs Fund Requirement	\$ 10,476,959	\$ 11,264,158	\$ 13,219,157	\$ 13,327,099	\$ 14,464,890
Capital Projects Fund						
28	Deputy General Manager	\$ 422,872	\$ 81,277	\$ 674,530	\$ 9,390,040	\$ 14,155,731
29	Finance	(10,487)	7,039	-	-	-
30	Human Resources	17,000	-	-	-	-
31	Information Technology & Infrastructure	853,472	1,711,763	-	-	-
32	Operations	13,495,745	1,733,380	20,592,396	28,633,803	8,221,547
33	Planning & Development	720,602	214,586	570,550	2,100,924	1,401,338
34	Safety & Security	-	-	-	-	1,830,400
35	Total Capital Projects Fund Requirement	\$ 15,499,204	\$ 3,748,044	\$ 21,837,476	\$ 40,124,767	\$ 25,609,016
36	Contingency	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000
37	Ending Fund Balance/Reserved Working Capital as of June 30th	60,712,199	58,384,909	53,892,981	42,404,088	37,224,113
38	Total Requirements (includes ending fund balance)	\$ 134,880,880	\$ 117,095,731	\$ 139,464,831	\$ 154,668,019	\$ 144,242,844



District-Wide Ending Fund Balance Trend Budgeted Fund / Reserve	Budget FY24	Budget FY25	Budget FY26	Budget FY27
Beginning Reserve Balance	\$ 53,891,142	\$ 55,028,460	\$ 59,099,135	\$ 53,892,981
Ending Reserve Balance	38,354,276	36,937,659	42,404,088	37,224,113
Budgeted Fund/Reserve Increase (Decrease)	\$ (15,536,866)	\$ (18,090,801)	\$ (16,695,047)	\$ (16,668,868)

Actual (Estimate) Fund/Reserve Activity	Actual FY24	Actual FY25	Estimate FY26
Beginning Reserve/Fund Balance	\$ 62,487,569	\$ 60,712,199	\$ 58,384,909
Add: Revenues/Resources	72,393,311	56,383,532	81,079,922
Less: Expenses/Requirements	(74,168,681)	(58,710,822)	(85,571,850)
Ending Reserve/Fund Balance	\$ 60,712,199	\$ 58,384,909	\$ 53,892,981

Actual Fund/Reserve Increase (Decrease)	\$ (1,775,370)	\$ (2,327,290)	\$ (4,491,928)
--	-----------------------	-----------------------	-----------------------

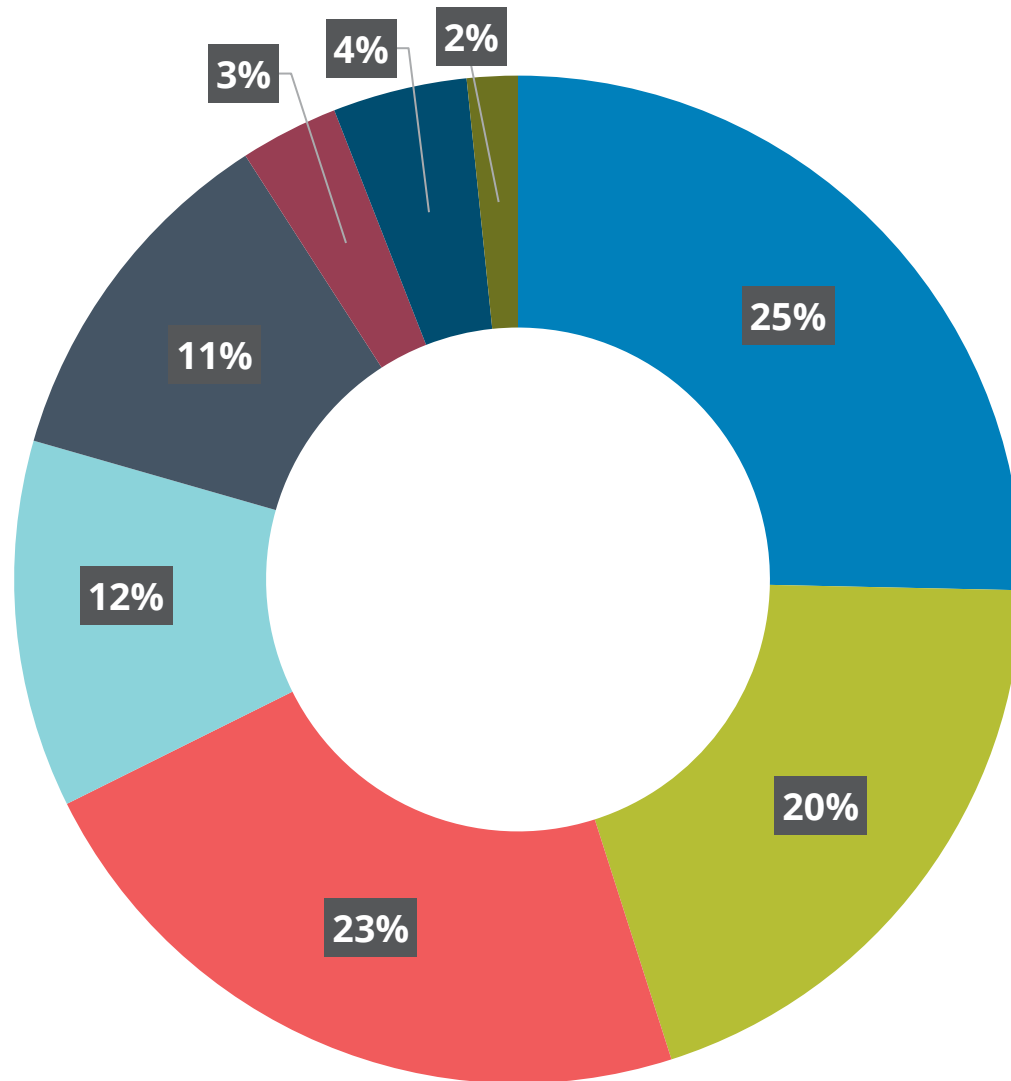
Variance from Budget to Actual	\$ 13,761,496	\$ 15,763,511	\$ 12,203,119
---------------------------------------	----------------------	----------------------	----------------------

Revenue Variance	\$ (7,570,228)	\$ (36,163,854)	\$ (14,488,962)
Expense Variance			
Personnel Services	2,157,618	1,924,384	1,630,387
General Fund Materials & Services	2,853,869	1,882,670	798,876
Transportation Programs Fund Materials & Services	610,536	1,225,576	167,836
Capital Projects	14,209,701	32,699,597	18,287,292
Transfers Out	-	12,695,138	4,307,690
Contingency	1,500,000	1,500,000	1,500,000
Variance from Budget to Actual	\$ 13,761,496	\$ 15,763,511	\$ 12,203,119

General Fund

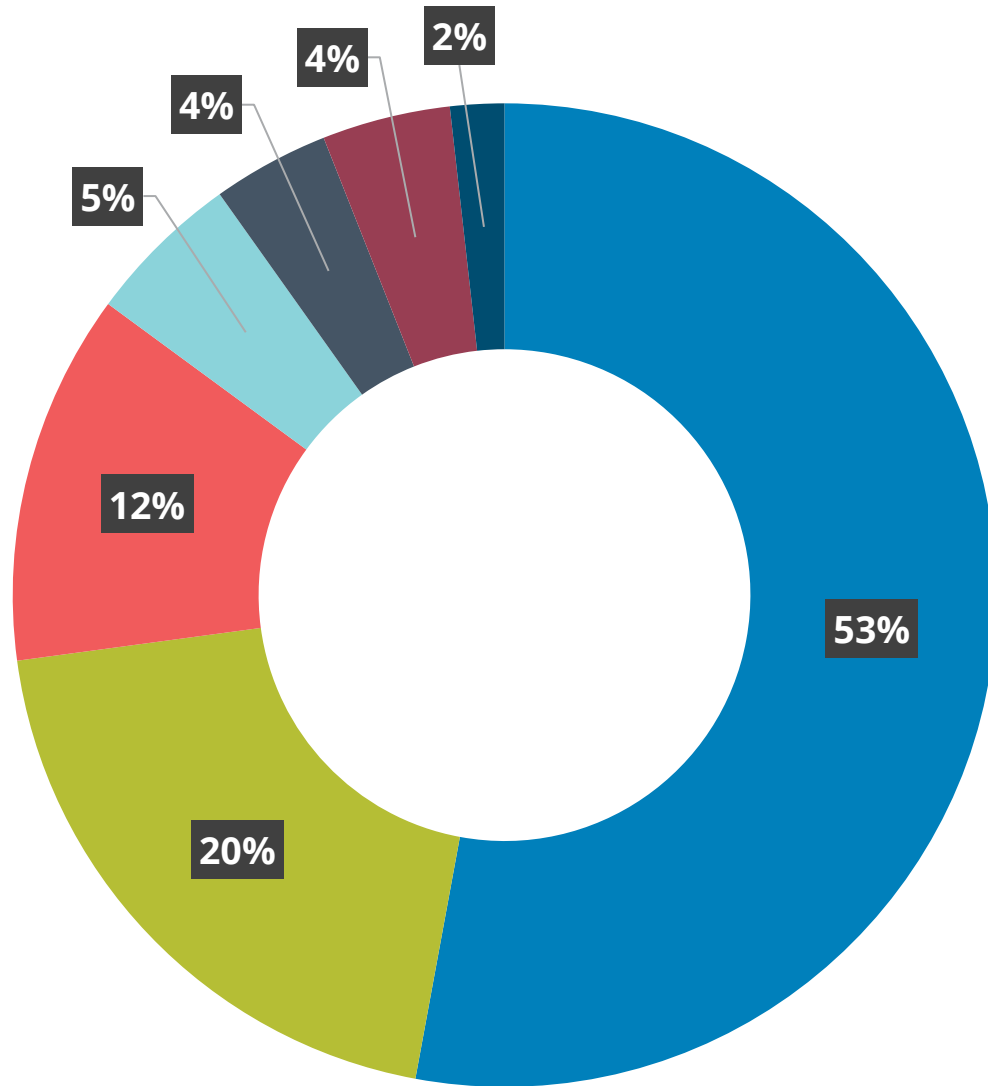


General Fund Resources / Revenues \$65.4M



- Property Taxes \$16.6M
- Oregon State In-Lieu \$12.9M
- Reserves \$14.7M
- Federal 5307 \$7.7M
- State STIF Formula Fund \$7.5M
- Interest on Investments \$2.1M
- Passenger Fares \$2.8M
- Other \$1.1M

General Fund Requirements / Expenses \$65.4M



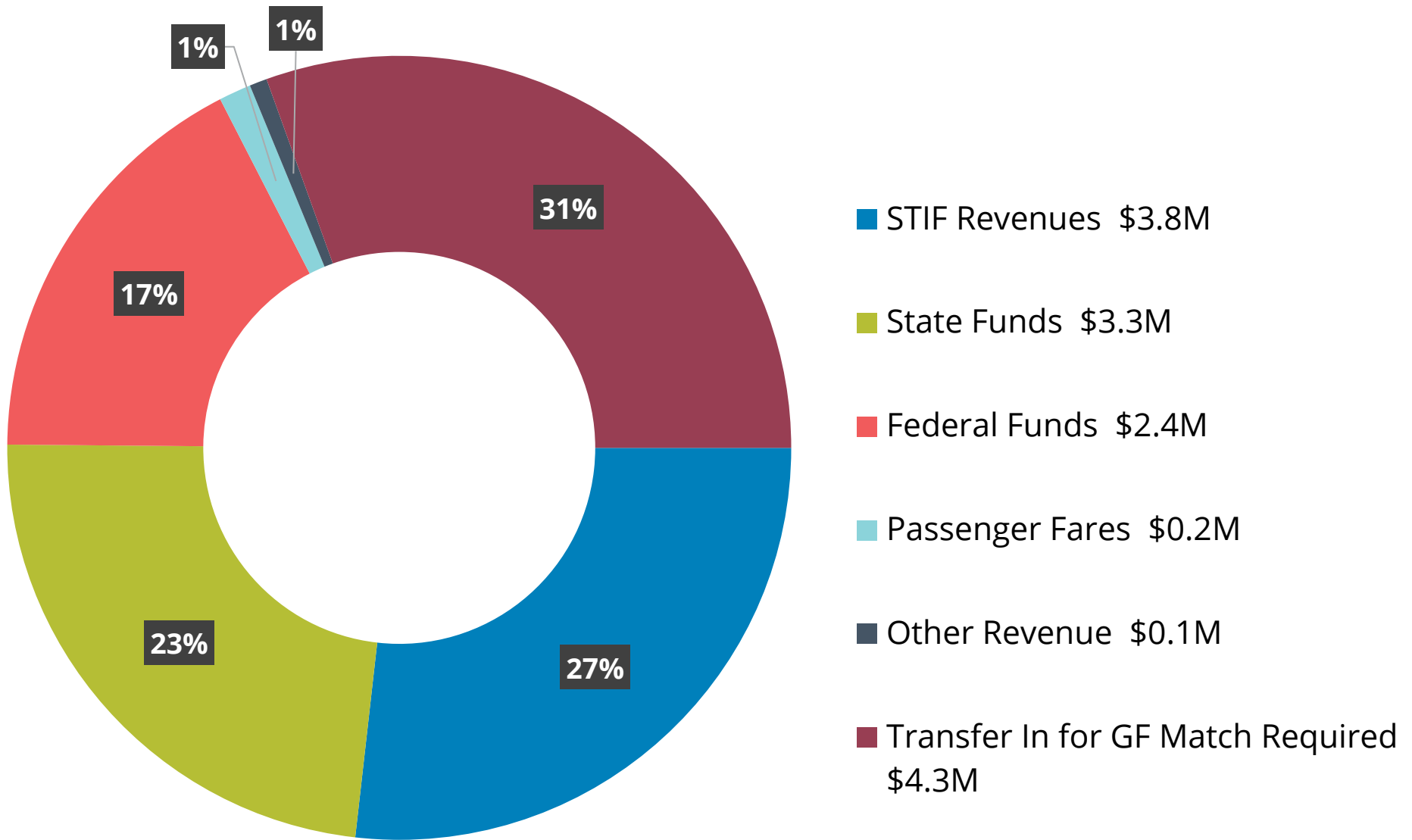
- Operations \$34.6M
- Transfers Out to Other Funds \$13.0M
- GM/DGM/BOD/General Admin \$8.0M
- Safety & Security \$3.3M
- Communication \$2.5M
- Finance \$2.8M
- Planning & Development \$1.1M

General Fund Top 80% of Expenditures Materials & Services		FY2026-27 Approved Budget	Percent of Total	Cumulative Percent	
1	Other Professional & Technical	\$ 3,565,050	30.9%	30.9%	1
2	Fuel	2,203,200	19.1%	50.0%	2
3	Premium for General Liability	1,310,000	11.4%	61.4%	3
4	Software Licensing & Annual Maintenance	1,007,800	8.7%	70.1%	4
5	Vehicle Maintenance	1,334,250	11.6%	81.7%	5
6	All Other Material, Services, & Supplies	2,109,497	18.3%	100.0%	6
7	Materials & Services Total	\$ 11,529,797			7

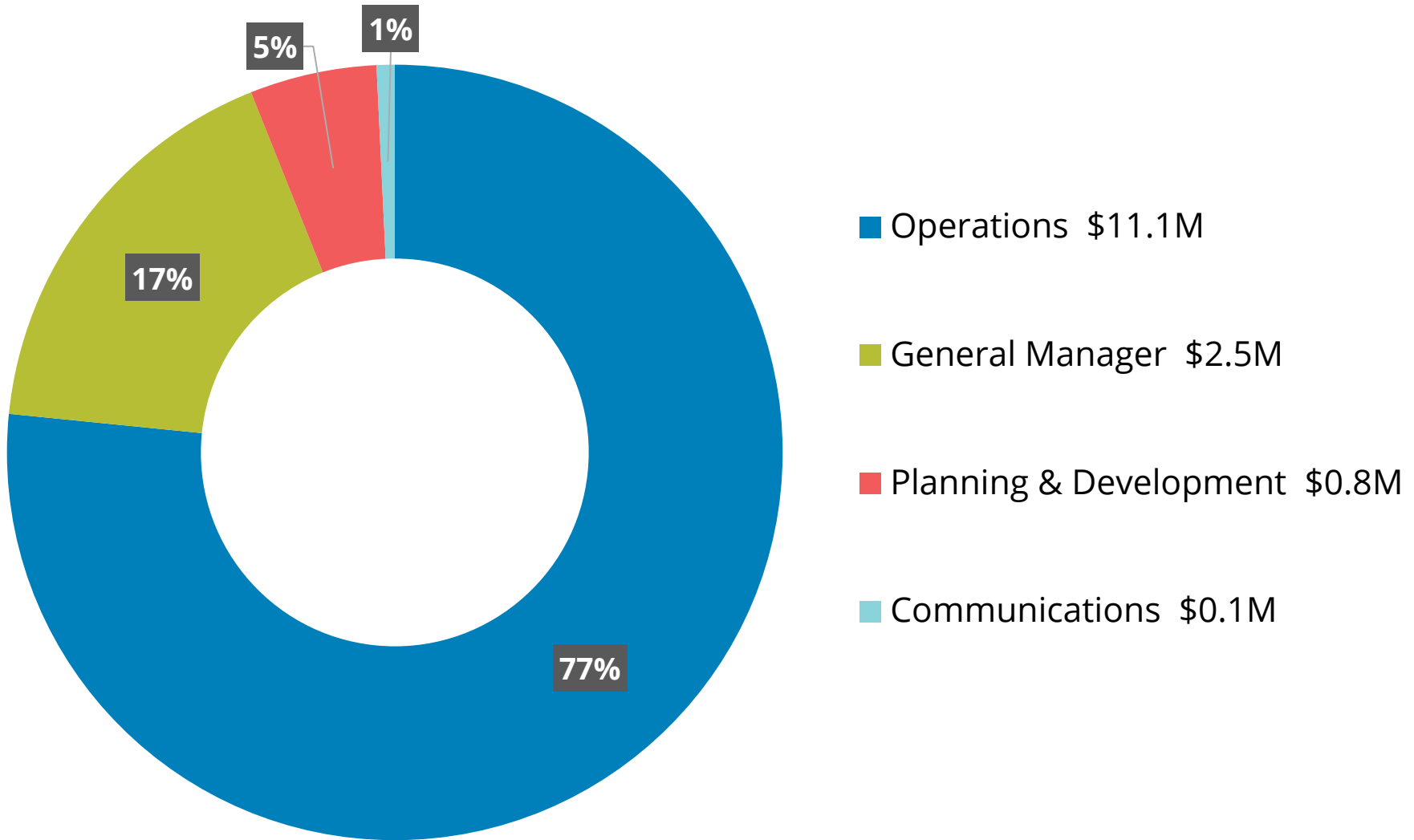
Transportation Programs Fund



Transportation Programs Fund Resources / Revenues \$14.1M



Transportation Programs Fund Requirements / Expenses \$14.5M

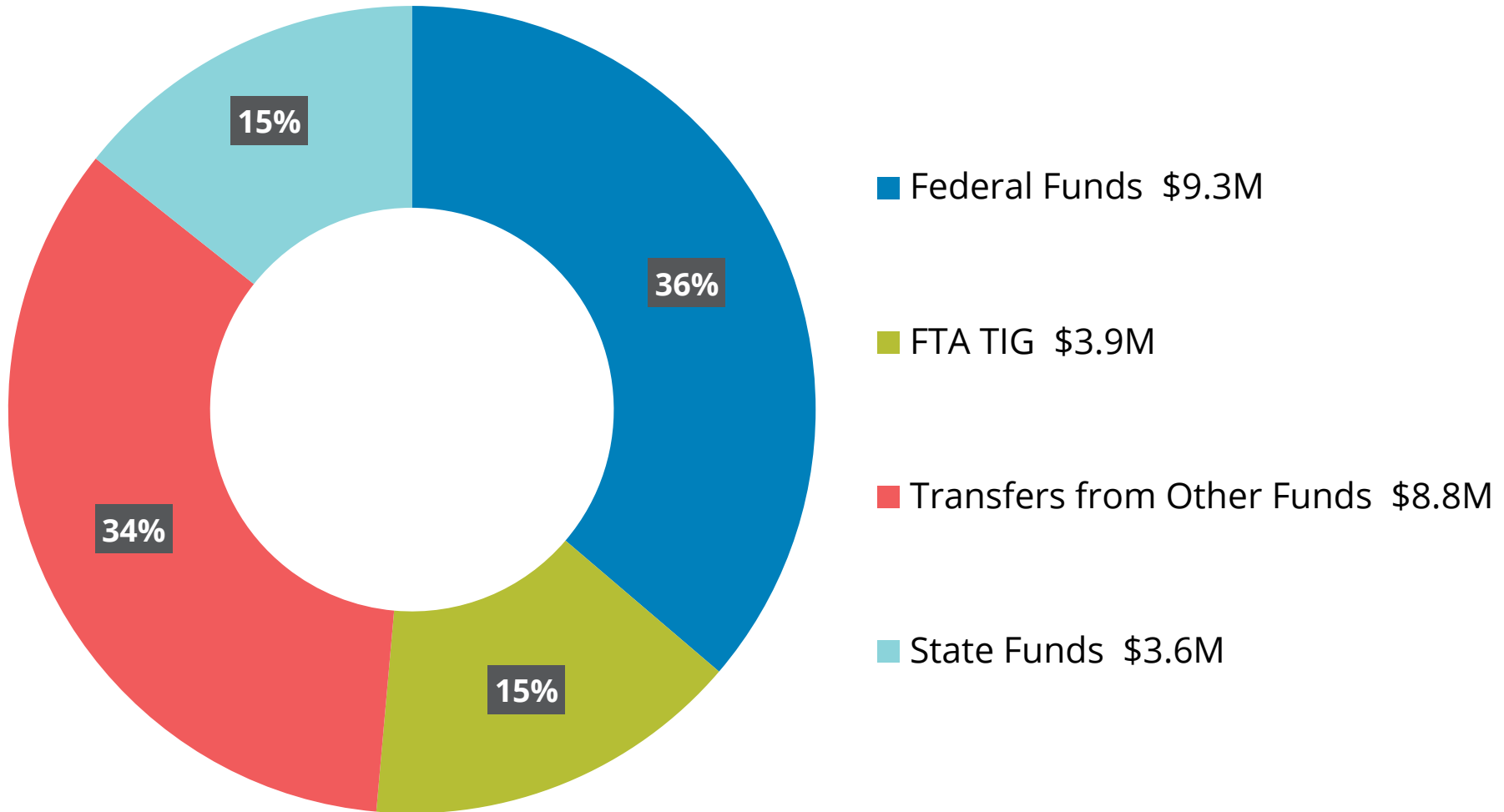


Transportation Programs Fund		FY2026-27	Percent	Cumulative	
Top 80% of Expenditures		Approved Budget	of Total	Percent	
Materials & Services					
1	Contract Transportation	\$ 8,188,900	74.82%	74.82%	1
2	Fuel	757,050	6.92%	81.73%	2
3	All Other Material, Services, & Supplies	1,997,778	18.26%	100.00%	3
4	Materials & Services Total	\$ 10,943,728			4

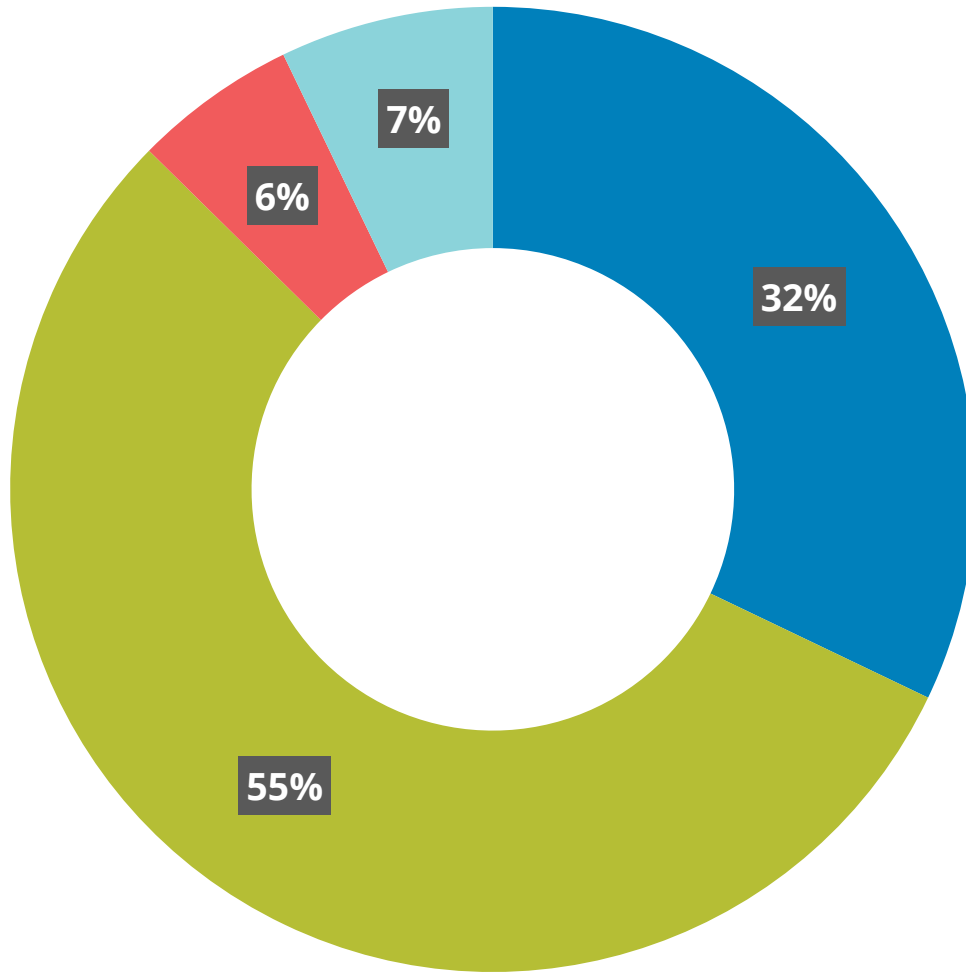
Capital Projects Fund



Capital Projects Fund Resources / Revenues \$25.6M



Capital Projects Fund Requirements / Expenses \$25.6M



- Operations \$8.2M
- Deputy General Manager \$14.2M
- Planning & Development \$1.4M
- Safety & Security \$1.8M

FY2026 - 27 Capital Projects Highlights

Continuation/Completion Projects

Del Webb Fence & Exterior Security Upgrades
East Salem Transit Center
Electric Bus & Charging Infrastructure
Farebox Collection System Replacement
Keizer Transit Center Vehicle Entry Control
South Salem Transit Center
Stop Accessibility Improvement Program
Transit Signal Priority
Vehicle-Rev, LIFT Bus Replacements (7)

New Projects

APC Equipment Replacement
Del Webb Maintenance Shop Roof Replacement
District Facilities Cameras FY27
Downtown Transit Center Mall Weight Analysis
In-Ground Tank Replacements Phase I
LIFT Tablet Mobile Data Terminal Replacement
Stop Amenities, Local FY27
Vehicle-Rev, LIFT Bus Replacements (10)

Resolution Approving FY2026 - 2027 Budget

Resolution No. 2026-09

Adopt the Fiscal Year 2026-2027 Budget for the Salem Area Mass Transit District

Be It Resolved that the Board of Directors of Salem Area Mass Transit District, hereafter referred to as "District," hereby adopts the budget for fiscal year 2026-2027 in the total amount of \$144,242,844; 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, 2026, and for the purposes shown to the right are hereby appropriated:

Be It Resolved that the Board of Directors of the 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 the tax year 2026-2027 upon assessed value of all taxable property within the District as follows:

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 25th day of June 2026.

Maria Hinojos Pressey
Board President

Attest:

Kirra Pressey
Clerk of the Board

General Fund	
General Manager	\$ 1,087,216
Deputy General Manager	4,165,928
Finance	2,760,420
Communications	2,511,563
Operations	34,620,418
Planning & Development	1,162,023
Safety & Security	3,328,344
Unallocated - General Administration	2,739,580
Transfers	13,069,333
Contingency	1,500,000
Capital Projects Fund	
Deputy General Manager	\$ 14,155,731
Operations	8,221,547
Planning & Development	1,401,338
Safety & Security	1,830,400
Transportation Programs Fund	
General Manager	\$ 2,512,042
Communications	108,692
Operations	11,078,500
Planning & Development	765,656
Total Appropriations, All Funds	\$ 107,018,731
Total Unappropriated & Reserve Amounts, All Funds	\$ 37,224,113
Total Adopted Budget	\$ 144,242,844

Revenue & Expenditures All Funds



Revenue and Expenditures



District Wide Revenues/Resources & Expenses/ Requirements Resolution Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operating Revenues/Resources								
1	Passenger Fares	\$ 2,634,823	\$ 2,685,696	\$ 2,794,388	\$ 2,893,710	\$ 3,009,204	\$ 115,494	4.0% 1
2	Federal STP Funds	768,717	935,395	131,253	248,881	1,968,184	1,719,303	690.8% 2
3	Federal Direct 5310 Funds	383,312	390,189	389,198	390,189	396,459	6,270	1.6% 3
4	Federal 5310 Funds Through State	951,019	1,118,229	1,695,201	1,713,731	1,009,321	(704,410)	-41.1% 4
5	Federal 5311 Funds Through State	364,912	354,840	379,433	409,166	394,035	(15,131)	-3.7% 5
6	Federal 5311 CARES ACT Through State	20,990	81,032	147,978	117,000	-	(117,000)	-100.0% 6
7	Federal 5303 Planning Grant	120,000	128,984	159,000	128,984	159,000	30,016	23.3% 7
8	DD53 Revenues	1,360,308	1,538,993	1,550,000	1,152,522	1,596,500	443,978	38.5% 8
9	FTA 5339 Funds	8,803,259	886,904	6,702,487	9,891,691	6,782,110	(3,109,581)	-31.4% 9
10	Federal 5307	5,219,515	4,799,468	11,488,248	12,092,655	8,882,752	(3,209,903)	-26.5% 10
11	FHWA Passthrough	-	-	50,000	-	55,000	55,000	100.0% 11
12	ARPA 5307	1,724,812	-	-	-	-	-	0.0% 12
13	ARPA 5310	-	42,465	-	-	-	-	0.0% 13
14	Rideshare (TripChoice) Grant	1,138	116,450	246,293	325,000	325,000	-	0.0% 14
15	TDM Grant	188,600	225,120	441,552	606,155	395,401	(210,754)	-34.8% 15
16	FTA TIG (CPF) Funds	403	7,165	5,497,947	9,366,000	3,883,889	(5,482,111)	-58.5% 16
17	State 5339 Discretionary Funds	-	14,056	71,684	151,328	65,588	(85,740)	-56.7% 17
18	STIF Pass Through Funds	1,135,564	1,052,094	1,171,749	1,365,779	1,206,901	(158,878)	-11.6% 18
19	State STIF Formula Funds	9,695,782	9,634,872	10,260,999	10,535,474	10,063,573	(471,901)	-4.5% 19
20	STIF Discretionary	547,097	7,798	471,916	3,276,208	2,633,618	(642,590)	-19.6% 20
21	Other Pass Through Funds	849,476	915,535	953,000	975,000	968,122	(6,878)	-0.7% 21
22	State DAS Funds	970,000	254,520	425,880	905,156	967,633	62,477	6.9% 22
23	Miscellaneous	280,214	179,864	261,762	205,227	240,532	35,305	17.2% 23
24	Property Taxes	15,313,134	15,815,013	16,111,181	16,278,892	16,584,017	305,125	1.9% 24
25	Oregon State In-Lieu	10,068,949	12,173,090	12,538,283	11,014,248	12,914,431	1,900,183	17.3% 25
26	Interest on Investments	2,499,929	2,490,135	2,104,828	2,322,230	2,167,974	(154,256)	-6.6% 26
27	Energy Tax Credit	182,373	227,839	175,679	225,000	190,000	(35,000)	-15.6% 27
28	Renewable Natural Gas Credit	197,097	307,786	409,015	220,000	421,286	201,286	91.5% 28
29	Transfers In	8,111,889	-	4,450,968	8,758,658	13,069,333	4,310,675	49.2% 29
30	Total Operating Revenues/Resources	\$72,393,311	\$56,383,532	\$ 81,079,922	\$ 95,568,884	\$ 90,349,863	\$ (5,219,021)	-5.5% 30

Revenue and Expenditures

District Wide		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
Revenues/Resources & Expenses/ Requirements Resolution Summary		Actual	Actual	Year-End Estimate	Adopted Budget	Approved Budget	FY2025-26 Budget	Change
Operating Expenses/Requirements								
31	General Manager	\$ 2,233,911	\$ 2,828,884	\$ 3,255,787	\$ 3,067,416	\$ 3,599,258	\$ 531,842	17.3%
32	Deputy General Manager	2,580,220	1,205,573	4,130,280	13,324,565	18,321,659	4,997,094	37.5%
33	Human Resources & Labor Relations	1,278,706	1,419,549	1,189,556	1,291,903	-	(1,291,903)	-100.0%
34	Communications	2,104,490	2,405,329	2,057,264	2,140,436	2,620,255	479,819	22.4%
35	Finance	1,748,904	1,850,452	1,379,473	1,580,934	2,760,420	1,179,486	74.6%
36	Technology & Program Management	1,559,089	-	-	-	-	-	0.0%
37	Information Technology & Infrastructure	853,472	3,420,679	-	-	-	-	0.0%
38	Operations	50,033,167	40,437,390	61,855,826	71,337,107	53,920,465	(17,416,642)	-24.4%
39	Planning & Development	2,095,489	1,676,822	2,627,987	4,348,371	3,329,017	(1,019,354)	-23.4%
40	Safety & Security	-	1,792,789	2,707,430	3,065,102	5,158,744	2,093,642	68.3%
41	Unallocated General Administration	1,569,345	1,673,356	1,917,279	1,849,439	2,739,580	890,141	48.1%
42	Total Operating Expenses/Requirements	\$66,056,792	\$58,710,824	\$81,120,882	\$102,005,273	\$92,449,398	\$ (9,555,875)	-9.4%
Operating Revenue/Resources less Operating Expenses/Requirements								
43		\$ 6,336,519	\$(2,327,292)	\$(40,960)	\$(6,436,389)	\$(2,099,535)	\$ 4,336,854	-67.4%
Transfers to Other Funds								
44	Transfer to Transportation Programs Fund	\$(3,657,104)	\$ -	\$(847,710)	\$(2,900,146)	\$(4,292,231)	\$(1,392,085)	48.0%
45	Transfer to Capital Fund	(4,454,785)	-	(3,603,258)	(5,858,512)	(8,777,102)	(2,918,590)	49.8%
46	Total Transfers to Other Funds	\$(8,111,889)	\$ -	\$(4,450,968)	\$(8,758,658)	\$(13,069,333)	\$(4,310,675)	49.2%
47	Total Net Operating & Transfers to Other Funds	\$(1,775,370)	\$(2,327,292)	\$(4,491,928)	\$(15,195,047)	\$(15,168,868)	\$ 26,179	-0.2%
Other Designations								
48	Contingency	\$ -	\$ -	\$ -	\$(1,500,000)	\$(1,500,000)	\$ -	0.0%
49	Reserved Working Capital	-	-	-	(42,404,087)	(37,224,111)	5,179,976	-12.2%
50	Total Other Designations	\$ -	\$ -	\$ -	\$(43,904,087)	\$(38,724,111)	\$ 5,179,976	-11.8%
51	Total Net Operating, Transfers to Other Funds & Other Designations	\$(1,775,370)	\$(2,327,292)	\$(4,491,928)	\$(59,099,135)	\$(53,892,979)	\$ 5,206,156	-8.8%
52	Beginning Working Capital	\$ 62,487,569	\$ 60,712,199	\$ 58,384,907	\$ 59,099,135	\$ 53,892,979	\$(5,206,156)	-8.8%
53	Ending Working Capital	\$60,712,199	\$58,384,907	\$53,892,979	\$ -	\$ -	\$ -	0.0%

Personnel Services



Personnel Services



Personnel Services Comparison	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
District Wide							
1 Wages	\$19,530,259	\$21,450,972	\$ 22,137,114	\$ 22,729,764	\$ 24,244,535	\$ 1,514,771	6.7% 1
2 Medical	6,851,594	7,690,331	7,224,471	8,087,763	8,489,788	402,025	5.0% 2
3 Retirement	4,814,085	5,058,173	5,182,606	5,622,869	6,013,216	390,347	6.9% 3
4 Workers Compensation	322,981	376,946	452,638	376,004	481,223	105,219	28.0% 4
5 Other	1,816,994	2,080,187	2,299,800	2,110,616	2,640,046	529,430	25.1% 5
6 Total District Wide	\$33,335,912	\$36,656,609	\$ 37,296,629	\$ 38,927,016	\$ 41,868,808	\$ 2,941,792	7.6% 6
General Fund							
General Manager							
7 General Manager	\$ 641,207	\$ 693,796	\$ 643,019	\$ 685,070	\$ 786,778	\$ 101,708	14.8% 7
8 Board of Directors	18,945	21,792	19,080	22,882	24,384	1,502	6.6% 8
9 Total General Manager	\$ 660,152	\$ 715,588	\$ 662,099	\$ 707,952	\$ 811,162	\$ 103,210	14.6% 9
Deputy General Manager							
10 Deputy General Manager	\$ 555,167	\$ 394,969	\$ 395,513	\$ 398,955	\$ 424,315	\$ 25,360	6.4% 10
11 IT Operations	-	-	863,909	945,466	1,065,932	120,466	12.7% 11
12 Procurement	-	-	145,564	249,816	326,015	76,199	30.5% 12
13 Project Management Office	-	716,865	772,086	779,758	822,912	43,154	5.5% 13
14 Security & Emergency Management	460,687	-	-	-	-	-	0.0% 14
15 Safety	86,992	-	-	-	-	-	0.0% 15
16 Total Deputy General Manager	\$ 1,102,847	\$ 1,111,835	\$ 2,177,072	\$ 2,373,994	\$ 2,639,174	\$ 265,180	11.2% 16
Human Resources & Labor Relations							
17 Human Resources	\$ 732,920	\$ 901,074	\$ 737,912	\$ 926,678	\$ -	\$ (926,678)	-100.0% 17
18 Human Resources Safety/Loss Control	139,056	165,233	-	-	-	-	0.0% 18
19 Total Human Resources & Labor Relations	\$ 871,976	\$ 1,066,307	\$ 737,912	\$ 926,678	\$ -	\$ (926,678)	-100.0% 19
Finance							
20 Finance	\$ 1,314,528	\$ 1,337,450	\$ 1,200,141	\$ 1,404,463	\$ 1,429,972	\$ 25,509	1.8% 20
21 Human Resources	-	-	-	-	724,348	724,348	100.0% 21
22 Procurement	280,645	183,544	-	-	-	-	0.0% 22
23 Total Finance	\$ 1,595,174	\$ 1,520,994	\$ 1,200,141	\$ 1,404,463	\$ 2,154,320	\$ 749,857	53.4% 23
Technology & Program Management							
24 Information Technology	\$ 710,053	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 24

Personnel Services



	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
Personnel Services Comparison								
25 Total Technology & Program Management	\$ 710,053	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	25
Information Technology & Infrastructure								
26 Information Technology	\$ -	\$ 874,530	\$ -	\$ -	\$ -	\$ -	0.0%	26
27 Total Information Technology & Infrastructure	\$ -	\$ 874,530	\$ -	\$ -	\$ -	\$ -	0.0%	27
Communications								
28 Marketing & Communications	\$ 671,416	\$ 753,369	\$ 521,539	\$ 589,407	\$ 938,965	\$ 349,558	59.3%	28
29 Travel Training	113,856	127,081	133,837	138,786	145,809	7,023	5.1%	29
30 Customer Service	883,447	938,413	895,202	954,496	978,090	23,594	2.5%	30
31 Total Communications	\$ 1,668,719	\$ 1,818,863	\$ 1,550,578	\$ 1,682,689	\$ 2,062,864	\$ 380,175	22.6%	31
Operations								
32 Operations Administration	\$ 413,771	\$ 243,026	\$ 252,499	\$ 255,316	\$ 269,489	\$ 14,173	5.6%	32
33 Vehicle Maintenance	3,717,195	3,737,718	3,839,207	4,258,875	4,685,595	426,720	10.0%	33
34 Facilities Maintenance	1,236,677	1,324,527	1,315,348	1,395,103	1,494,725	99,622	7.1%	34
35 Cherriots Local Service	19,025,259	21,391,304	22,245,123	22,655,294	23,904,439	1,249,145	5.5%	35
36 Total Operations	\$24,392,902	\$26,696,575	\$ 27,652,177	\$28,564,588	\$ 30,354,248	\$ 1,789,660	6.3%	36
Planning & Development								
37 Planning Administration	\$ 181,145	\$ 227,510	\$ 222,620	\$ 233,004	\$ 244,088	\$ 11,084	4.8%	37
38 Planning	742,980	623,000	661,671	677,202	712,595	35,393	5.2%	38
39 Total Planning & Development	\$ 924,125	\$ 850,510	\$884,291	\$910,206	\$956,683	\$46,477	5.1%	39
Safety & Security								
40 Risk	\$ -	\$ -	\$ 158,935	\$ 166,407	\$ 175,594	\$ 9,187	5.5%	40
41 Safety	-	141,759	224,069	236,321	428,616	192,295	81.4%	41
42 Security	-	498,319	509,271	532,724	563,034	30,310	5.7%	42
43 Total Safety & Security	\$ -	\$ 640,078	\$ 892,275	\$ 935,452	\$ 1,167,244	\$ 231,792	24.8%	43
Unallocated								
44 General Administration	\$ 408,127	\$ 423,079	\$ 512,297	\$ 453,100	\$ 700,000	\$ 246,900	54.5%	44
45 Total Unallocated	\$ 408,127	\$ 423,079	\$ 512,297	\$ 453,100	\$ 700,000	\$ 246,900	54.5%	45
46 Total General Fund	\$32,334,072	\$35,718,358	\$ 36,268,842	\$ 37,959,122	\$ 40,845,695	\$ 2,886,573	7.6%	46
Transportation Programs Fund								
Communications								
47 Cherriots TripChoice/Commuter Options	\$ 173,670	\$ 183,765	\$ 185,216	\$ 188,167	\$ 197,447	\$ 9,280	4.9%	47

Personnel Services



Personnel Services Comparison	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
48 Total Communications Operations	\$ 173,670	\$ 183,765	\$ 185,216	\$ 188,167	\$ 197,447	\$ 9,280	4.9% 48
49 Cherriots LIFT	\$ 408,385	\$ 387,910	\$ 470,854	\$ 425,554	\$ 457,498	\$ 31,944	7.5% 49
50 Cherriots Shop & Ride	55,475	43,995	46,821	45,460	52,008	6,548	14.4% 50
51 Cherriots Regional	287,487	257,339	270,353	267,706	258,763	(8,943)	-3.3% 51
52 Mobility Management	49,192	45,164	43,404	41,006	43,404	2,398	5.8% 52
53 Total Operations	\$ 800,540	\$ 734,409	\$ 831,432	\$ 779,726	\$ 811,673	\$ 31,947	4.1% 53
General Manager							
54 Special Transportation Coordination	\$ 22,417	\$ 20,078	\$ 11,139	\$ -	\$ 13,993	\$ 13,993	100.0% 54
55 Total General Manager	\$ 22,417	\$ 20,078	\$ 11,139	\$ -	\$ 13,993	\$ 13,993	100.0% 55
56 Total Transportation Programs Fund	\$ 996,628	\$ 938,251	\$ 1,027,787	\$ 967,893	\$ 1,023,113	\$ 55,220	5.7% 56
Capital Projects Fund							
Transportation Development							
57 South Salem Transit Center	\$ 5,213	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 57
58 Total Transportation Development	\$ 5,213	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 58
59 Total Capital Projects Fund	\$ 5,213	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 59
60 Total District Wide	\$33,335,913	\$36,656,609	\$ 37,296,629	\$ 38,927,016	\$ 41,868,808	\$ 2,941,792	7.6% 60

Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
General Fund						
General Manager Division						
1	General Manager	1.0	1.0	1.0	1.0	1
2	Executive Assistant - GM	1.0	1.0	1.0	1.0	2
3	Strategic Initiatives Administrator	1.0	1.0	1.0	-	3 Transferred to Communications Division
4	Total General Manager Division	3.0	3.0	3.0	2.0	4
Deputy General Manager Division						
5	Deputy General Manager	1.0	1.0	1.0	1.0	5
6	Executive Assistant - Deputy GM	1.0	1.0	1.0	1.0	6
7	Capital & Project Control Manager	1.0	-	-	-	7
8	Total Deputy General Manager Admin	3.0	2.0	2.0	2.0	8
Project & Contract Administration						
Senior Manager - Project & Contract Administration						
9	Administration	-	1.0	1.0	1.0	9
10	Grant & Project Coordinator	-	1.0	1.0	1.0	10
11	Project Administrator	-	2.0	2.0	2.0	11
12	Procurement Administrator	-	-	1.0	1.0	12
13	Procurement & Contracts Analyst	-	-	1.0	1.0	13
14	Total Project & Contract Administration	-	4.0	6.0	6.0	14
IT Operations						
15	Information Technology Manager	-	-	1.0	1.0	15
Intelligent Transportation Systems						
16	Administrator	-	-	1.0	1.0	16
17	Systems Administrator	-	-	2.0	2.0	17
18	Support Analyst	-	-	2.0	2.0	18
19	Total IT Operations	-	-	6.0	6.0	19
Security & Emergency Management						
Security & Emergency Management						
20	Manager	1.0	-	-	-	20
21	Security Coordinator	1.0	-	-	-	21
22	Emergency Coordinator	1.0	-	-	-	22



Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
23	Total Security & Emergency Management Safety	3.0	-	-	-	23
24	Safety Coordinator	1.0	-	-	-	24
25	Total Safety	1.0	-	-	-	25
26	Total Deputy General Manager Division Human Resources & Labor Relations Division Human Resources	7.0	6.0	14.0	14.0	26
	Chief Employee & Labor Relations Officer	1.0	1.0	1.0	-	27 Deleted position
28	Human Resources Manager	1.0	1.0	1.0	-	28 Transferred to Finance Division
29	Benefits & Leave Coordinator	1.0	1.0	1.0	-	29 Transferred to Finance Division
30	Human Resources Specialist	1.0	1.0	1.0	-	30 Transferred to Finance Division
31	Receptionist	1.8	1.8	1.8	-	31 Transferred to Finance Division
32	Total Human Resources & Labor Relations	5.8	5.8	5.8	-	32
	Human Resources Risk					
33	Risk Manager	-	1.0	-	-	33
34	Risk Administrator	1.0	-	-	-	34
35	Total Human Resources Risk	1.0	1.0	-	-	35
36	Total Human Resources & Labor Relations Division	6.8	6.8	5.8	-	36
	Finance Division Finance					
37	Chief Financial Officer	1.0	1.0	1.0	1.0	37
38	Financial Services Manager	1.0	1.0	1.0	1.0	38 Renamed from Business Services Manager
39	Budget & Grants Manager	1.0	1.0	1.0	1.0	39
40	Senior Accountant	1.0	1.0	1.0	1.0	40 Reclassified from Controller
41	Accountant	1.0	1.0	1.0	1.0	41
42	Payroll Specialist	1.0	1.0	1.0	1.0	42
43	Accounting Specialist	1.0	2.0	2.0	2.0	43

Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
44	Accounting Technician	1.0	-	-	-	44
45	Administrative Assistant - Finance	1.0	-	-	-	45
46	Total Finance	9.0	8.0	8.0	8.0	46
Human Resources						
47	Human Resources Manager	-	-	-	1.0	47 Transferred from Human Resources & Labor Relations Division
48	Benefits & Leave Coordinator	-	-	-	1.0	48 Transferred from Human Resources & Labor Relations Division
49	Human Resources Specialist	-	-	-	1.0	49 Transferred from Human Resources & Labor Relations Division
50	Administrative Assistant - Human Resources	-	-	-	1.0	50 Transferred from Human Resources & Labor Relations Division / Reclassified from Receptionist
51	Receptionist	-	-	-	0.8	51 Transferred from Human Resources & Labor Relations Division
52	Total Human Resources	-	-	-	4.8	52
Procurement						
53	Procurement/Contracts Manager	1.0	1.0	-	-	53
54	Procurement/Contracts Analyst	1.0	1.0	-	-	54
55	Total Procurement	2.0	2.0	-	-	55
56	Total Finance Division	11.0	10.0	8.0	12.8	56
Communications Division						
Marketing & Communications						
57	Chief Business Development Officer	1.0	1.0	1.0	1.0	57 Renamed from Chief Communications Officer
58	Marketing & Communications Manager	-	-	-	1.0	58 New position
59	Marketing Coordinator	2.0	2.0	2.0	2.0	59
60	Administrative Assistant - Marketing & Communications	1.0	1.0	1.0	1.0	60 Reclassified from Marketing & Communications Specialist
61	Strategic Initiatives Administrator	-	-	-	1.0	61 Transferred from General Manager Division
62	Customer Experience Specialist	0.3	0.3	0.3	0.3	62
63	Total Marketing	4.3	4.3	4.3	6.3	63
Customer Service						
64	Customer Service Manager	1.0	1.0	1.0	1.0	64
65	Senior Customer Service Representative	1.0	1.0	1.0	1.0	65
66	Customer Service Representative	6.0	5.8	5.8	4.8	66 Deleted 1 position



Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget
67	Customer Experience Specialist	0.7	0.7	0.7	0.7 67
68	Total Customer Service	8.7	8.5	8.5	7.5 68
	Travel Training				
69	Outreach Representative (Travel Trainer)	0.8	0.8	0.8	0.8 69
70	Mobility Management Coordinator	0.4	-	-	- 70
71	Total Travel Training	1.2	0.8	0.8	0.8 71
72	Total Communications Division	14.2	13.6	13.6	14.6 72
	Planning & Development Division				
	Planning & Development				
73	Chief Planning & Development Officer	1.0	1.0	1.0	1.0 73
74	Total Planning & Development	1.0	1.0	1.0	1.0 74
	Planning				
75	Service Planning Manager	1.0	1.0	1.0	1.0 75
76	Planning Analyst	-	1.0	1.0	1.0 76
77	Transit Planner II (Programs)	1.0	1.0	1.0	1.0 77
78	Transit Planner II (Scheduler)	1.0	1.0	1.0	1.0 78
79	Transit Planner I	1.0	-	-	- 79
80	Grant Writer	1.0	-	-	- 80
81	Total Planning	5.0	4.0	4.0	4.0 81
82	Total Planning & Development Division	6.0	5.0	5.0	5.0 82
	Safety & Security Division				
	Safety				
83	Chief Safety Officer	-	1.0	1.0	1.0 83
84	Safety & Training Administrator	-	-	-	1.0 84
85	Total Safety	-	1.0	1.0	2.0 85
	Security & Emergency Management				
86	Security & Emergency Management Manager	-	1.0	1.0	1.0 86
87	Security Coordinator	-	1.0	1.0	1.0 87
88	Emergency Coordinator	-	1.0	1.0	1.0 88

New position

Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
89	Total Security & Emergency Management	-	3.0	3.0	3.0	89
	Risk					
90	Risk Manager	-	-	1.0	1.0	90
91	Total Risk	-	-	1.0	1.0	91
92	Total Safety & Security Division	-	4.0	5.0	6.0	92
	Technology & Infrastructure Division					
93	Chief Information Officer	1.0	1.0	-	-	93
94	Information Technology Manager	1.0	1.0	-	-	94
	Intelligent Transportation Systems					
95	Administrator	1.0	1.0	-	-	95
96	Systems Administrator	1.0	1.0	-	-	96
97	Support Analyst	0.9	2.0	-	-	97
98	Web Systems Administrator	1.0	-	-	-	98
99	Total Technology & Infrastructure Division	5.9	6.0	-	-	99
	Operations Division					
	Operations Administration					
100	Chief Operations Officer	1.0	1.0	1.0	1.0	100
101	Operations Programs Coordinator	1.0	-	-	-	101
102	Total Operations Administration	2.0	1.0	1.0	1.0	102
	Vehicle Maintenance					
103	Maintenance Manager	0.9	0.9	0.9	1.0	103 No FTE change (allocation adjustment with other services)
104	Vehicle Maintenance Supervisor	3.6	3.8	3.8	3.8	104
105	Maintenance Training Supervisor	0.9	1.0	1.0	1.0	105
106	Administrative Assistant - Maintenance	0.7	0.7	0.8	0.8	106
107	Purchasing Agent	0.9	0.8	0.8	1.0	107 No FTE change (allocation adjustment with other services)
108	Journey Mechanic	9.9	9.0	9.0	9.7	108 No FTE change (allocation adjustment with other services)
109	Parts & Supply Clerk	0.9	0.8	0.8	0.8	109
110	Service Technician	5.4	5.1	5.1	5.5	110 No FTE change (allocation adjustment with other services)
111	Service Worker	7.2	8.0	8.0	8.0	111
112	Total Vehicle Maintenance	30.4	30.1	30.2	31.6	112



Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
Facilities Maintenance						
113	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0	113
114	Facilities Maintenance Technician	1.0	1.0	0.8	0.9	114 No FTE change (allocation adjustment with other services)
115	Facilities Maintenance Worker	9.6	9.7	9.8	9.9	115 No FTE change (allocation adjustment with other services)
116	Total Facilities Maintenance	11.6	11.7	11.6	11.8	116
Transportation (Cherriots Fixed Route Service)						
117	Transportation Manager	1.0	1.0	1.0	1.0	117
118	Assistant Transportation Manager	1.0	1.0	1.0	1.0	118
119	Operations Supervisor	12.0	12.0	12.0	11.0	119 Deleted 1 position
120	Transportation Training Supervisor	2.0	2.0	2.0	2.0	120
121	Transportation Administrator	1.0	1.0	1.0	1.0	121
Administrative Assistant -						
122	Transportation	1.0	1.0	1.0	1.0	122
123	Transit Operator	140.0	146.0	146.0	146.0	123
Total Transportation (Cherriots Fixed Route Service)						
124		158.0	164.0	164.0	163.0	124
125	Total Operations Division	202.0	206.8	206.8	207.4	125
126	Total General Fund	255.9	261.2	261.2	261.8	126
Transportation Programs Fund						
Cherriots LIFT						
127	Contracted Services Manager	0.7	0.6	0.7	0.7	127
Administrative Assistant - Contracted						
128	Services	0.7	0.6	0.7	0.7	128
129	Maintenance Manager	0.1	0.1	0.1	-	129 No FTE change (allocation adjustment with other services)
130	Vehicle Maintenance Supervisor	0.2	0.1	0.1	0.1	130
131	Maintenance Training Supervisor	0.1	-	-	-	131
132	Administrative Assistant - Maintenance	0.1	0.1	0.1	0.1	132
133	Purchasing Agent	0.1	0.1	0.1	-	133 No FTE change (allocation adjustment with other services)
134	Journey Mechanic	0.5	1.1	1.1	0.7	134 No FTE change (allocation adjustment with other services)
135	Parts & Supply Clerk	0.1	0.1	0.1	0.1	135



Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
136	Service Technician	0.3	0.5	0.5	0.2	136 No FTE change (allocation adjustment with other services)
137	Service Worker	0.4	-	-	-	137
138	Total Cherriots LIFT	3.3	3.3	3.5	2.6	138
Cherriots Shop & Ride						
139	Contracted Services Manager	0.1	0.1	0.1	0.1	139
Administrative Assistant - Contracted						
140	Services	0.1	0.1	0.1	0.1	140
141	Journey Mechanic	0.1	0.1	0.1	0.1	141
142	Service Technician	-	-	-	0.1	142 No FTE change (allocation adjustment with other services)
143	Total Cherriots Shop & Ride	0.3	0.3	0.3	0.4	143
Cherriots Regional						
144	Contracted Services Manager	0.2	0.3	0.2	0.2	144
Administrative Assistant - Contracted						
145	Services	0.2	0.3	0.2	0.2	145
146	Vehicle Maintenance Supervisor	0.2	0.1	0.1	0.1	146
147	Administrative Assistant - Maintenance	-	-	0.1	0.1	147
148	Purchasing Agent	-	0.1	0.1	-	148 No FTE change (allocation adjustment with other services)
149	Journey Mechanic	0.5	0.8	0.8	0.5	149 No FTE change (allocation adjustment with other services)
150	Parts & Supply Clerk	-	0.1	0.1	0.1	150
151	Service Technician	0.3	0.4	0.4	0.2	151 No FTE change (allocation adjustment with other services)
152	Service Worker	0.4	-	-	-	152
153	Facilities Maintenance Technician	-	-	0.2	0.1	153 No FTE change (allocation adjustment with other services)
154	Facilities Maintenance Worker	0.4	0.3	0.2	0.1	154 No FTE change (allocation adjustment with other services)
155	Total Cherriots Regional	2.2	2.4	2.4	1.6	155
Cherriots Call Center						
156	Support Analyst	0.1	-	-	-	156
157	Total Cherriots Call Center	0.1	-	-	-	157
Mobility Management						
158	Outreach Representative (Travel Trainer)	0.2	0.2	0.2	0.2	158
159	Mobility Management Coordinator	0.4	-	-	-	159
160	Total Mobility Management	0.6	0.2	0.2	0.2	160



Detail FTE Detail by Division/Department		FY2023-24 Adopted Budget	FY2024-25 Amended Budget	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	
Cherriots Commuter Options						
161	Commuter Options Coordinator	2.0	2.0	1.0	1.0	161
162	Total Cherriots Commuter Options	2.0	2.0	1.0	1.0	162
163	Total Transportation Programs Fund	8.5	8.2	7.4	5.8	163
Capital Projects Fund						
164		-	-	-	-	164
165	Total Capital Projects Fund	-	-	-	-	165
166	Total District Wide	264.4	269.4	268.6	267.6	166

General Fund



General Fund



General Fund Revenues/Resources & Expenses/Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operating Revenues/Resources								
1	Passenger Fares	\$ 2,349,711	\$ 2,474,630	\$ 2,612,791	\$ 2,540,392	\$ 2,822,159	\$ 281,767	11.1% 1
2	Planning Grant	120,000	128,984	159,000	128,984	159,000	30,016	23.3% 2
3	Federal STP	-	-	-	94,757	-	(94,757)	-100.0% 3
4	Federal 5307 ARPA	1,724,812	-	-	-	-	-	0.0% 4
5	Federal 5307	3,202,037	3,382,972	7,095,732	6,991,987	7,714,644	722,657	10.3% 5
6	FHWA Passthrough	-	-	50,000	-	55,000	55,000	100.0% 6
7	State STIF Formula Fund	7,949,571	7,257,782	7,301,000	6,761,534	7,500,000	738,466	10.9% 7
8	Miscellaneous	280,214	179,864	261,762	205,227	240,532	35,305	17.2% 8
9	Property Taxes	15,313,134	15,815,013	16,111,181	16,278,892	16,584,017	305,125	1.9% 9
10	Oregon State In-Lieu	10,068,949	12,173,090	12,538,283	11,014,248	12,914,431	1,900,183	17.3% 10
11	Interest on Investments	2,413,053	2,392,775	2,006,178	2,233,330	2,066,364	(166,966)	-7.5% 11
12	Energy Tax Credit	182,373	227,839	175,679	225,000	190,000	(35,000)	-15.6% 12
13	Renewable Natural Gas Credit	197,097	307,786	409,015	220,000	421,286	201,286	91.5% 13
14	Total Operating Revenues/Resources	\$43,800,951	\$44,340,735	\$ 48,720,622	\$ 46,694,351	\$ 50,667,433	\$ 3,973,082	8.5% 14
Operating Expenses/Requirements								
15	General Manager	\$ 989,638	\$ 1,051,659	\$ 1,054,700	\$ 1,119,302	\$ 1,087,216	\$ (32,086)	-2.9% 15
16	Deputy General Manager	2,157,349	1,124,296	3,455,750	3,934,525	4,165,928	231,403	5.9% 16
17	Human Resources & Labor Relations	1,261,706	1,419,549	1,189,556	1,291,903	-	(1,291,903)	-100.0% 17
18	Finance	1,759,391	1,843,413	1,379,473	1,580,934	2,760,420	1,179,486	74.6% 18
19	Technology & Program Management	1,559,089	-	-	-	-	-	0.0% 19
20	Information Technology & Infrastructure	-	1,708,916	-	-	-	-	0.0% 20
21	Communications	1,908,275	2,271,237	1,948,569	2,013,230	2,511,563	498,333	24.8% 21
22	Operations	27,500,951	29,699,218	31,079,672	32,223,493	34,620,418	2,396,925	7.4% 22
23	Planning & Development	1,374,886	1,114,188	1,331,820	1,475,479	1,162,023	(313,456)	-21.2% 23
24	Safety & Security	-	1,792,789	2,707,430	3,065,102	3,328,344	263,242	8.6% 24
25	Unallocated General Administration	1,569,345	1,673,356	1,917,279	1,849,439	2,739,580	890,141	48.1% 25
26	Total Operating Expenses/Requirements	\$40,080,630	\$43,698,620	\$ 46,064,249	\$ 48,553,407	\$ 52,375,492	\$ 3,822,085	7.9% 26
Operating Revenues/Resources less								
27	Operating Expenditures/Requirements	\$ 3,720,321	\$ 642,113	\$ 2,656,373	\$ (1,859,056)	\$ (1,708,059)	\$ 150,997	-8.1% 27

General Fund



	FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
General Fund Revenues/Resources & Expenses/Requirements Summary	Actual	Actual	Year-End Estimate	Adopted Budget	Approved Budget	FY2025-26 Budget	Change
28 Transfer to Transportation Programs Fund	(3,657,104)	-	(847,710)	(2,900,146)	(4,292,231)	(1,392,085)	48.0%
29 Transfer to Capital	(4,454,785)	-	(3,064,368)	(4,128,502)	(1,210,728)	2,917,774	-70.7%
30 Transfer to Capital from STIF Reserve	-	-	-	-	(5,227,716)	(5,227,716)	-100.0%
31 Transfer to Capital from GF Capital Reserve	-	-	(470,058)	(1,666,000)	(2,338,658)	(672,658)	40.4%
32 Transfer to Capital from GF Asset Reserve	-	-	(68,832)	(64,010)	-	64,010	-100.0%
33 Total Transfers to Other Funds	\$(8,111,889)	\$ -	\$(4,450,968)	\$(8,758,658)	\$(13,069,333)	\$(4,310,675)	49.2%
Total Net Operating & Transfers to Other Funds	\$(4,391,568)	\$ 642,113	\$(1,794,595)	\$(10,617,714)	\$(14,777,392)	\$ 4,159,678	39.2%
34 Contingency	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -	0.0%
36 Reserved Working Capital	-	-	-	(31,599,792)	(22,054,642)	9,545,150	-30.2%
37 Reserved Working Capital - Capital Reserve	-	-	-	(1,841,525)	(4,601,346)	(2,759,821)	149.9%
38 Total Other Designations	\$ -	\$ -	\$ -	\$(31,941,317)	\$(25,155,988)	\$ 6,785,329	-21.2%
Total Net Operating, Transfers to Other Funds & Other Designations	\$(4,391,568)	\$ 642,113	\$(1,794,595)	\$(42,559,031)	\$(39,933,380)	\$ 2,625,651	-6.2%
40 Beginning Working Capital	45,477,430	41,085,862	41,727,975	42,559,031	39,933,380	(2,625,651)	-6.2%
41 Ending Working Capital	\$41,085,862	\$41,727,975	\$ 39,933,380	\$ -	\$ -	\$ -	0.0%



General Fund Department Expenses/Requirements Summary	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
General Manager Division							
1 General Manager	\$ 950,787	\$ 1,000,829	\$ 992,720	\$ 1,043,120	\$1,027,102	\$(16,018)	-1.5% 1
2 Board of Directors	38,851	50,830	61,980	76,182	60,114	(16,068)	-21.1% 2
3 Total General Manager Division	\$ 989,638	\$ 1,051,659	\$ 1,054,700	\$ 1,119,302	\$ 1,087,216	\$ (32,086)	-2.9% 3
Deputy General Manager Division							
4 Deputy General Manager	\$ 562,471	\$ 396,766	\$ 412,563	\$ 420,255	\$ 441,865	\$ 21,610	5.1% 4
5 IT Operations	-	-	1,991,209	2,269,796	2,393,382	123,586	5.4% 5
6 Procurement	-	-	265,392	442,116	494,365	52,249	11.8% 6
7 Project Management Office	-	727,531	786,586	802,358	836,316	33,958	4.2% 7
8 Security & Emergency Management	1,485,059	-	-	-	-	-	0.0% 8
9 Safety	109,819	-	-	-	-	-	0.0% 9
10 Total Deputy General Manager Division	\$ 2,157,349	\$ 1,124,296	\$ 3,455,750	\$ 3,934,525	\$ 4,165,928	\$ 231,403	5.9% 10
Human Resources & Labor Relations Division							
11 Human Resources	\$ 1,055,573	\$ 1,163,352	\$ 1,189,556	\$ 1,291,903	\$ -	\$(1,291,903)	-100.0% 11
12 Risk Administration	206,133	256,197	-	-	-	-	0.0% 12
13 Total Human Resources & Labor Relations Division	\$ 1,261,706	\$ 1,419,549	\$ 1,189,556	\$ 1,291,903	\$ -	\$(1,291,903)	-100.0% 13
Finance Division							
14 Procurement	\$ 282,839	\$ 185,134	\$ -	\$ -	\$ -	\$ -	0.0% 14
15 Finance	1,476,552	1,658,279	1,379,473	1,580,934	1,604,222	23,288	1.5% 15
16 Human Resources	-	-	-	-	1,156,198	1,156,198	100.0% 16
17 Total Finance Division	\$ 1,759,391	\$ 1,843,413	\$ 1,379,473	\$ 1,580,934	\$ 2,760,420	\$ 1,179,486	74.6% 17
Technology & Program Management Division							
18 Information Technology	\$ 1,557,989	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 18
19 Program Management	1,100	-	-	-	-	-	0.0% 19
20 Total Technology & Program Management Division	\$ 1,559,089	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 20
Information Technology & Infrastructure Division							
21 Information Technology	\$ -	\$ 1,708,916	\$ -	\$ -	\$ -	\$ -	0.0% 21

General Fund



General Fund Department Expenses/Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
Total Information Technology & Infrastructure Division		\$ -	\$ 1,708,916	\$ -	\$ -	\$ -	\$ -	0.0%	22
Communications Division									
23	Marketing & Communications	\$ 899,127	\$ 1,195,461	\$ 902,328	\$ 899,177	\$ 1,375,673	\$ 476,496	53.0%	23
24	Customer Service	893,173	946,305	909,759	971,122	987,746	16,624	1.7%	24
25	Travel Training	115,975	129,471	136,482	142,931	148,144	5,213	3.6%	25
26	Total Communications Division	\$ 1,908,275	\$ 2,271,237	\$ 1,948,569	\$ 2,013,230	\$ 2,511,563	\$ 498,333	24.8%	26
Operations Division									
27	Operations Administration	\$ 519,877	\$ 280,242	\$ 304,599	\$ 309,416	\$ 322,289	\$ 12,873	4.2%	27
28	Vehicle Maintenance	6,199,868	6,208,041	6,570,670	7,205,125	8,245,069	1,039,944	14.4%	28
29	Facility Maintenance	1,644,250	1,738,403	1,841,931	1,870,408	1,981,099	110,691	5.9%	29
30	Cherriots Local Service	19,136,956	21,472,530	22,362,472	22,838,544	24,071,961	1,233,417	5.4%	30
31	Total Operations Division	\$27,500,951	\$29,699,216	\$ 31,079,672	\$ 32,223,493	\$ 34,620,418	\$ 2,396,925	7.4%	31
Planning & Development Division									
32	Planning Administration	\$ 189,689	\$ 232,341	\$ 279,302	\$ 356,506	\$ 325,178	\$ (31,328)	-8.8%	32
33	Planning	1,005,582	790,828	1,052,518	1,118,973	836,845	(282,128)	-25.2%	33
34	Vanpool Lease	179,615	91,019	-	-	-	-	0.0%	34
35	Total Planning & Development Division	\$ 1,374,886	\$ 1,114,188	\$ 1,331,820	\$ 1,475,479	\$ 1,162,023	\$ (313,456)	-21.2%	35
Safety & Security Division									
36	Safety	\$ -	\$ 164,626	\$ 267,249	\$ 307,021	\$ 491,116	\$ 184,095	60.0%	36
37	Security	-	1,628,163	2,172,821	2,453,474	2,559,434	105,960	4.3%	37
38	Risk	-	-	267,360	304,607	277,794	(26,813)	-8.8%	38
39	Total Safety & Security Division	\$ -	\$ 1,792,789	\$ 2,707,430	\$ 3,065,102	\$ 3,328,344	\$ 263,242	8.6%	39
Unallocated									
40	General Administration	\$ 1,569,345	\$ 1,673,356	\$ 1,917,279	\$ 1,849,439	\$ 2,739,580	\$ 890,141	48.1%	40
41	Contingency	-	-	-	1,500,000	1,500,000	-	0.0%	41
42	Total Unallocated	\$ 1,569,345	\$ 1,673,356	\$ 1,917,279	\$ 3,349,439	\$ 4,239,580	\$ 890,141	26.6%	42
43	Total General Fund Requirements	\$40,080,630	\$43,698,620	\$ 46,064,249	\$ 50,053,407	\$ 53,875,492	\$ 3,822,085	7.6%	43



General Manager Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 660,152	\$ 715,588	\$ 662,099	\$ 707,952	\$ 811,162	\$ 811,162	\$ -
Materials & Services	329,486	336,071	392,601	411,350	276,054	276,054	-
Total	\$ 989,638	\$ 1,051,659	\$ 1,054,700	\$ 1,119,302	\$ 1,087,216	\$ 1,087,216	\$ -

Division Description & Responsibilities

The General Manager Division serves as the catalyst in advancing the District's guiding principles. The General Manager Division oversees day-to-day operations, implements the Strategic Plan and Sustainability Program, and leads government relations activities. The Board of Directors serves as the policy board and provides direction to the General Manager.

General Fund



General Manager Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
General Manager							
1 Personnel Services	\$ 641,207	\$ 693,796	\$ 643,019	\$ 685,070	\$ 786,778	\$ 101,708	14.8% 1
Materials & Services							
2 Other Professional & Technical	289,893	290,599	320,000	320,000	215,000	(105,000)	-32.8% 2
3 Office Supplies	342	150	200	750	200	(550)	-73.3% 3
4 Other Materials & Supplies	-	43	701	-	-	-	0.0% 4
5 Utilities	1,822	1,567	1,800	1,800	1,224	(576)	-32.0% 5
6 Dues & Subscriptions	1,010	660	1,000	1,000	1,000	-	0.0% 6
7 Travel, Meetings, Training, Education	17,983	14,013	25,000	33,500	21,900	(11,600)	-34.6% 7
8 Other Misc. Expenses	(1,470)	-	1,000	1,000	1,000	-	0.0% 8
9 Total Materials & Services	\$ 309,580	\$ 307,033	\$ 349,701	\$ 358,050	\$ 240,324	\$ (117,726)	-32.9% 9
10 Total General Manager	\$ 950,787	\$ 1,000,829	\$ 992,720	\$ 1,043,120	\$ 1,027,102	\$ (16,018)	-1.5% 10
Board of Directors							
11 Personnel Services	\$ 18,945	\$ 21,792	\$ 19,080	\$ 22,882	\$ 24,384	\$ 1,502	6.6% 11
Materials & Services							
12 Advertising Fees	-	-	500	500	500	-	0.0% 12
13 Other Professional & Technical	7,125	11,000	25,000	25,000	25,000	-	0.0% 13
14 Uniforms	-	117	400	1,400	400	(1,000)	-71.4% 14
15 Office Supplies	-	-	500	500	500	-	0.0% 15
16 Dues & Subscriptions	135	-	1,000	1,000	1,000	-	0.0% 16
17 Travel, Meetings, Training, Education	12,504	17,921	15,000	24,400	7,830	(16,570)	-67.9% 17
18 Printing	142	-	500	500	500	-	0.0% 18
19 Total Materials & Services	\$ 19,906	\$ 29,038	\$ 42,900	\$ 53,300	\$ 35,730	\$ (17,570)	-33.0% 19
20 Total Board of Directors	\$ 38,851	\$ 50,830	\$ 61,980	\$ 76,182	\$ 60,114	\$ (16,068)	-21.1% 20
21 Total General Manager Division	\$ 989,638	\$ 1,051,659	\$ 1,054,700	\$ 1,119,302	\$ 1,087,216	\$ (32,086)	-22.6% 21



Deputy General Manager Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 1,102,846	\$ 1,111,834	\$ 2,177,072	\$ 2,373,995	\$ 2,639,174	\$ 2,639,174	\$ -
Materials & Services	1,054,503	12,462	1,278,678	1,560,530	1,526,754	1,526,754	-
Total	\$ 2,157,349	\$ 1,124,296	\$ 3,455,750	\$ 3,934,525	\$ 4,165,928	\$ 4,165,928	\$ -

Division Description & Responsibilities

The Deputy General Manager’s Division is responsible for providing guidance and oversight to all functional areas of the organization. The Deputy General Manager Division provides leadership and oversight across all functional areas of the District by setting short and long-term business strategies, establishing performance goals, assessing organizational structure, determining resource requirements, and measure progress. The Division is comprised of three departments:

- Project Management Office: Responsible for the administration and oversight of capital and operating projects, as well as capital purchases.
- Information Technology Operations: Drives efficiency and provides support for all District-wide technology functions and system design.
- Procurement and Contracts: Manages the purchasing and procurement of goods and services and oversees all District contracts.

General Fund



Deputy General Manager Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Deputy General Manager							
1 Personnel Services	\$ 555,167	\$ 394,969	\$ 395,513	\$ 398,955	\$ 424,315	\$ 25,360	6.4% 1
Materials & Services							
2 Other Professional & Technical	-	-	10,000	15,000	10,000	(5,000)	-33.3% 2
3 Office Supplies	36	731	300	300	300	-	0.0% 3
4 Utilities	1,489	496	600	600	600	-	0.0% 4
5 Dues & Subscriptions	-	-	600	-	600	600	100.0% 5
6 Travel, Meetings, Training, Education	5,779	341	5,300	5,300	5,800	500	9.4% 6
7 Other Misc. Expenses	-	230	250	100	250	150	150.0% 7
8 Total Materials & Services	\$ 7,304	\$ 1,797	\$ 17,050	\$ 21,300	\$ 17,550	\$ (3,750)	-17.6% 8
9 Total Deputy General Manager	\$ 562,471	\$ 396,766	\$ 412,563	\$ 420,255	\$ 441,865	\$ 21,610	5.1% 9
IT Operations							
10 Personnel Services	\$ -	\$ -	\$ 863,909	\$ 945,466	\$ 1,065,932	\$ 120,466	12.7% 10
Materials & Services							
11 Software Licensing Annual Maintenance	-	-	527,000	460,000	1,007,800	547,800	119.1% 11
12 Other Professional & Technical	-	-	430	67,250	-	(67,250)	-100.0% 12
13 Temporary Help	-	-	50,000	-	50,000	50,000	100.0% 13
14 Contract Maintenance Services	-	-	170,000	204,180	145,000	(59,180)	-29.0% 14
15 Other Services	-	-	260,000	392,000	-	(392,000)	-100.0% 15
16 Parts, Equipment & Tools	-	-	100,000	178,000	100,000	(78,000)	-43.8% 16
17 Operating Supplies	-	-	500	500	500	-	0.0% 17
18 Utilities	-	-	7,020	5,400	4,800	(600)	-11.1% 18
19 Dues & Subscriptions	-	-	350	350	350	-	0.0% 19
20 Travel, Meetings, Training, Education	-	-	12,000	16,650	19,000	2,350	14.1% 20
21 Total Materials & Services	\$ -	\$ -	\$ 1,127,300	\$ 1,324,330	\$ 1,327,450	\$ 3,120	0.2% 21
22 Total IT Operations	\$ -	\$ -	\$ 1,991,209	\$ 2,269,796	\$ 2,393,382	\$ 123,586	5.4% 22
Procurement							
23 Personnel Services	\$ -	\$ -	\$ 145,564	\$ 249,816	\$ 326,015	\$ 76,199	30.5% 23
Materials & Services							
24 Advertising Fees	-	-	1,000	2,000	700	(1,300)	-65.0% 24
25 Other Professional & Technical	-	-	111,290	180,000	160,000	(20,000)	-11.1% 25

General Fund



Deputy General Manager Division		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Procurement Materials & Services Continued								
26	Office Supplies	-	-	150	500	150	(350)	-70.0%
27	Dues & Subscriptions	-	-	600	1,200	500	(700)	-58.3%
28	Printing	-	-	-	6,000	-	(6,000)	-100.0%
29	Travel, Meetings, Training, Education	-	-	6,000	-	6,300	6,300	100.0%
30	Utilities	-	-	288	600	600	-	0.0%
31	Other Misc. Expenses	-	-	500	2,000	100	(1,900)	-95.0%
32	Total Materials & Services	\$ -	\$ -	\$ 119,828	\$ 192,300	\$ 168,350	\$ (23,950)	-12.5%
33	Total Procurement	\$ -	\$ -	\$ 265,392	\$ 442,116	\$ 494,365	\$ 52,249	11.8%
Project Management Office								
34	Personnel Services	\$ -	\$ 716,866	\$ 772,086	\$ 779,758	\$ 822,912	\$ 43,154	5.5%
Materials & Services								
35	Other Professional & Technical	-	-	-	5,000	-	(5,000)	-100.0%
36	Parts, Equipment & Tools	-	-	-	1,000	-	(1,000)	-100.0%
37	Office Supplies	-	14	100	200	100	(100)	-50.0%
38	Utilities	-	1,728	1,300	1,800	2,304	504	28.0%
39	Dues & Subscriptions	-	184	300	500	300	(200)	-40.0%
40	Travel, Meetings, Training, Education	-	8,740	12,700	13,900	10,600	(3,300)	-23.7%
41	Other Misc. Expenses	-	-	100	200	100	(100)	-50.0%
42	Total Materials & Services	\$ -	\$ 10,665	\$ 14,500	\$ 22,600	\$ 13,404	\$ (9,196)	-40.7%
43	Total Project Management Office	\$ -	\$ 727,531	\$ 786,586	\$ 802,358	\$ 836,316	\$ 33,958	4.2%
Security & Emergency Management								
44	Personnel Services	\$ 460,687	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Materials & Services								
45	Other Professional & Technical	998,216	-	-	-	-	-	0.0%
46	Radio Charges	6,089	-	-	-	-	-	0.0%
47	Other Services	321	-	-	-	-	-	0.0%
48	Parts, Equipment & Tools	2,161	-	-	-	-	-	0.0%
49	Uniforms	42	-	-	-	-	-	0.0%
50	Operating Supplies	1,652	-	-	-	-	-	0.0%
51	Office Supplies	594	-	-	-	-	-	0.0%

General Fund



Deputy General Manager Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Security & Emergency Management Materials & Services Continued							
52 Utilities	5,135	-	-	-	-	-	0.0% 52
53 Dues & Subscriptions	845	-	-	-	-	-	0.0% 53
54 Travel, Meetings, Training, Education	7,338	-	-	-	-	-	0.0% 54
55 Printing	1,142	-	-	-	-	-	0.0% 55
56 Other Misc. Expenses	838	-	-	-	-	-	0.0% 56
57 Total Materials & Services	\$ 1,024,372	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 57
58 Total Security & Emergency Management	\$ 1,485,059	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 58
Safety							
59 Personnel Services	\$ 86,992	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 59
Materials & Services							
60 Other Professional & Technical	2,100	-	-	-	-	-	0.0% 60
61 Radio Charges	507	-	-	-	-	-	0.0% 61
62 Parts, Equipment & Tools	(576)	-	-	-	-	-	0.0% 62
63 Uniforms	73	-	-	-	-	-	0.0% 63
64 Safety & Wellness	11,809	-	-	-	-	-	0.0% 64
65 Operating Supplies	6,158	-	-	-	-	-	0.0% 65
66 Utilities	673	-	-	-	-	-	0.0% 66
67 Dues & Subscriptions	849	-	-	-	-	-	0.0% 67
68 Travel, Meetings, Training, Education	1,426	-	-	-	-	-	0.0% 68
69 Other Misc. Expenses	(192)	-	-	-	-	-	0.0% 69
70 Total Materials & Services	\$ 22,827	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 70
71 Total Safety	\$ 109,819	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 71
72 Total Deputy General Manager Division	\$ 2,157,349	\$ 1,124,296	\$ 3,455,750	\$ 3,934,525	\$ 4,165,928	\$ 231,403	5.9% 72



Human Resources & Labor Relations Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 871,976	\$ 1,066,307	\$ 737,912	\$ 926,678	\$ -	\$ -	\$ -
Materials & Services	389,730	353,241	451,644	365,225	-	-	-
Total	\$ 1,261,706	\$ 1,419,548	\$ 1,189,556	\$ 1,291,903	\$ -	\$ -	\$ -

Division Description & Responsibilities

The Human Resources & Labor Relations Division ensures compliance with federal and state employment laws and manages talent acquisition, onboarding, compensation, and benefits. The Division also oversees all employee and labor relations matters, supporting efforts to attract and retain an exceptional workforce where employees feel supported.

General Fund



Human Resources & Labor Relations Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Human Resources							
1 Personnel Services	\$ 732,920	\$ 901,074	\$ 737,912	\$ 926,678	\$ -	-\$ (926,678)	-100.0% 1
Materials & Services							
2 Software License Annual Maintenance	4,850	24,305	-	-	-	-	0.0% 2
3 Advertising Fees	61,338	72,178	142,000	75,000	-	-(75,000)	-100.0% 3
4 Other Professional & Technical	169,697	67,272	135,000	145,000	-	-(145,000)	-100.0% 4
5 Legal Services	17,274	62,437	100,000	100,000	-	-(100,000)	-100.0% 5
6 Temporary Help	2,138	-	27,060	-	-	-	0.0% 6
7 Parts, Equipment & Tools	2,450	-	-	-	-	-	0.0% 7
8 Other Services	3,847	4,681	309	-	-	-	0.0% 8
9 Training/Incentive - Employee Appreciation	29,184	6,515	15,000	15,000	-	-(15,000)	-100.0% 9
10 Uniforms	105	-	239	200	-	-(200)	-100.0% 10
11 Office Supplies	475	2,444	1,000	1,000	-	-(1,000)	-100.0% 11
12 Other Materials & Supplies	1,462	5,745	6,500	6,500	-	-(6,500)	-100.0% 12
13 Utilities	1,673	1,836	2,000	2,400	-	-(2,400)	-100.0% 13
14 Dues & Subscriptions	5,976	1,067	5,200	5,200	-	-(5,200)	-100.0% 14
15 Travel, Meetings, Training, Education	10,990	1,760	10,736	10,825	-	-(10,825)	-100.0% 15
16 Printing	6,173	11,969	6,500	4,000	-	-(4,000)	-100.0% 16
17 Other Misc. Expenses	5,019	70	100	100	-	-(100)	-100.0% 17
18 Total Materials & Services	\$ 322,653	\$ 262,278	\$ 451,644	\$ 365,225	\$ -	-\$ (365,225)	-100.0% 18
19 Total Human Resources	\$ 1,055,573	\$ 1,163,352	\$ 1,189,556	\$ 1,291,903	\$ -	-\$ (1,291,903)	-100.0% 19
Risk Administration							
20 Personnel Services	\$ 139,056	\$ 165,233	\$ -	\$ -	\$ -	\$ -	0.0% 20
Materials & Services							
21 Other Professional & Technical	-	720	-	-	-	-	0.0% 21
22 Safety & Wellness	25,954	26,995	-	-	-	-	0.0% 22
23 Office Supplies	103	453	-	-	-	-	0.0% 23
24 Utilities	359	459	-	-	-	-	0.0% 24
25 Other Losses & Settlements	36,116	61,142	-	-	-	-	0.0% 25
26 Dues & Subscriptions	385	820	-	-	-	-	0.0% 26
27 Travel, Meetings, Training, Education	4,160	375	-	-	-	-	0.0% 27



	FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
Human Resources & Labor Relations Division	Actual	Actual	Year-End	Adopted	Approved	FY2025-26	Change
			Estimate	Budget	Budget	Budget	
28 Total Materials & Services	\$ 67,077	\$ 90,963	\$ -	\$ -	\$ -	\$ -	0.0%
29 Total Risk Administration	\$ 206,133	\$ 256,197	\$ -	\$ -	\$ -	\$ -	0.0%
Total Human Resources & Labor Relations							
30 Division	\$ 1,261,706	\$ 1,419,549	\$ 1,189,556	\$ 1,291,903	\$ -	\$ (1,291,903)	-100.0%



Finance Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 1,595,173	\$ 1,520,994	\$ 1,200,141	\$ 1,404,463	\$ 2,154,320	\$ 2,154,320	\$ -
Materials & Services	164,218	322,419	179,332	176,471	606,100	606,100	-
Total	\$ 1,759,391	\$ 1,843,413	\$ 1,379,473	\$ 1,580,934	\$ 2,760,420	\$ 2,760,420	\$ -

Division Description & Responsibilities

The Finance Division is responsible for managing the District's financial resources while ensuring compliance with all regulatory requirements. Its four primary functional areas include:

- Human Resources: Ensures compliance with federal and state employment laws and manages talent acquisition, onboarding, compensation, and benefits.
- Grant Administration: Manages grant reporting and drawdowns for federal and state agencies.
- Payroll: Processes payroll and associated tax filings.
- Accounting: Oversees vendor payments, manages the annual budget process, and produces financial reports.

Procurement and Contracts: Formerly part of this division, moved to the Deputy General Manager Division in FY2026.

General Fund



Finance Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Procurement							
1 Personnel Services	\$ 280,645	\$ 183,544	\$ -	\$ -	\$ -	\$ -	0.0% 1
Materials & Services							
2 Office Supplies	541	-	-	-	-	-	0.0% 2
3 Dues & Subscriptions	288	1,270	-	-	-	-	0.0% 3
4 Printing	1,290	-	-	-	-	-	0.0% 4
5 Travel, Meetings, Training, Education	-	320	-	-	-	-	0.0% 5
6 Utilities	75	-	-	-	-	-	0.0% 6
7 Total Materials & Services	\$ 2,194	\$ 1,590	\$ -	\$ -	\$ -	\$ -	0.0% 7
8 Total Procurement	\$ 282,839	\$ 185,134	\$ -	\$ -	\$ -	\$ -	0.0% 8
Finance							
9 Personnel Services	\$ 1,314,528	\$ 1,337,450	\$ 1,200,141	\$ 1,404,463	\$ 1,429,972	\$ 25,509	1.8% 9
Materials & Services							
10 Advertising Fees	3,262	2,398	3,500	5,000	3,500	(1,500)	-30.0% 10
11 Other Professional & Technical	125,085	127,298	95,500	105,500	100,000	(5,500)	-5.2% 11
12 Temporary Help	-	148,230	22,638	-	10,000	10,000	100.0% 12
13 Parts, Equipment & Tools	781	-	747	500	500	-	0.0% 13
14 Office Supplies	2,826	2,468	3,500	4,700	3,500	(1,200)	-25.5% 14
15 Other Materials & Supplies	-	665	1,000	-	1,000	1,000	100.0% 15
16 Dues & Subscriptions	961	2,621	4,447	4,447	4,450	3	0.1% 16
17 Travel, Meetings, Training, Education	6,762	8,671	7,200	15,100	10,500	(4,600)	-30.5% 17
18 Utilities	2,327	2,224	1,800	2,224	1,800	(424)	-19.1% 18
19 Other Misc. Expenses	20,019	26,253	39,000	39,000	39,000	-	0.0% 19
20 Total Materials & Services	\$ 162,024	\$ 320,829	\$ 179,332	\$ 176,471	\$ 174,250	\$ (2,221)	-1.3% 20
21 Total Finance	\$ 1,476,552	\$ 1,658,279	\$ 1,379,473	\$ 1,580,934	\$ 1,604,222	\$ 23,288	1.5% 21
Human Resources							
22 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 724,348	\$ 724,348	100.0% 22
Materials & Services							
23 Advertising Fees	-	-	-	-	145,000	145,000	100.0% 23
24 Other Professional & Technical	-	-	-	-	154,350	154,350	100.0% 24
25 Temporary Help	-	-	-	-	15,000	15,000	100.0% 25

General Fund



Finance Division		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Human Resources Materials & Services Continued								
26	Uniforms	-	-	-	-	200	200	100.0%
27	Legal Services	-	-	-	-	75,000	75,000	100.0%
28	Training/Incentive - Employee Appreciation	-	-	-	-	15,000	15,000	100.0%
29	Other Materials & Supplies	-	-	-	-	6,500	6,500	100.0%
30	Office Supplies	-	-	-	-	1,000	1,000	100.0%
31	Dues & Subscriptions	-	-	-	-	5,700	5,700	100.0%
32	Travel, Meetings, Training, Education	-	-	-	-	6,200	6,200	100.0%
33	Utilities	-	-	-	-	1,800	1,800	100.0%
34	Printing	-	-	-	-	6,000	6,000	100.0%
35	Other Misc. Expenses	-	-	-	-	100	100	100.0%
36	Total Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ 431,850	\$ 431,850	100.0%
37	Total Human Resources	\$ -	\$ -	\$ -	\$ -	\$ 1,156,198	\$ 1,156,198	100.0%
38	Total Finance Division	\$ 1,759,391	\$ 1,843,413	\$ 1,379,473	\$ 1,580,934	\$ 2,760,420	\$ 1,179,486	74.6%



Technology & Program Management Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 710,053	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	849,036	-	-	-	-	-	-
Total	\$ 1,559,089	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Division Description & Responsibilities

The Technology & Program Management Division was reorganized and moved to the Information Technology & Infrastructure Division in FY2025.

General Fund



Technology & Program Management Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Technology							
1 Personnel Services	\$ 710,053	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 1
Materials & Services							
2 Software Licensing Annual Maintenance	448,225	-	-	-	-	-	0.0% 2
3 Other Professional & Technical	50,422	-	-	-	-	-	0.0% 3
4 Contract Maintenance Services	134,359	-	-	-	-	-	0.0% 4
5 Other Services	130,164	-	-	-	-	-	0.0% 5
6 Parts, Equipment & Tools	76,455	-	-	-	-	-	0.0% 6
7 Operating Supplies	201	-	-	-	-	-	0.0% 7
8 Utilities	3,853	-	-	-	-	-	0.0% 8
9 Dues & Subscriptions	240	-	-	-	-	-	0.0% 9
10 Travel, Meetings, Training, Education	3,973	-	-	-	-	-	0.0% 10
11 Other Misc. Expenses	43	-	-	-	-	-	0.0% 11
12 Total Materials & Services	\$ 847,936	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 12
13 Total Technology	\$ 1,557,989	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 13
Program Management							
Materials & Services							
14 Other Misc. Expenses	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 14
15 Total Materials & Services	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 15
16 Total Program Management	\$ 1,100	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 16
17 Total Technology & Program Management Division	\$ 1,559,089	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 17



Information Technology & Infrastructure Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ -	\$ 874,530	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	-	834,386	-	-	-	-	-
Total	\$ -	\$ 1,708,916	\$ -	\$ -	\$ -	\$ -	\$ -

Division Description & Responsibilities

The Information Technology & Infrastructure Division was reorganized and moved to the Deputy General Manager Division in FY2026.

General Fund



Information Technology & Infrastructure Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
1 Personnel Services	\$ -	\$ 874,530	\$ -	\$ -	\$ -	\$ -	0.0% 1
Materials & Services							
2 Software Licensing Annual Maintenance	-	297,611	-	-	-	-	0.0% 2
3 Other Professional & Technical	-	14,494	-	-	-	-	0.0% 3
4 Contract Maintenance Services	-	157,979	-	-	-	-	0.0% 4
5 Other Services	-	239,573	-	-	-	-	0.0% 5
6 Parts, Equipment & Tools	-	98,969	-	-	-	-	0.0% 6
7 Utilities	-	5,716	-	-	-	-	0.0% 7
8 Dues & Subscriptions	-	200	-	-	-	-	0.0% 8
9 Travel, Meetings, Training, Education	-	19,845	-	-	-	-	0.0% 9
10 Total Materials & Services	\$ -	\$ 834,386	\$ -	\$ -	\$ -	\$ -	0.0% 10
11 Total Information Technology & Infrastructure	\$ -	\$ 1,708,916	\$ -	\$ -	\$ -	\$ -	0.0% 11
12 Total Information Technology & Infrastructure Division	\$ -	\$ 1,708,916	\$ -	\$ -	\$ -	\$ -	0.0% 12



Communications Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 1,668,719	\$ 1,818,863	\$ 1,550,578	\$ 1,682,689	\$ 2,062,864	\$ 2,062,864	\$ -
Materials & Services	239,556	452,374	397,991	330,541	448,699	448,699	-
Total	\$ 1,908,275	\$ 2,271,237	\$ 1,948,569	\$ 2,013,230	\$ 2,511,563	\$ 2,511,563	\$ -

Division Description & Responsibilities

The Communications Division serves as a bridge between the District and the communities we serve, helping residents understand, access, and confidently use public transit. Through coordinated marketing, customer support, travel training, and rider engagement programs, the Division advances District priorities by strengthening public awareness, supporting ridership growth, fostering partnerships, and ensuring community voices are heard. This work supports the District's broader commitment to building trusted community connections, expanding equitable access to mobility, and reinforcing transit as an essential public service that supports economic vitality and quality of life throughout the region.

General Fund



	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Communications Division							
Marketing & Communications							
1 Personnel Services	\$ 671,416	\$ 753,369	\$ 521,539	\$ 589,407	\$ 938,965	\$ 349,558	59.3% 1
Materials & Services							
2 Other Professional & Technical	47,370	232,340	200,000	149,000	209,000	60,000	40.3% 2
3 Temporary Help	-	-	8,203	-	8,750	8,750	100.0% 3
4 Parts, Equipment & Tools	27	-	-	-	-	-	0.0% 4
5 Operating Supplies	827	776	1,000	1,000	1,000	-	0.0% 5
6 Office Supplies	855	507	170	100	100	-	0.0% 6
7 Other Materials & Supplies	1,363	2,273	2,100	2,100	2,100	-	0.0% 7
8 Utilities	3,504	2,068	2,400	2,400	3,108	708	29.5% 8
9 Dues & Subscriptions	7,711	7,272	18,146	6,400	16,000	9,600	150.0% 9
10 Advertising/Promotion Media	35,112	21,271	35,000	35,000	60,000	25,000	71.4% 10
11 Travel, Meetings, Training, Education	10,215	3,543	3,770	3,770	16,650	12,880	341.6% 11
12 Printing	111,542	151,871	100,000	100,000	110,000	10,000	10.0% 12
13 Other Misc. Expenses	9,186	20,170	10,000	10,000	10,000	-	0.0% 13
14 Total Materials & Services	\$ 227,711	\$ 442,091	\$ 380,789	\$ 309,770	\$ 436,708	\$ 126,938	41.0% 14
15 Total Marketing & Communications	\$ 899,127	\$ 1,195,461	\$ 902,328	\$ 899,177	\$ 1,375,673	\$ 476,496	53.0% 15
Customer Service							
16 Personnel Services	\$ 883,447	\$ 938,413	\$ 895,202	\$ 954,496	\$ 978,090	\$ 23,594	2.5% 16
Materials & Services							
17 Other Professional & Technical	1,390	385	1,200	2,500	1,200	(1,300)	-52.0% 17
18 Radio Charges	-	-	330	-	330	330	100.0% 18
19 Parts, Equipment & Tools	223	2,442	1,050	1,050	1,050	-	0.0% 19
20 Uniforms	-	591	855	855	700	(155)	-18.1% 20
21 Operating Supplies	1,309	556	1,500	1,500	1,500	-	0.0% 21
22 Office Supplies	418	611	700	700	700	-	0.0% 22
23 Utilities	481	1,444	1,176	1,176	1,176	-	0.0% 23
24 Travel, Meetings, Training, Education	4,220	1,838	6,246	7,345	1,500	(5,845)	-79.6% 24
25 Other Misc. Expenses	1,684	24	1,500	1,500	1,500	-	0.0% 25
26 Total Materials & Services	\$ 9,725	\$ 7,892	\$ 14,557	\$ 16,626	\$ 9,656	\$ (6,970)	-41.9% 26
27 Total Customer Service	\$ 893,173	\$ 946,305	\$ 909,759	\$ 971,122	\$ 987,746	\$ 16,624	1.7% 27

General Fund



Communications Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Travel Training							
28 Personnel Services	\$ 113,856	\$ 127,081	\$ 133,837	\$ 138,786	\$ 145,809	\$ 7,023	5.1% 28
Materials & Services							
29 Uniforms	-	70	95	95	85	(10)	-10.5% 29
30 Utilities	826	576	950	950	950	-	0.0% 30
31 Advertising/Promotion Media	-	1,146	1,000	1,200	1,000	(200)	-16.7% 31
32 Travel, Meetings, Training, Education	1,294	250	300	1,600	-	(1,600)	-100.0% 32
33 Printing	-	120	-	-	-	-	0.0% 33
34 Other Misc. Expenses	-	230	300	300	300	-	0.0% 34
35 Materials & Services Total	\$ 2,120	\$ 2,391	\$ 2,645	\$ 4,145	\$ 2,335	\$ (1,810)	-43.7% 35
36 Total Travel Training	\$ 115,975	\$129,471	\$ 136,482	\$ 142,931	\$ 148,144	\$ 5,213	3.6% 36
37 Total Communications Division	\$ 1,908,275	\$ 2,271,237	\$ 1,948,569	\$ 2,013,230	\$ 2,511,563	\$ 498,333	24.8% 37



Operations Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 24,392,902	\$ 26,696,575	\$ 27,652,177	\$ 28,564,588	\$ 30,354,248	\$ 30,354,248	\$ -
Materials & Services	3,108,049	3,002,640	3,427,496	3,658,905	4,266,170	4,266,170	-
Total	\$ 27,500,951	\$ 29,699,215	\$ 31,079,673	\$ 32,223,493	\$ 34,620,418	\$ 34,620,418	\$ -

Division Description & Responsibilities

The Operations Division is responsible for Creating Community Connections by providing safe, reliable, and courteous Mobility Options for our community stakeholders, customers, and employees. The Division is comprised of the Chief Operations Officer and three departments:

- **Transportation:** The Transportation Department is responsible for the delivery of all directly operated fixed-route services. The department includes the following functions: Transportation Manager, Assistant Transportation Manager, Administrative staff, Transit Operators, Transportation Operations Supervisors, Transportation Leads, and Transportation Training Supervisors.
- **Maintenance:** The Maintenance Department is responsible for maintaining safe and reliable vehicles for all of our transit services. The department is also responsible for maintaining all District facilities. The department includes the following functions: Maintenance Manager, Maintenance Supervisors, Facilities Maintenance Supervisor, Parts/Supply Clerk, Purchasing Agent, Maintenance Training Supervisor, Journey Mechanics, Service Technicians, Service Workers, Facilities Service Technician, Facilities Workers, and Administrative Assistant.
- **Contracted Services:** The Contracted Services Department is responsible for monitoring all contracted staff for the delivery of our Cherrlots LIFT, Cherrlots Regional, Cherrlots Shop & Ride, Call Center, and ADA Eligibility services. The department includes the following functions: Contracted Services Manager and Administrative Assistant.

General Fund



Operations Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operations Administration							
1 Personnel Services	\$ 413,771	\$ 243,026	\$ 252,499	\$ 255,316	\$ 269,489	\$ 14,173	5.6% 1
Materials & Services							
2 Other Professional & Technical	76,877	23,227	14,000	14,000	14,000	-	0.0% 2
3 DMV Fees	-	103	-	-	-	-	0.0% 3
4 Parts, Equipment & Tools	12,454	-	-	-	-	-	0.0% 4
5 Office Supplies	427	-	1,000	1,000	1,000	-	0.0% 5
6 Utilities	1,307	496	600	600	600	-	0.0% 6
7 Travel, Meetings, Training, Education	11,587	6,414	6,500	8,500	7,200	(1,300)	-15.3% 7
8 Other Misc. Expenses	3,456	6,977	30,000	30,000	30,000	-	0.0% 8
9 Total Materials & Services	\$ 106,107	\$ 37,216	\$ 52,100	\$ 54,100	\$ 52,800	\$ (1,300)	-2.4% 9
10 Total Operations Administration	\$ 519,877	\$ 280,242	\$ 304,599	\$ 309,416	\$ 322,289	\$ 12,873	4.2% 10
Vehicle Maintenance							
11 Personnel Services	\$ 3,717,195	\$ 3,737,718	\$ 3,839,207	\$ 4,258,875	\$ 4,685,595	\$ 426,720	10.0% 11
Materials & Services							
12 Other Professional & Technical	1,934	25,274	30,000	30,000	30,000	-	0.0% 12
13 Contract Maintenance Services	4,436	5,242	5,000	5,000	5,000	-	0.0% 13
14 Towing & Collision Repairs	72,120	29,013	37,600	57,600	37,000	(20,600)	-35.8% 14
15 Radio Charges	54,564	50,136	40,000	40,000	1,224	(38,776)	-96.9% 15
16 Fuel-Cars & Other	17,039	69,057	100,000	40,000	271,500	231,500	578.8% 16
17 Fuel-Diesel	770,696	588,071	650,000	637,500	986,700	349,200	54.8% 17
18 Fuel-CNG	345,840	357,504	396,000	450,000	495,000	45,000	10.0% 18
19 Fuel-Elect	56,648	136,276	200,000	400,000	400,000	-	0.0% 19
20 Lubricant & Coolant	88,593	69,935	90,000	90,000	90,000	-	0.0% 20
21 Tires & Tire Supplies	262,503	247,742	305,000	314,700	336,000	21,300	6.8% 21
22 Parts, Equipment & Tools	712,069	806,828	769,500	756,700	774,500	17,800	2.4% 22
23 Uniforms	31,100	34,446	33,000	33,000	33,000	-	0.0% 23
24 Safety & Wellness	-	-	1,500	1,500	1,500	-	0.0% 24
25 Operating Supplies	46,544	39,874	58,000	63,000	58,000	(5,000)	-7.9% 25
26 Office Supplies	4,262	2,616	2,000	2,000	2,000	-	0.0% 26
27 Utilities	968	979	1,250	1,250	4,250	3,000	240.0% 27

General Fund



		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent	
		Actual	Actual	Year-End	Adopted	Approved	FY2025-26	Change	
Operations Division				Estimate	Budget	Budget	Budget		
Vehicle Maintenance Materials & Services Continued									
28	Travel, Meetings, Training, Education	11,176	2,941	9,000	18,500	30,300	11,800	63.8%	28
29	Advertising/Promotion Media	805	47	-	1,500	-	(1,500)	-100.0%	29
30	Printing	1,375	4,341	2,000	4,000	2,000	(2,000)	-50.0%	30
31	Other Misc. Expenses	-	-	1,613	-	1,500	1,500	100.0%	31
32	Total Materials & Services	\$ 2,482,673	\$ 2,470,322	\$ 2,731,463	\$ 2,946,250	\$ 3,559,474	\$ 613,224	20.8%	32
33	Total Vehicle Maintenance	\$ 6,199,868	\$ 6,208,041	\$ 6,570,670	\$ 7,205,125	\$ 8,245,069	\$ 1,039,944	14.4%	33
Facility Maintenance									
34	Personnel Services	\$ 1,236,677	\$ 1,324,527	\$ 1,315,348	\$ 1,395,103	\$ 1,494,725	\$ 99,622	7.1%	34
Materials & Services									
35	Other Professional & Technical	17,467	34,247	50,000	27,000	121,400	94,400	349.6%	35
36	Contract Maintenance Services	77,901	46,077	101,000	86,400	-	-	0.0%	36
37	Outside Services	534	-	-	-	-	-	0.0%	37
38	Radio Charges	-	-	2,260	-	2,856	2,856	100.0%	38
39	Fuel-Cars & Other	28,641	26,368	30,118	26,000	31,000	5,000	19.2%	39
40	Parts, Equipment & Tools	3,506	5,627	4,150	4,150	3,150	(1,000)	-24.1%	40
41	Uniforms	265	1,128	8,000	4,000	9,750	5,750	143.8%	41
42	Operating Supplies	72,813	96,907	80,000	80,000	80,000	-	0.0%	42
43	Other Materials & Supplies	27,551	8,328	30,000	30,000	30,000	-	0.0%	43
44	Utilities	178,896	195,106	220,655	217,355	207,518	(9,837)	-4.5%	44
45	Dues & Subscriptions	-	-	-	-	300	300	100.0%	45
46	Printing	-	-	250	250	250	-	0.0%	46
47	Other Misc. Expenses	-	88	150	150	150	-	0.0%	47
48	Total Materials & Services	\$ 407,574	\$ 413,876	\$ 526,583	\$ 475,305	\$ 486,374	\$ 11,069	2.3%	48
49	Total Facility Maintenance	\$ 1,644,250	\$ 1,738,403	\$ 1,841,931	\$ 1,870,408	\$ 1,981,099	\$ 110,691	5.9%	49
Cherriots Local Service									
50	Personnel Services	\$19,025,259	\$21,391,304	\$22,245,123	\$22,655,294	\$23,904,439	\$ 1,249,145	5.5%	50
Materials & Services									
51	Other Professional & Technical	797	-	5,000	5,000	5,000	-	0.0%	51
52	Radio Charges	-	-	3,350	-	3,672	3,672	100.0%	52

General Fund



Operations Division		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Cherriots Local Services Materials & Services Continued								
53	Fuel-Cars & Other	11,829	9,986	10,000	10,000	19,000	9,000	90.0% 53
54	Parts, Equipment & Tools	38	1,433	1,500	1,950	1,750	(200)	-10.3% 54
55	Uniforms	56,514	48,125	59,000	121,600	104,000	(17,600)	-14.5% 55
56	Safety & Wellness	4,138	-	-	-	-	-	0.0% 56
57	Operating Supplies	1,409	925	1,500	1,500	1,500	-	0.0% 57
58	Office Supplies	5,532	3,628	5,500	6,200	4,500	(1,700)	-27.4% 58
59	Utilities	7,015	8,090	9,000	10,000	9,000	(1,000)	-10.0% 59
60	Travel, Meetings, Training, Education	18,951	6,567	15,500	20,000	12,600	(7,400)	-37.0% 60
61	Printing	-	-	500	500	500	-	0.0% 61
62	Other Misc. Expenses	5,474	2,473	6,500	6,500	6,000	(500)	-7.7% 62
63	Total Materials & Services	\$ 111,696	\$ 81,226	\$ 117,350	\$ 183,250	\$ 167,522	\$ (15,728)	-8.6% 63
64	Total Cherriots Local Service	\$19,136,956	\$21,472,530	\$22,362,472	\$22,838,544	\$24,071,961	\$ 1,233,417	5.4% 64
65	Total Operations Division	\$27,500,951	\$29,699,215	\$31,079,673	\$32,223,493	\$34,620,418	\$ 2,396,925	7.4% 65



Planning & Development Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 924,125	\$ 850,510	\$ 884,291	\$ 910,206	\$ 956,683	\$ 956,683	\$ -
Materials & Services	450,761	263,678	447,529	565,273	205,340	205,340	-
Total	\$ 1,374,886	\$ 1,114,188	\$ 1,331,820	\$ 1,475,479	\$ 1,162,023	\$ 1,162,023	\$ -

Division Description & Responsibilities

The Planning & Development Division oversees service planning, bus stop design and improvements, and major capital projects. The Division conducts feasibility studies, operational analyses, and develops partnerships to enhance system accessibility and transit infrastructure, while ensuring compliance with federal regulations.

General Fund



	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Planning & Development Division							
Planning Administration							
1 Personnel Services	\$ 181,145	\$ 227,510	\$ 222,620	\$ 233,004	\$ 244,088	\$ 11,084	4.8% 1
Materials & Services							
2 Advertising Fees	-	-	-	2,000	2,000	-	0.0% 2
3 Other Professional & Technical	1,450	158	50,000	115,602	55,000	(60,602)	-52.4% 3
4 Office Supplies	596	28	792	200	200	-	0.0% 4
5 Other Materials & Supplies	-	-	50	100	50	(50)	-50.0% 5
6 Utilities	892	496	600	600	600	-	0.0% 6
7 Dues & Subscriptions	-	2,874	240	-	240	240	100.0% 7
8 Travel, Meetings, Training, Education	5,607	1,275	5,000	5,000	23,000	18,000	360.0% 8
9 Total Materials & Services	\$ 8,544	\$ 4,831	\$ 56,682	\$ 123,502	\$ 81,090	\$ (42,412)	-34.3% 9
10 Total Planning Administration	\$ 189,689	\$ 232,341	\$ 279,302	\$ 356,506	\$ 325,178	\$ (31,328)	-8.8% 10
Planning							
11 Personnel Services	\$ 742,980	\$ 623,000	\$ 661,671	\$ 677,202	\$ 712,595	\$ 35,393	5.2% 11
Materials & Services							
12 Other Professional & Technical	258,589	160,527	381,090	432,407	116,000	(316,407)	-73.2% 12
13 Legal Services	-	2,868	-	-	-	-	0.0% 13
14 Other Services	(863)	-	1,000	1,000	1,500	500	50.0% 14
15 Parts, Equipment & Tools	-	-	-	300	-	(300)	-100.0% 15
16 Operating Supplies	-	-	-	200	-	(200)	-100.0% 16
17 Office Supplies	36	369	175	200	200	-	0.0% 17
18 Utilities	2,064	1,488	1,500	2,064	1,500	(564)	-27.3% 18
19 Dues & Subscriptions	174	-	-	200	-	(200)	-100.0% 19
20 Travel, Meetings, Training, Education	2,602	2,575	7,082	5,400	4,050	(1,350)	-25.0% 20
21 Printing	-	-	-	-	1,000	1,000	100.0% 21
22 Total Materials & Services	\$ 262,602	\$ 167,828	\$ 390,847	\$ 441,771	\$ 124,250	\$ (317,521)	-71.9% 22
23 Total Planning	\$ 1,005,582	\$ 790,828	\$ 1,052,518	\$ 1,118,973	\$ 836,845	\$ (282,128)	-25.2% 23
Vanpool Subsidy							
24 Vanpool Subsidy	\$ 179,615	\$ 91,019	\$ -	\$ -	\$ -	\$ -	0.0% 24
25 Total Planning & Development Division	\$ 1,374,886	\$ 1,114,188	\$ 1,331,820	\$ 1,475,479	\$ 1,162,023	\$ (313,456)	-21.2% 25

Safety & Security Division

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ -	\$ 640,078	\$ 892,275	\$ 935,452	\$ 1,167,244	\$ 1,167,244	\$ -
Materials & Services	-	1,152,711	1,815,155	2,129,650	2,161,100	2,161,100	-
Total	\$ -	\$ 1,792,789	\$ 2,707,430	\$ 3,065,102	\$ 3,328,344	\$ 3,328,344	\$ -

Division Description & Responsibilities

The Safety & Security Division provides system-wide leadership and oversight for employee, rider, and organizational safety through integrated safety management, security operations, emergency preparedness, and enterprise risk management. The Division is responsible for developing, implementing, and continuously improving programs that identify hazards, reduce risk, and support safe and reliable transit service across all District operations.

The Division oversees contracted security services, coordinates emergency preparedness and response planning, and maintains responsibility for safety and security programs related to District-owned facilities, infrastructure, and fleet assets. In addition, the Division leads implementation of the District’s Agency Safety Plan (ASP) and Safety Management System (SMS), ensuring compliance with federal, state, and local safety regulations while promoting a proactive, data-driven approach to safety performance improvement.

With the addition of Risk Management functions, the Division now provides centralized coordination of organizational risk assessment, workers’ compensation oversight, insurance and claims administration, and enterprise risk mitigation strategies. By aligning risk management with safety and security operations, the Division supports informed decision-making, reduces organizational exposure, and enhances operational resilience.

Through collaboration with Operations, Planning & Development, Human Resources, and other administrative departments, the Division promotes a culture of safety, accountability, and continuous improvement, supporting the District’s mission to provide safe, reliable, and accessible transportation services to the community.

General Fund



Safety & Security Division	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Safety							
1 Personnel Services	\$ -	\$ 141,759	\$ 224,069	\$ 236,321	\$ 428,616	\$ 192,295	81.4% 1
Materials & Services							
2 Other Professional & Technical	-	-	8,000	17,000	17,000	-	0.0% 2
3 Radio Charges	-	468	1,150	1,000	1,150	150	15.0% 3
4 Parts, Equipment & Tools	-	595	800	800	800	-	0.0% 4
5 Uniforms	-	43	400	1,000	800	(200)	-20.0% 5
6 Safety & Wellness	-	8,160	9,730	16,500	16,500	-	0.0% 6
7 Operating Supplies	-	10,770	10,000	12,000	10,000	(2,000)	-16.7% 7
8 Office Supplies	-	137	500	500	500	-	0.0% 8
9 Utilities	-	1,216	700	1,200	1,500	300	25.0% 9
10 Dues & Subscriptions	-	849	900	2,200	2,250	50	2.3% 10
11 Travel, Meetings, Training, Education	-	345	10,000	17,500	11,000	(6,500)	-37.1% 11
12 Other Misc. Expenses	-	284	1,000	1,000	1,000	-	0.0% 12
13 Total Materials & Services	\$ -	\$ 22,867	\$ 43,180	\$ 70,700	\$ 62,500	\$ (8,200)	-11.6% 13
14 Total Safety	\$ -	\$ 164,626	\$ 267,249	\$ 307,021	\$ 491,116	\$ 184,095	60.0% 14
Security							
15 Personnel Services	\$ -	\$ 498,319	\$ 509,271	\$ 532,724	\$ 563,034	\$ 30,310	5.7% 15
Materials & Services							
16 Other Professional & Technical	-	1,104,669	1,620,000	1,875,000	1,956,000	81,000	4.3% 16
17 Radio Charges	-	5,616	7,600	6,000	5,000	(1,000)	-16.7% 17
18 Other Services	-	-	500	500	500	-	0.0% 18
19 Parts, Equipment & Tools	-	8,604	7,500	4,000	4,000	-	0.0% 19
20 Uniforms	-	30	350	500	400	(100)	-20.0% 20
21 Operating Supplies	-	1,005	7,000	7,000	7,000	-	0.0% 21
22 Office Supplies	-	847	1,000	1,500	1,200	(300)	-20.0% 22
23 Utilities	-	3,781	4,500	6,500	6,000	(500)	-7.7% 23
24 Dues & Subscriptions	-	1,386	1,300	2,000	1,300	(700)	-35.0% 24
25 Travel, Meetings, Training, Education	-	3,231	12,600	16,000	13,500	(2,500)	-15.6% 25
26 Printing	-	674	700	1,250	1,000	(250)	-20.0% 26
27 Other Misc. Expenses	-	-	500	500	500	-	0.0% 27

General Fund



	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
Safety & Security Division								
28 Total Materials & Services	\$ -	\$ 1,129,844	\$ 1,663,550	\$ 1,920,750	\$ 1,996,400	\$ 75,650	3.9%	28
29 Total Security	\$ -	\$ 1,628,163	\$ 2,172,821	\$ 2,453,474	\$ 2,559,434	\$ 105,960	4.3%	29
Risk								
30 Personnel Services	\$ -	\$ -	\$ 158,935	\$ 166,407	\$ 175,594	\$ 9,187	5.5%	30
Materials & Services								
31 Software Licensing Annual Maintenance	-	-	22,500	30,000	-	(30,000)	-100.0%	31
32 Other Professional & Technical	-	-	5,000	15,000	5,000	(10,000)	-66.7%	32
33 Other Services	-	-	4,000	-	-	-	0.0%	33
34 Safety & Wellness	-	-	20,000	32,000	37,700	5,700	17.8%	34
35 Office Supplies	-	-	500	500	500	-	0.0%	35
36 Utilities	-	-	600	600	600	-	0.0%	36
37 Payouts for Damage Settlements	-	-	50,000	50,000	50,000	-	0.0%	37
38 Dues & Subscriptions	-	-	825	1,100	950	(150)	-13.6%	38
39 Travel, Meetings, Training, Education	-	-	4,500	8,500	6,950	(1,550)	-18.2%	39
40 Other Misc. Expenses	-	-	500	500	500	-	0.0%	40
41 Total Materials & Services	\$ -	\$ -	\$ 108,425	\$ 138,200	\$ 102,200	\$ (36,000)	-26.0%	41
42 Total Risk	\$ -	\$ -	\$ 267,360	\$ 304,607	\$ 277,794	\$ (26,813)	-8.8%	42
43 Total Safety & Security Division	\$ -	\$ 1,792,789	\$ 2,707,430	\$ 3,065,102	\$ 3,328,344	\$ 263,242	8.6%	43



General Administration

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Personnel Services	\$ 408,127	\$ 423,079	\$ 512,297	\$ 453,100	\$ 700,000	\$ 700,000	\$ -
Materials & Services	1,161,218	1,250,277	1,404,982	1,396,339	2,039,580	2,039,580	-
Total	\$ 1,569,345	\$ 1,673,356	\$ 1,917,279	\$ 1,849,439	\$ 2,739,580	\$ 2,739,580	\$ -

Division Description & Responsibilities

This Division is used for expenses that generally apply to the whole District rather than being identifiable to a specific division. Personnel services include retiree medical insurance, health reimbursement administration costs, and the tuition reimbursement program. Materials and services include costs such as general liability insurance and legal fees.

General Fund



	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
General Administration							
1 Personnel Services	\$ 408,127	\$ 423,079	\$ 512,297	\$ 453,100	\$ 700,000	\$ 246,900	54.5% 1
Materials & Services							
2 Other Professional & Technical	176,763	126,317	130,000	131,000	130,600	(400)	-0.3% 2
3 Outside Services	-	228	500	500	500	-	0.0% 3
4 Legal Services	108,320	171,952	140,000	140,000	140,000	-	0.0% 4
5 Other Services	-	634	1,000	1,000	1,000	-	0.0% 5
6 Parts, Equipment & Tools	-	499	500	500	500	-	0.0% 6
7 Operating Supplies	-	(98)	-	-	-	-	0.0% 7
8 Office Supplies	8,090	4,931	7,500	7,500	5,000	(2,500)	-33.3% 8
9 Other Materials & Supplies	78	100	300	300	300	-	0.0% 9
10 Utilities	38,317	38,464	43,600	43,600	43,600	-	0.0% 10
11 Condo Assn Courthouse Square	185,170	188,848	261,074	260,840	162,000	(98,840)	-37.9% 11
12 Premium for General Liability	503,999	546,353	590,000	586,057	1,310,000	723,943	123.5% 12
13 Retail Space Property Taxes	2,396	2,468	2,508	2,542	2,580	38	1.5% 13
14 Dues & Subscriptions	72,009	73,522	72,000	72,000	75,000	3,000	4.2% 14
15 Printing	-	1,261	1,500	1,500	1,500	-	0.0% 15
16 Connect Committee	3,019	17,319	21,000	21,000	21,000	-	0.0% 16
17 Wellness Committee	20,350	28,406	60,000	60,000	60,000	-	0.0% 17
18 Sustainability Committee	900	1,859	2,500	5,000	5,000	-	0.0% 18
19 CC Process & Bank Fees	13,379	16,570	19,000	19,000	20,000	1,000	5.3% 19
20 Passthrough	18,748	23,442	62,000	34,000	51,000	17,000	50.0% 20
21 Other Misc. Expenses	3,946	1,466	(18,000)	2,000	2,000	-	0.0% 21
22 Lease	5,736	5,736	8,000	8,000	8,000	-	0.0% 22
23 Total Materials & Services	\$ 1,161,218	\$ 1,250,277	\$ 1,404,982	\$ 1,396,339	\$ 2,039,580	\$ 643,241	46.1% 23
24 Total General Administration	\$ 1,569,345	\$ 1,673,356	\$ 1,917,279	\$ 1,849,439	\$ 2,739,580	\$ 890,141	48.1% 24
25 Total General Fund	\$40,080,630	\$43,698,619	\$46,064,250	\$48,553,407	\$52,375,492	\$ 3,822,085	7.9% 25

Transportation Programs Fund



Transportation Programs Fund

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Cherriots LIFT	\$ 5,841,846	\$ 6,082,224	\$ 7,040,067	\$ 7,001,218	\$ 7,767,893	\$ 7,767,893	\$ -
Cherriots Shop & Ride	402,964	358,913	391,489	468,810	438,832	438,832	-
Cherriots Regional	2,702,433	2,563,656	2,752,202	3,009,783	2,871,775	2,871,775	-
Mobility Management	89,228	134,092	108,695	127,206	108,692	108,692	-
Special Transportation Coordination	1,244,273	1,777,225	2,201,087	1,948,114	2,512,042	2,512,042	-
Commuter Options	196,215	348,048	725,617	771,968	765,656	765,656	-
Total	\$ 10,476,959	\$ 11,264,158	\$ 13,219,157	\$ 13,327,099	\$ 14,464,890	\$ 14,464,890	\$ -

Fund Description

The Transportation Programs Fund is used to account for the following six programs that are primarily supported by fares collected and federal and state grant funding.

- Cherriots LIFT: Origin-to-destination transportation service for people whose disability prevents them from using fixed-route service (Cherriots Local).
- Cherriots Shop & Ride: Shopper shuttle and dial-a-ride services for seniors and individuals with disabilities.
- Cherriots Regional: Fixed and flex-route transportation for rural Marion and Polk counties.
- Mobility Management: Travel training and mobility coordination programs.
- Special Transportation Coordination: Coordination and administration of the federal and state funds for the transportation of seniors and individuals with disabilities.
- Commuter Options: Carpool matching services, coordination of vanpools, and provision of alternative modes of transportation to the public.

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operating Revenues/Resources								
1	Passenger Fares	\$ 285,112	\$ 211,066	\$ 181,597	\$ 353,318	\$ 187,045	\$ (166,273)	-47.1% 1
2	Federal Direct 5310 Funds	383,312	390,189	389,198	390,189	396,459	6,270	1.6% 2
3	Federal 5311 Funds	364,912	354,840	379,433	409,166	394,035	(15,131)	-3.7% 3
4	Federal 5310 Funds Through State	946,698	952,501	977,361	995,891	1,009,321	13,430	1.3% 4
5	TripChoice/Rideshare Grant	1,138	116,450	246,293	325,000	325,000	-	0.0% 5
6	TDM Grant	188,600	225,120	441,552	606,155	395,401	(210,754)	-34.8% 6
7	DD53 Revenues	1,360,308	1,538,993	1,550,000	1,152,522	1,596,500	443,978	38.5% 7
8	Federal 5307	552,456	583,674	618,656	583,674	637,216	53,542	9.2% 8
9	ARPA 5310	-	42,465	-	-	-	-	0.0% 9
10	Federal 5311 CARES ACT Through State	20,990	81,032	147,978	117,000	-	(117,000)	-100.0% 10
11	STIF Pass Through Funds	1,135,564	1,052,094	1,171,749	1,365,779	1,206,901	(158,878)	-11.6% 11
12	State STIF Formula Funds	1,746,211	2,172,320	2,518,648	3,773,940	2,563,573	(1,210,367)	-32.1% 12
13	Other Pass Through Funds	849,476	915,535	953,000	975,000	968,122	(6,878)	-0.7% 13
14	Interest on Investments	86,876	97,360	98,650	88,900	101,610	12,710	14.3% 14
15	Transfer In for GF Match Required	3,657,104	-	847,710	2,900,146	4,292,231	(1,392,085)	48.0% 15
16	Total Operating Revenues/Resources	\$11,578,757	\$ 8,733,639	\$ 10,521,825	\$ 14,036,680	\$ 14,073,414	\$ (36,734)	0.3% 16
Operating Expenses/Requirements								
17	General Manager	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042	\$ 563,928	28.9% 17
18	Communications	196,215	134,092	108,695	127,206	108,692	(18,514)	-14.6% 18
19	Operations	9,036,471	9,004,792	10,183,758	10,479,811	11,078,500	598,689	5.7% 19
20	Planning & Development	-	348,048	725,617	771,968	765,656	(6,312)	-0.8% 20
21	Total Operating Expenses/Requirements	\$10,476,959	\$11,264,158	\$ 13,219,157	\$ 13,327,099	\$14,464,890	\$ 1,137,791	8.5% 21
22	Operating Revenue/Resources less Operating Expenses/Requirements	\$ 1,101,798	\$(2,530,520)	\$(2,697,332)	\$ 709,581	\$(391,476)	\$(1,101,057)	-155.2% 22
23	Total Net Operating & Transfers to Other Funds	\$ 1,101,798	\$(2,530,520)	\$(2,697,332)	\$ 709,581	\$(391,476)	\$(1,101,057)	-155.2% 23
24	Reserve Working Capital	-	-	-	(7,263,817)	(4,021,142)	3,242,675	-44.6% 24
25	Total Net Operating, Transfers to Other Funds, & Reserve Working Capital	\$ 1,101,798	\$(2,530,520)	\$(2,697,332)	\$ (6,554,236)	\$ (4,412,618)	\$ 2,141,618	-32.7% 25
26	Beginning Working Capital	8,538,672	9,640,470	7,109,950	6,554,236	4,412,618	(2,141,618)	-32.7% 26
27	Ending Working Capital	\$ 9,640,470	\$ 7,109,950	\$ 4,412,618	\$ -	\$ -	\$ -	0.0% 27

Transportation Programs Fund Expenses/Requirements Summary	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
General Manager							
1 Special Transportation Coordination	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042	\$ 563,928	28.9% 1
2 Total General Manager	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042	\$ 563,928	28.9% 2
Communications							
3 TripChoice/Rideshare	\$ 196,215	\$ -	\$ -	\$ -	\$ -	\$ -	0.0% 3
4 Mobility Management	-	134,092	108,695	127,206	108,692	(18,514)	-14.6% 4
5 Total Communications	\$ 196,215	\$ 134,092	\$ 108,695	\$ 127,206	\$ 108,692	\$ (18,514)	-14.6% 5
Operations							
6 Cherrlots LIFT	\$ 5,841,846	\$ 6,082,224	\$ 7,040,067	\$ 7,001,218	\$ 7,767,893	\$ 766,675	11.0% 6
7 Cherrlots Shop & Ride	402,964	358,913	391,489	468,810	438,832	(29,978)	-6.4% 7
8 Cherrlots Regional	2,702,433	2,563,656	2,752,202	3,009,783	2,871,775	(138,008)	-4.6% 8
9 Mobility Management	89,228	-	-	-	-	-	0.0% 9
10 Total Operations	\$ 9,036,471	\$ 9,004,792	\$ 10,183,758	\$ 10,479,811	\$ 11,078,500	\$ 598,689	5.7% 10
Planning & Development							
11 Commuter Options	\$ -	\$ 348,048	\$ 725,617	\$ 771,968	\$ 765,656	\$ (6,312)	-0.8% 11
12 Total Planning & Development	\$ -	\$ 348,048	\$ 725,617	\$ 771,968	\$ 765,656	\$ (6,312)	-0.8% 12
13 Total Transportation Programs Fund	\$10,476,959	\$11,264,158	\$ 13,219,157	\$ 13,327,099	\$ 14,464,890	\$ 1,137,791	8.5% 13

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Cherriots LIFT								
Operating Revenues/Resources								
1	Passenger Fares	\$ 134,480	\$ 102,188	\$ 81,235	\$ 104,012	\$ 83,672	\$ (20,340)	-19.6% 1
2	Federal Direct 5310 Funds	170,823	174,573	166,422	166,800	167,000	200	0.1% 2
3	Federal 5310 Funds Through State	-	69,162	11,088	11,088	11,088	-	0.0% 3
4	DD53 Revenues	1,360,308	1,538,993	1,550,000	1,152,522	1,596,500	443,978	38.5% 4
5	Federal 5307	552,456	583,674	618,656	583,674	637,216	53,542	9.2% 5
6	State STIF Formula Funds	702,372	765,990	1,025,440	1,025,440	1,025,441	1	0.0% 6
7	Transfer In for GF Match Required	3,657,104	-	804,238	2,781,222	4,246,976	1,465,754	52.7% 7
Total Cherriots LIFT Operating								
8	Revenues/Resources	\$ 6,577,543	\$ 3,234,580	\$ 4,257,079	\$ 5,824,758	\$ 7,767,893	\$ 1,943,135	33.4% 8
Operating Expenses/Requirements								
9	Personnel Services	\$ 408,385	\$ 387,910	\$ 470,854	\$ 425,554	\$ 457,498	\$ 31,944	7.5% 9
Materials & Services								
10	Software License Annual Maintenance	-	1,250	-	-	-	-	0.0% 10
11	Other Professional & Technical	-	5,243	7,500	7,500	27,000	19,500	260.0% 11
12	Contract Maintenance Services	540	-	-	-	-	-	0.0% 12
13	Contract Eligibility Determination	158,443	155,128	160,464	160,464	166,535	6,071	3.8% 13
14	Towing & Collision Repairs	2,013	2,384	3,400	2,400	1,400	(1,000)	-41.7% 14
15	Radio Charges	17,243	20,121	19,968	20,000	21,250	1,250	6.3% 15
16	Other Services	1,557	3,565	13,100	13,100	3,100	(10,000)	-76.3% 16
17	Fuel-Cars & Other	285,789	261,371	342,000	320,000	350,000	30,000	9.4% 17
18	Fuel-CNG	-	-	61,000	61,000	61,000	-	0.0% 18
19	Lubricant & Coolant	7,272	7,275	8,500	8,500	8,000	(500)	-5.9% 19
20	Tires & Tire Supplies	21,576	9,810	22,000	22,000	22,000	-	0.0% 20
21	Parts, Equipment & Tools	58,071	39,654	97,308	67,600	126,260	58,660	86.8% 21
22	Operating Supplies	-	84	1,545	-	2,000	2,000	100.0% 22
23	Office Supplies	476	228	300	300	250	(50)	-16.7% 23
24	Utilities	966	476	600	600	600	-	0.0% 24
25	Contract Transportation	3,751,947	3,942,816	4,533,528	4,567,750	5,196,600	628,850	13.8% 25
26	Dues & Subscriptions	2,105	800	4,300	4,300	4,300	-	0.0% 26

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
Cherriots LIFT Materials & Services Continued									
27	Travel, Meetings, Training, Education	4,742	8,045	8,050	8,250	8,850	600	7.3%	27
28	Printing	10,422	1,026	250	2,500	250	(2,250)	-90.0%	28
29	Match Expense	425,934	583,925	600,000	600,000	600,000	-	0.0%	29
30	Lease-Other	209,240	201,461	232,200	256,200	242,200	(14,000)	-5.5%	30
31	Call Center	475,125	449,651	453,200	453,200	468,800	15,600	3.4%	31
32	Total Materials & Services	\$ 5,433,461	\$ 5,694,314	\$ 6,569,213	\$ 6,575,664	\$ 7,310,395	\$ 734,731	11.2%	32
33	Total Cherriots LIFT Operating Expenses/Requirements	\$ 5,841,846	\$ 6,082,224	\$ 7,040,067	\$ 7,001,218	\$ 7,767,893	\$ 766,675	11.0%	33
Operating Revenue/Resources less Operating Expenses/Requirements									
34	Expenses/Requirements	\$ 735,697	\$(2,847,644)	\$ (2,782,988)	\$ (1,176,460)	\$ -	\$ 1,176,460	-100.0%	34
35	Beginning Working Capital	4,325,793	5,576,865	2,729,221	1,176,460	-	(1,176,460)	-100.0%	35
36	Restatement	515,375	-	53,767	-	-	-	0.0%	36
37	Beginning Working Capital, as Restated	4,841,168	5,576,865	-	-	-	-	0.0%	37
38	Ending Cherriots LIFT Working Capital	\$ 5,576,865	\$ 2,729,221	\$ -	\$ -	\$ -	\$ -	0.0%	38
Cherriots Shop & Ride									
Operating Revenues/Resources									
39	Passenger Fares	\$ 13,758	\$ 15,878	\$ 10,435	\$ 14,280	\$ 10,748	\$ (3,532)	-24.7%	39
40	Federal Direct 5310 Funds	212,489	215,616	222,776	223,389	229,459	6,070	2.7%	40
41	Federal 5310 Funds Through State	56,496	-	51,743	51,742	51,743	1.00	0.0%	41
42	ARPA 5310	-	42,465	-	-	-	-	0.0%	42
43	State STIF Formula Funds	54,044	102,019	110,875	137,464	126,931	(10,533)	-7.7%	43
44	Transfer In for GF Match Required	-	-	-	68,924	-	(68,924)	-100.0%	44
45	Total Cherriots Shop & Ride Operating Revenues/Resources	\$ 336,787	\$ 375,978	\$ 395,829	\$ 495,799	\$ 418,881	\$ (76,918)	-15.5%	45
Operating Expenses/Requirements									
46	Personnel Services	\$ 55,475	\$ 43,995	\$ 46,821	\$ 45,460	\$ 52,008	\$ 6,548	14.4%	46
Materials & Services									
47	Other Professional & Technical	-	450	-	-	-	-	0.0%	47
48	Towing & Collision Repairs	-	-	450	450	450	-	0.0%	48

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
Cherriots Shop & Ride Materials & Services Continued									
49	Radio Charges	1,990	1,174	1,224	1,350	1,224	(126)	-9.3%	49
50	Fuel-Cars & Other	18,334	15,444	19,000	19,000	19,000	-	0.0%	50
51	Lubricant & Coolant	188	332	500	500	500	-	0.0%	51
52	Tires & Tire Supplies	694	248	1,650	1,650	1,650	-	0.0%	52
53	Parts, Equipment & Tools	612	632	2,500	3,200	2,500	(700)	-21.9%	53
54	Contract Transportation	279,802	238,463	259,544	334,750	303,000	(31,750)	-9.5%	54
55	Printing	-	-	3,500	3,500	-	(3,500)	-100.0%	55
56	Lease-Other	-	18,285	13,950	13,950	14,500	550	3.9%	56
57	Call Center	45,500	39,889	42,350	45,000	44,000	(1,000)	-2.2%	57
58	Total Materials & Services	\$ 347,489	\$ 314,917	\$ 344,668	\$ 423,350	\$ 386,824	\$ (36,526)	-8.6%	58
59	Total Cherriots Shop & Ride Operating Expenses/Requirements	\$ 402,964	\$ 358,913	\$ 391,489	\$ 468,810	\$ 438,832	\$ (29,978)	-6.4%	59
60	Operating Revenue/Resources less Operating Expenses/Requirements	\$ (66,177)	\$ 17,065	\$ 4,340	\$ 26,989	\$ (19,951)	\$ (46,940)	-173.9%	60
61	Beginning Working Capital	41,733	25,366	42,431	(26,989)	46,771	73,760	-273.3%	61
62	Restatement	49,810	-	-	-	-	-	0.0%	62
63	Beginning Working Capital, as restated	91,543	-	-	-	-	-	0.0%	63
64	Ending Cherriots Shop & Ride Working Capital	\$ 25,366	\$ 42,431	\$ 46,771	\$ -	\$ 26,820	\$ 26,820	100.0%	64
Cherriots Regional Operating Revenues/Resources									
65	Passenger Fares	\$ 136,874	\$ 93,001	\$ 89,927	\$ 235,026	\$ 92,625	\$ (142,401)	-60.6%	65
66	Federal 5311 Funds	364,912	354,840	379,433	409,166	394,035	(15,131)	-3.7%	66
67	Federal 5310 Funds Through State	810,138	768,345	817,000	835,531	848,960	13,429	1.6%	67
68	Federal 5311 CARES ACT Through State	20,990	81,032	147,978	117,000	-	(117,000)	-100.0%	68
69	State STIF Formula Funds	982,675	1,294,053	1,369,168	2,597,874	1,398,039	(1,199,835)	-46.2%	69
70	Total Cherriots Regional Operating Revenues/Resources	\$ 2,315,590	\$ 2,591,271	\$ 2,803,506	\$ 4,194,597	\$ 2,733,659	\$ (1,460,938)	-34.8%	70

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operating Expenses/Requirements							
71 Personnel Services	\$ 287,487	\$ 257,339	\$ 270,353	\$ 267,706	\$ 258,763	\$ (8,943)	-3.3% 71
Materials & Services							
72 Other Professional & Technical	-	9,231	-	-	-	-	0.0% 72
73 Towing & Collision Repairs	(1,905)	2,840	2,500	2,500	2,500	-	0.0% 73
74 Outside Services	7,075	-	8,000	5,000	5,000	-	0.0% 74
75 Radio Charges	5,639	4,999	4,500	5,712	5,712	-	0.0% 75
76 Fuel-Cars & Other	46,629	50,335	40,000	40,000	52,050	12,050	30.1% 76
77 Fuel-Diesel	207,079	166,548	260,000	275,000	275,000	-	0.0% 77
78 Lubricant & Coolant	15,635	15,690	15,000	15,000	15,000	-	0.0% 78
79 Tires & Tire Supplies	8,790	14,522	11,550	11,550	11,550	-	0.0% 79
80 Parts, Equipment & Tools	72,355	64,981	60,700	61,200	60,700	(500)	-0.8% 80
81 Operating Supplies	4,990	5,958	6,563	-	9,000	9,000	100.0% 81
82 Contract Transportation	2,039,022	1,958,511	2,062,236	2,283,875	2,165,250	(118,625)	-5.2% 82
83 Lease-Other	-	2,923	-	30,240	-	(30,240)	-100.0% 83
84 Call Center	9,638	9,780	10,800	12,000	11,250	(750)	-6.3% 84
85 Total Materials & Services	\$ 2,414,946	\$ 2,306,318	\$ 2,481,849	\$ 2,742,077	\$ 2,613,012	\$ (129,065)	-4.7% 85
86 Total Cherriotics Regional Operating Expenses/Requirements	\$ 2,702,433	\$ 2,563,656	\$ 2,752,202	\$ 3,009,783	\$ 2,871,775	\$ (138,008)	-4.6% 86
Operating Revenue/Resources less Operating Expenses/Requirements							
87	\$ (386,843)	\$ 27,615	\$ 51,304	\$ 1,184,814	\$ (138,116)	\$ (1,322,930)	-111.7% 87
88 Beginning Working Capital	2,221,762	1,832,148	1,859,763	1,974,975	1,911,067	(63,908)	-3.2% 88
89 Restatement	(2,771)	-	-	-	-	-	0.0% 89
90 Beginning Working Capital, as Restated	2,218,991	1,832,148	-	-	-	-	0.0% 90
91 Ending Cherriotics Regional Working Capital	\$ 1,832,148	\$ 1,859,763	\$ 1,911,067	\$ 3,159,789	\$ 1,772,951	\$ (1,386,838)	-43.9% 91
Mobility Management							
Operating Revenues/Resources							
92 Federal 5310 Funds Through State	\$ 80,064	\$ 114,994	\$ 97,530	\$ 97,530	\$ 97,530	-	0.0% 92
93 State STIF Formula Funds	7,120	8,164	11,165	11,162	11,162	-	0.0% 93
94 Total Mobility Management Operating Revenues/Resources	\$ 87,184	\$ 123,158	\$ 108,695	\$ 108,692	\$ 108,692	\$ -	0.0% 94

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operating Expenses/Requirements							
95 Personnel Services	\$ 49,192	\$ 45,164	\$ 43,404	\$ 41,006	\$ 43,404	\$ 2,398	5.8% 95
Materials & Services							
96 Other Professional & Technical	35,547	53,234	60,154	82,500	60,154	(22,346)	-27.1% 96
97 Other Materials & Supplies	50	18,106	1,997	1,500	1,994	494	32.9% 97
98 Utilities	2,949	1,077	1,140	1,200	1,140	(60)	-5.0% 98
99 Advertising/Promotion Media	1,490	16,511	2,000	1,000	2,000	1,000	100.0% 99
100 Total Materials & Services	\$ 40,036	\$ 88,928	\$ 65,291	\$ 86,200	\$ 65,288	\$ (20,912)	-24.3% 100
101 Total Mobility Management Operating Expenses/Requirements	\$ 89,228	\$ 134,092	\$ 108,695	\$ 127,206	\$ 108,692	\$ (18,514)	-14.6% 101
Operating Revenue/Resources less Operating Expenses/Requirements							
102	\$ (2,044)	\$ (10,934)	-	\$ (18,514)	-	\$ 18,514	-100.0% 102
103 Beginning Working Capital	5,986	3,942	(6,992)	43,196	(6,992)	(50,188)	-116.2% 103
104 Ending Mobility Management Working Capital	\$ 3,942	\$ (6,992)	\$ (6,992)	\$ 24,682	\$ (6,992)	\$ (31,674)	-128.3% 104
Special Transportation Coordination							
Operating Revenues/Resources							
105 STIF Pass Through Funds	\$ 1,135,564	\$ 1,052,094	\$ 1,171,749	\$ 1,365,779	\$ 1,206,901	\$ (158,878)	-11.6% 105
106 State STIF Formula Funds	-	2,094	2,000	2,000	2,000	-	0.0% 106
107 Other Pass Through Funds	849,476	915,535	953,000	975,000	968,122	(6,878)	-0.7% 107
108 Interest on Investments	86,876	97,360	98,650	88,900	101,610	12,710	14.3% 108
109 Total Special Transportation Coordination Operating Revenues/Resources	\$ 2,071,916	\$ 2,067,083	\$ 2,225,399	\$ 2,431,679	\$ 2,278,633	\$ (153,046)	-6.3% 109
Operating Expenses/Requirements							
110 Personnel Services	\$ 22,417	\$ 20,078	\$ 11,139	-	\$ 13,993	\$ 13,993	100.0% 110
Materials & Services							
111 Software Annual Maintenance Licensing	-	-	-	-	8,640	8,640	100.0% 111
112 Other Professional & Technical	80,216	3,396	20,711	10,000	10,610	610	6.1% 112
Special Transportation Coordination Materials & Services Continued							
113 Towing Expenses	463	2,625	617	2,000	1,000	(1,000)	-50.0% 113

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
114	Outside Services	65	-	-	-	-	-	0.0%	114
115	Fuel – Unleaded	858	41,493	42,176	42,000	44,000	2,000	4.8%	115
116	Replacement Parts	5,814	7,927	5,793	15,000	10,000	(5,000)	-33.3%	116
117	Lubricant & Coolant	-	37	714	-	700	700	100.0%	117
118	Tires	-	-	-	-	2,500	2,500	100.0%	118
119	STIF Pass-through Expense	463,323	1,016,649	1,424,944	1,163,864	1,541,927	378,063	32.5%	119
120	Contract Transportation-Other	671,118	685,020	694,993	715,000	878,672	163,672	22.9%	120
121	Printing	-	-	-	250	-	(250)	-100.0%	121
122	Total Materials & Services	\$ 1,221,856	\$ 1,757,147	\$ 2,189,948	\$ 1,948,114	\$ 2,498,049	\$ 549,935	28.2%	122
Total Special Transportation Coordination									
123	Operating Expenses/Requirements	\$ 1,244,273	\$ 1,777,225	\$ 2,201,087	\$ 1,948,114	\$ 2,512,042	\$ 563,928	28.9%	123
124	Operating Revenue/Resources less Operating Expenses/Requirements	\$ 827,643	\$ 289,857	\$ 24,312	\$ 483,565	\$ (233,409)	\$ (716,974)	-148.3%	124
125	Beginning Working Capital	1,319,958	2,147,601	2,437,458	2,647,856	2,461,770	(186,086)	-7.0%	125
126	Ending Special Transportation Coordination Working Capital	\$ 2,147,601	\$ 2,437,458	\$ 2,461,770	\$ 3,131,421	\$ 2,228,361	\$ (903,060)	-28.8%	126
Commuter Options									
Operating Revenues/Resources									
127	TripChoice/Rideshare Grant	\$ 1,138	\$ 116,450	\$ 246,293	\$ 325,000	\$ 325,000	\$ -	0.0%	127
128	TDM Grant	188,600	225,120	441,552	606,155	395,401	(210,754)	-34.8%	128
129	Transfer In for GF Match Required	-	-	43,472	50,000	45,255	(4,745)	-9.5%	129
130	Total Commuter Options Operating Revenues/Resources	\$ 189,738	\$ 341,570	\$ 731,317	\$ 981,155	\$ 765,656	\$ (215,499)	-22.0%	130
Operating Expenses/Requirements									
131	Personnel Services	\$ 173,670	\$ 183,765	\$ 185,216	\$ 188,167	\$ 197,447	\$ 9,280	4.9%	131
Materials & Services									
132	Other Professional & Technical	9,820	36,584	220,500	220,500	220,500	-	0.0%	132
Commuter Options Materials & Services Continued									
133	Legal Services	-	2,703	1,000	5,000	1,000	(4,000)	-80.0%	133
134	Uniforms	-	-	200	200	-	(200)	-100.0%	134

Transportation Programs Fund Revenues/Resources & Expenses/ Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change	
135	Parts, Equipment & Tools	-	-	-	100	-	(100)	-100.0%	135
136	Operating Supplies	116	1,232	-	-	-	-	0.0%	136
137	Office Supplies	-	-	-	100	-	(100)	-100.0%	137
138	Other Materials & Supplies	-	-	500	5,000	500	(4,500)	-90.0%	138
139	Utilities	576	576	576	576	576	-	0.0%	139
140	Dues & Subscriptions	1,475	925	925	925	933	8	0.9%	140
141	Advertising/Promotion Media	-	-	6,000	15,000	8,500	(6,500)	-43.3%	141
142	Travel, Meetings, Training, Education	4,907	3,268	6,000	6,000	6,200	200	3.3%	142
143	Guarantee Ride Home	480	-	500	1,200	500	(700)	-58.3%	143
144	Vanpool Subsidy	-	118,101	300,000	325,000	325,000	-	0.0%	144
145	Printing	5,171	895	2,200	2,200	2,500	300	13.6%	145
146	Other Misc. Expenses	-	-	2,000	2,000	2,000	-	0.0%	146
147	Total Materials & Services	\$ 22,545	\$ 164,283	\$ 540,401	\$ 583,801	\$ 568,209	\$ (15,592)	-2.7%	147
Total Commuter Options Operating									
148	Expenses/Requirements	\$ 196,215	\$ 348,048	\$ 725,617	\$ 771,968	\$ 765,656	\$ (6,312)	-0.8%	148
Operating Revenue/Resources less Operating									
149	Expenses/Requirements	\$ (6,477)	\$ (6,478)	\$ 5,700	\$ 209,187	\$ -	\$ (209,187)	-100.0%	149
150	Beginning Working Capital	7,255	778	(5,700)	122,553	-	(122,553)	-100.0%	150
151	Ending Commuter Options Working Capital	\$ 778	\$ (5,700)	\$ -	\$ 331,740	\$ -	\$ (331,740)	-100.0%	151

Capital Projects Fund



Capital Projects Fund

Summary	FY2024 Actual	FY2025 Actual	FY2026 Estimate	FY2026 Adopted	FY2027 Proposed	FY2027 Approved	FY2027 Adopted
Revenues	\$ 17,013,604	\$ 3,309,158	\$ 21,837,476	\$ 34,837,853	\$ 25,609,016	\$ 25,609,016	\$ -
Expenses	\$ 15,499,204	\$ 3,748,044	\$ 21,837,476	\$ 40,124,767	\$ 25,609,016	\$ 25,609,016	\$ -

Fund Description

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.

Capital Projects Fund



Capital Projects Fund Revenues/Resources & Expenses/Requirements Summary		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Federal Assistance								
1	Federal FHWA STP Funds	\$ 768,717	\$ 935,395	\$ 131,253	\$ 154,124	\$ 1,968,184	\$ 1,814,060	1177.0% 1
2	Federal FTA 5339 Funds	8,803,259	886,904	6,702,487	9,891,691	6,782,110	(3,109,581)	-31.4% 2
3	Federal FTA 5307 Funds	1,465,022	832,822	3,773,860	4,516,994	530,892	(3,986,102)	-88.2% 3
4	FTA TIG (CPF) Funds	403	7,165	5,497,947	9,366,000	3,883,889	(5,482,111)	-58.5% 4
5	Total Federal Assistance	\$11,037,401	\$ 2,662,286	\$ 16,105,547	\$ 23,928,809	\$ 13,165,075	\$(10,763,734)	-45.0% 5
State Assistance								
6	Federal 5310 Funds Through State	\$ 4,321	\$ 165,728	\$ 717,840	\$ 717,840	\$ -	\$ (717,840)	-100.0% 6
7	State 5339 Discretionary Funds	-	14,056	71,684	151,328	65,588	(85,740)	-56.7% 7
8	State DAS Funds	970,000	254,520	425,880	905,156	967,633	62,477	6.9% 8
9	State STIF Formula Funds	-	204,770	441,351	-	-	-	0.0% 9
10	State STIF Discretionary Funds	547,097	7,798	471,916	3,276,208	2,633,618	(642,590)	-19.6% 10
11	Total State Assistance	\$ 1,521,418	\$ 646,872	\$ 2,128,671	\$ 5,050,532	\$ 3,666,839	\$ 1,383,693	-27.4% 11
Other Resources								
12	Transfers from GF STIF Reserve	\$ -	\$ -	\$ -	\$ -	\$ 5,227,716	\$ 5,227,716	100.0% 12
13	Transfers from GF Match Required	4,454,785	-	3,064,368	4,128,502	1,210,728	(2,917,774)	-70.7% 13
14	Transfers from GF Capital Reserve	-	-	470,058	1,666,000	2,338,658	672,658	40.4% 14
15	Transfers from GF Asset Reserve	-	-	68,832	64,010	-	(64,010)	-100.0% 15
16	Total Other Resources	\$ 4,454,785	\$ -	\$ 3,603,258	\$ 5,858,512	\$ 8,777,102	\$ 2,918,590	49.8% 16
17	Total Capital Projects Fund Resources	\$17,013,604	\$ 3,309,158	\$ 21,837,476	\$ 34,837,853	\$ 25,609,016	\$(9,228,837)	-26.5% 17
Operating Expenses/Requirements								
18	Deputy General Manager	\$ 422,872	\$ 81,277	\$ 674,530	\$ 9,390,040	\$ 14,155,731	\$ 4,765,691	50.8% 18
19	Finance	(10,487)	7,039	-	-	-	-	0.0% 19
20	Human Resources	17,000	-	-	-	-	-	0.0% 20
21	Information Technology & Infrastructure	853,472	1,711,763	-	-	-	-	0.0% 21
22	Operations	13,495,745	1,733,380	20,592,396	28,633,803	8,221,547	(20,412,256)	-71.3% 22
23	Planning & Development	720,602	214,586	570,550	2,100,924	1,401,338	(699,586)	-33.3% 23
24	Safety & Security	-	-	-	-	1,830,400	1,830,400	100.0% 24
25	Total Capital Projects Fund Requirements	\$15,499,204	\$ 3,748,044	\$ 21,837,476	\$ 40,124,767	\$ 25,609,016	\$(14,515,751)	-36.2% 25
Operating Revenue/Resources less Operating								
26	Expenses/Requirements	\$ 1,514,400	\$ (438,886)	\$ -	\$ (5,286,914)	\$ -	\$ 5,286,914	-100.0% 26

Capital Projects Fund



Capital Projects Fund Revenues/Resources & Expenses/Requirements Summary	FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
27 Reserved Working Capital	-	-	-	(4,698,953)	(9,546,980)	(4,848,027)	103.2%
Total Net Operating & Reserve Working Capital	\$ 1,514,400	\$ (438,886)	\$ -	\$ (9,985,867)	\$ (9,546,980)	\$ 438,887	-4.4%
29 Beginning Working Capital	8,471,466	9,985,866	9,546,980	9,985,867	9,546,980	(438,887)	-4.4%
30 Ending Working Capital	\$ 9,985,866	\$ 9,546,980	\$ 9,546,980	\$ -	\$ -	\$ -	0.0%

Capital Projects Fund



Capital Projects Fund		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
Expenses/Requirements Summary by Division		Actual	Actual	Year-End Estimate	Adopted Budget	Approved Budget	FY2025-26 Budget	Change
Deputy General Manager Division								
1	APC Equipment Replacement	\$ -	\$ -	\$ -	\$ -	\$ 591,800	\$ 591,800	100.0%
2	CITS (ITS replacement)	-	-	92,103	-	-	-	0.0%
3	Conference Room Upgrades, CH2 & DW	-	-	75,000	-	-	-	0.0%
4	DW Camera Replacement	344,974	-	-	-	-	-	0.0%
5	District Website Improvement	-	-	-	260,000	260,000	-	0.0%
6	DW Fence & Exterior Security Upgrades	60,650	58,667	29,886	1,425,000	-	(1,425,000)	-100.0%
7	DW & KTC Card Reader & Card Replacements	17,248	-	-	-	-	-	0.0%
8	ITS Equipment Lifecycle Equipment Replacement FY26	-	-	122,207	150,000	-	(150,000)	-100.0%
9	LIFT Tablet MDT Replacements	-	-	-	-	50,000	50,000	100.0%
10	Network & Server Lifecycle Equipment Replacement FY26	-	-	270,299	270,000	-	(270,000)	-100.0%
11	Network & Server Lifecycle Equipment Replacement FY27	-	-	-	-	180,931	180,931	100.0%
12	Project Management Software	-	-	21,600	56,040	-	(56,040)	-100.0%
13	South Salem Transit Center Tyler Munis/MARTI Software Implementation	-	22,610	54,635	7,060,000	12,700,000	5,640,000	79.9%
14	Implementation	-	-	8,800	169,000	373,000	204,000	120.7%
15	Total Deputy General Manager Division	\$ 422,872	\$ 81,277	\$ 674,530	\$ 9,390,040	\$ 14,155,731	\$ 4,765,691	50.8%
Finance Division								
16	Tyler Munis/MARTI Software Implementation	\$ (10,487)	\$ 7,039	\$ -	\$ -	\$ -	\$ -	0.0%
17	Total Finance Division	\$ (10,487)	\$ 7,039	\$ -	\$ -	\$ -	\$ -	0.0%
Human Resources Division								
18	Protected/Disability Leave Tracker	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
19	Total Human Resources Division	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Information Technology & Infrastructure Division								
20	CITS (ITS replacement)	\$ 648,971	\$ 1,466,881	\$ -	\$ -	\$ -	\$ -	0.0%
21	Cradlepoint Bus Router Upgrades	51,992	-	-	-	-	-	0.0%

Capital Projects Fund



Capital Projects Fund Expenses/Requirements Summary by Division		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Information Technology & Infrastructure Division Continued								
22	Cybersecurity Intrusion Detection System	-	89,950	-	-	-	-	0.0% 22
23	Farebox Server Lifecycle Replacement	8,974	-	-	-	-	-	0.0% 23
24	Fixed Route Video Server Lifecycle Replacement	25,935	-	-	-	-	-	0.0% 24
25	Network Lifecycle Equipment Replacements FY22	1,100	-	-	-	-	-	0.0% 25
26	Network Lifecycle Equipment Replacements FY24	50,316	-	-	-	-	-	0.0% 26
27	Network Lifecycle Server Replacements FY24	66,185	-	-	-	-	-	0.0% 27
28	Network Lifecycle Server Replacements FY25	-	154,931	-	-	-	-	0.0% 28
29	Total Information Technology & Infrastructure Division	\$ 853,472	\$ 1,711,763	\$ -	\$ -	\$ -	-	0.0% 29
Operations Division								
30	Air Compressor Tank Replacement	\$ -	\$ -	\$ 13,365	\$ 20,000	\$ -	\$(20,000)	-100.0% 30
31	Battery Charger - Portable Electric	44,973	-	-	-	-	-	0.0% 31
32	BEB Maintenance Shop Equipment	-	-	141,703	300,000	-	\$(300,000)	-100.0% 32
33	Bus Batteries, 2020 Low-No BEB	-	50,535	-	108,000	108,000	-	0.0% 33
34	Call Center Remodel-Conf Room Work Stations	12,392	-	-	-	-	-	0.0% 34
35	Conference Room Upgrades, CH2 & DW	-	-	-	150,000	-	\$(150,000)	-100.0% 35
36	Contactless Fare Payment System (FPS)	181,851	-	-	-	-	-	0.0% 36
37	DTC Transit Mall Weight Analysis	-	-	-	-	220,000	220,000	100.0% 37
38	DW Admin Building Exterior Wall Repair & Repaint	38,423	-	-	-	-	-	0.0% 38
39	DW Admin Building Metal Roof Repainting	49,940	-	-	-	-	-	0.0% 39
40	DW Break Room Furniture	-	-	20,798	110,000	-	\$(110,000)	-100.0% 40
41	DW Conference Room Sound Mitigation	-	-	15,446	20,000	-	\$(20,000)	-100.0% 41
42	DW Fire Panel Replacement	-	12,995	-	-	-	-	0.0% 42

Capital Projects Fund



Capital Projects Fund Expenses/Requirements Summary by Division		FY2023-24 Actual	FY2024-25 Actual	FY2025-26 Year-End Estimate	FY2025-26 Adopted Budget	FY2026-27 Approved Budget	Change from FY2025-26 Budget	Percent Change
Operations Division Continued								
43	DW Groundwater Environmental Analysis	-	-	47,688	-	31,780	31,780	100.0%
44	DW Maintenance Tracking System Replacement	-	-	97,661	656,000	120,000	(536,000)	-81.7%
45	DW Shop Floor Resealing	-	-	-	-	112,320	112,320	100.0%
46	DW Shop Roof Replacement	-	-	-	-	123,000	123,000	100.0%
47	DW Steam Bay Vehicle Lift	153,363	-	-	-	-	-	0.0%
48	Electric Bus & Charging Infrastructure	11,992,129	20,133	13,904,985	16,734,182	3,335,000	(13,399,182)	-80.1%
49	Facilities Fluorescent Lighting Replacement	-	-	121,362	200,000	-	(200,000)	-100.0%
50	Farebox System Replacement	-	450	1,624,847	1,836,734	891,072	(945,662)	-51.5%
51	In-Ground Lifts (Phase 2 & 3)	408	1,295,081	-	-	-	-	0.0%
52	In-Ground Tank Replacements Phase 1	-	-	-	-	198,000	198,000	100.0%
53	KTC Vehicle Entry Control	-	-	26,000	231,000	275,000	44,000	19.0%
54	On-Board Vehicle Camera DVR System (LIFT & S&R)	-	86,004	-	-	-	-	0.0%
55	Overhead Vehicle Maintenance Dispensing System	82,563	-	-	-	-	-	0.0%
56	Parts Room Cabinets (Phase 2)	25,770	-	-	-	-	-	0.0%
57	Parts Room Cabinets FY26	-	-	52,441	62,400	-	(62,400)	-100.0%
58	Program Data Integration (Incident Management) Software	9,000	-	-	-	-	-	0.0%
59	Scheduling & Run Data Export Tool for CITS	-	82,993	-	-	-	-	0.0%
60	Tire Machine Replacement	17,500	-	-	-	-	-	0.0%
61	Vehicle-Non-Rev, STIF Regional Maintenance	76,462	132	-	-	-	-	0.0%
62	Vehicles-Non-Rev, Supervisor Replacements	21,552	-	-	-	-	-	0.0%
63	Vehicles-Rev, Bus Replacements (Elect 2)	-	-	2,892,750	3,600,000	-	(3,600,000)	-100.0%
64	Vehicles-Rev, LIFT Bus Replacements (7)	4,456	185,056	1,098,090	1,310,227	-	(1,310,227)	-100.0%
65	Vehicles-Rev, LIFT Bus Replacements (10)	-	-	-	2,660,000	2,660,000	-	0.0%
66	Vehicles-Rev, Local Right-Sized Expansion Buses (2)	-	-	535,260	535,260	-	(535,260)	-100.0%

Capital Projects Fund



Capital Projects Fund		FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
Expenses/Requirements Summary by Division		Actual	Actual	Year-End	Adopted	Approved	FY2025-26	Change
				Estimate	Budget	Budget	Budget	
Operations Division Continued								
Vehicles-Rev, Local Right-Sized Expansion								
67	Buses (4)	784,964	-	-	-	-	-	0.0%
68	Yard Tug	-	-	-	100,000	147,375	47,375	47.4%
69	Total Operations Division	\$13,495,745	\$ 1,733,380	\$ 20,592,396	\$ 28,633,803	\$ 8,221,547	\$(20,412,256)	-71.3%
Planning & Development Division								
70	East Salem Transit Center	\$ -	\$ -	\$ 59,039	\$ 500,000	\$ 241,240	\$ (258,760)	-51.8%
71	South Salem Transit Center	385,360	36,418	-	-	-	-	0.0%
72	Stop Accessibility Improvement Program, Local (BSIP)	209,849	65,917	146,276	471,764	380,000	(91,764)	-19.5%
73	Stop Accessibility Improvement Program, Regional (BSIP)	840	17,570	89,605	189,160	81,985	(107,175)	-56.7%
74	Stop Amenities, Local FY27	-	-	-	-	108,113	108,113	100.0%
75	Stop & Shelters, New Construction Local Rt 22 (17)	-	16,702	139,802	340,000	140,000	(200,000)	-58.8%
76	Transit Signal Priority	124,553	77,979	135,828	600,000	450,000	(150,000)	-25.0%
77	Total Planning & Development Division	\$ 720,602	\$ 214,586	\$ 570,550	\$ 2,100,924	\$ 1,401,338	\$(699,586)	-33.3%
Safety & Security Division								
78	District Facilities Cameras FY27	\$ -	\$ -	\$ -	\$ -	\$ 30,800	\$ 30,800	100.0%
79	DTC Waste Receptacles	-	-	-	-	39,600	39,600	100.0%
80	DW Fence and Exterior Security Upgrades	-	-	-	-	1,760,000	1,760,000	100.0%
81	Total Safety & Security Division	\$ -	\$ -	\$ -	\$ -	\$ 1,830,400	\$ 1,830,400	100.0%
82	Total Capital Projects Fund	\$15,499,204	\$ 3,748,044	\$ 21,837,476	\$ 40,124,767	\$ 25,609,016	\$(14,515,751)	-36.2%

Capital Investment Plan



Capital Investment Overview

In everything we do, Salem Area Mass Transit District strives for achieving excellence, supporting employee engagement and professional growth, increasing our value within the community, and achieving financial health with safety as a vital priority.

Guiding Principals

Creating Community Connections is our why.

Delivering Valued Mobility Options that Inspire Community Pride is what we do.

Our values are how we choose to conduct ourselves in the process.

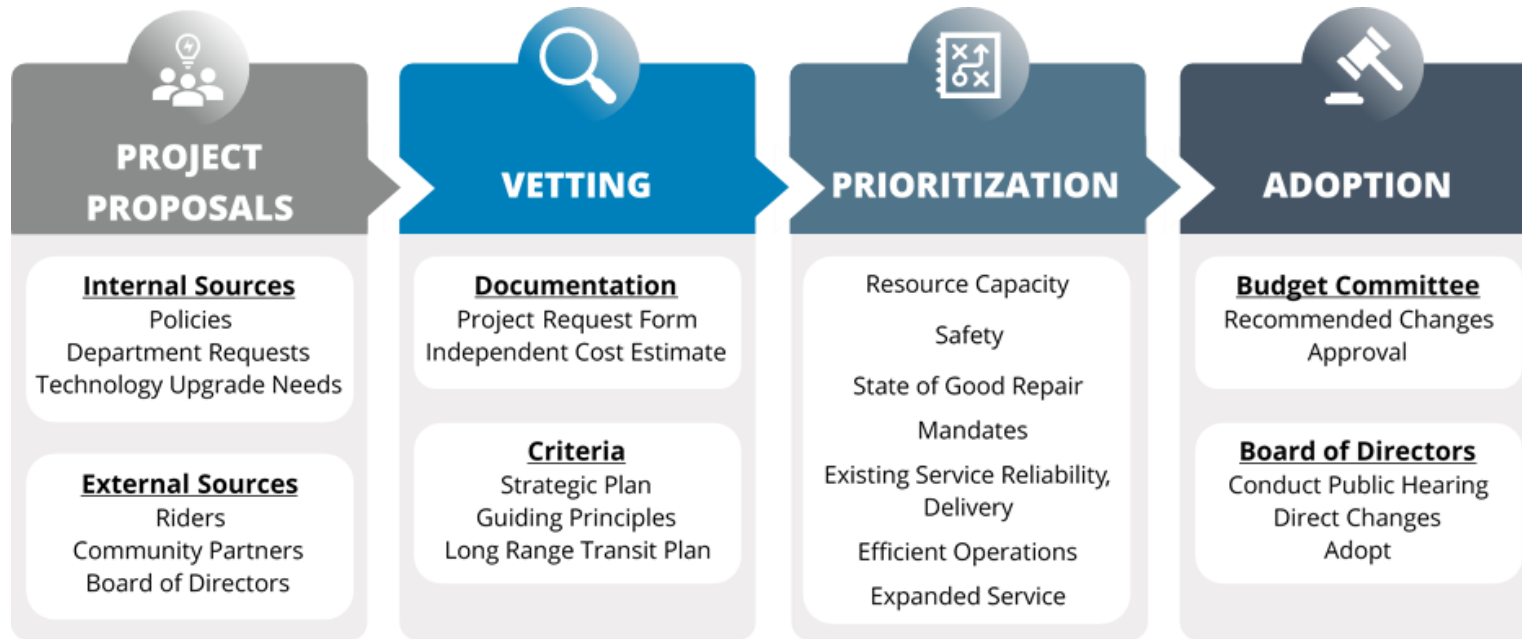
The Capital Investment Plan (“CIP”) is a framework providing direction and guidance for District capital and other investments. The CIP prioritizes resources to achieve improvements in the context of the District’s long-term capital goals, aligned with the District’s organizational strategic goals.

The Salem-Keizer community is a growing and dynamic region with changing needs. Integrating District plans for growth and development with the goals of the communities we serve ensures we fully leverage our investments. The CIP set forth will guide the District in successfully meeting the future needs of our region and adding value to our community.



Capital Investment Framework

The Capital Investment Framework, a structured, four-stage process used to identify, evaluate, prioritize, and approve capital projects.



The process begins with Project Proposals, which are generated from both internal and external sources. Internal sources include policies, departmental requests, and technology upgrade needs, while external sources reflect input from riders, community partners, and the Board of Directors (“Board”). These proposals form the foundation of the capital planning process.

Next, projects move into Vetting, where proposals are formally documented and evaluated. This stage includes completion of a Project Request Form and development of an Independent Cost Estimate. Projects are assessed against established criteria such as the Strategic Plan, guiding principles, and the Long-Range Transit Plan to ensure alignment with organizational goals.

The third stage, Prioritization, evaluates vetted projects based on key factors including resource capacity, safety, state of good repair, regulatory mandates, service reliability and delivery, operational efficiency, and opportunities for expanded service. This step ensures that limited resources are directed toward the projects with the greatest impact and urgency.

Finally, projects advance to Adoption. The Budget Committee reviews prioritized projects in the budget and recommends changes as needed. The Board then conducts a public hearing, considers any final adjustments, and formally adopts the fiscal year budget.



Capital Investment Priorities

District projects vary in size, cost, and community benefit. These projects maintain existing capital assets and assist the District in making the delivery of its services more efficient. The District is committed to maintaining current infrastructure while purposefully investing in new projects that position the District to respond to the changing needs of our riders and community.

The CIP has two fundamental objectives:

1. To make efficient use of District financial resources.
2. To implement local and regional priorities that anticipate the need for public transportation in the future.

This process has been incorporated into the District's Transit Asset Management Plan ("TAMP") and asset inventory requirements for NTD reporting. Departments are asked to address the needs of both the budgeting cycle and NTD requirements.

Capital Investment Plan Development and Review Process

The CIP is the base document for the Capital Budget process. The CIP does not authorize spending. Final approval to commit funds occurs through the annual budget process. The CIP serves as a starting point for the annual budget development. Projects selected for inclusion in the budget each year can vary from those proposed in the CIP based on available funding and the funding needs of existing projects already in the execution phase.

Divisions and departments are required to request new and any carryover projects for the following fiscal year. Each project request includes narrative describing asset management practices and state the current condition of those assets. Requests must include a five-year outlook of expected replacement and improvement costs. New and carryover project request forms are due to the Capital Program Committee (“CPC”) Chair in November of each year.

The Project Management Office (“PMO”) reviews new project requests and conducts research to develop realistic budget estimates for CPC consideration during development of the FY27 capital projects budget. The PMO also identifies whether projects will carry over into the new fiscal year and identifies the amount of funding requested for carryover based on expenditures completed and anticipated during the remainder of the fiscal year. A draft CIP is available by April. The final CIP is incorporated into the adopted budget.

The CPC evaluates project requests based on the status and progress of current projects in the queue, as well as safety and state of good repair needs. New project requests may be deferred to a later fiscal year, depending on internal capacity and budget availability.

For purposes of developing the CIP, the District defines a capital project using criteria that closely align with Federal Transit Administration’s definition. Only projects that meet all of the following criteria are classified as capital projects:

- Unit cost or aggregate cost greater than \$5,000.
- A useful life greater than one year.
- Is not normal maintenance and repair.
- Procurement cost was 50% or more materials or activity directly related to the production of the procurement. (Thus, engineering and construction activity is part of a capital asset.)
- A “system” of related items meeting the above criteria.



Examples of capital projects include vehicle purchases; crime prevention and security equipment; purchase and installation of service and support equipment; accessory and miscellaneous equipment, such as bus stop signs, fare boxes, computers, and shop and garage equipment; development of facilities, including design, land acquisition, and construction; computer hardware, software, vehicle diagnostic equipment, and other equipment that enhances operating efficiency; passenger stations, communications; and safety and security projects.

The proposed FY2027-2037 CIP represents both near-term and long-term investment needs over the next ten years to support the District's mission of creating community connections by delivering valued mobility options that inspire community pride.

Projects included in the CIP vary in cost, size, and community benefit. Some projects focus on maintaining existing capital assets, while others assist in making service delivery more efficient and safer. All projects either maintain current infrastructure or respond to the changing needs of our riders and the community.

Projects are grouped into three categories based on funding status:

- Funding source has not yet been identified
- Funding is in the application process and/or the funding source has been identified
- Funding has been secured in full

The total value of funded FY2027 capital projects is \$25,609,016. This total includes both new and carryover projects that are being actively completed.

The FY28-37 unfunded CIP total is approximately \$279,013,756. This total represents anticipated capital project needs for years two through ten of the CIP for which funding has not been identified.

The total ten-year CIP framework (FY27-37) is approximately \$304,622,772. (FY27 projects plus years 2-10).



Project Classification

When the CPC convenes in December, it reviews all project requests and proposed budgets and establishes project priorities. Capital projects are viewed as either additions to the capital plan or as maintenance, rehabilitation, and replacement of existing assets. Safe operation of service and employee safety are the District's highest priorities. Cost-effective capital maintenance and capital replacement are integral to safe operations and fiscal stability. Additions to the CIP typically require new revenue or grant revenue to be budgeted.

A Capital Investment Analysis is required to resolve issues with complex, high-cost projects. When requested by the CPC, additional documentation must be submitted with the Project Request Form.

Project Funding

District capital projects are funded through a combination of formula and competitive state, federal, and local sources. Projects are funded from a variety of grant programs, including Sections 5307, 5310, 5311, Statewide Transportation Improvement Fund ("STIF") formula and discretionary, Section 5339 formula and discretionary funds, and congressionally designated spending.

General funds consist of local non-federal sources such as state tax revenue, Oregon state in-lieu payments, property taxes, as well as fare revenue. The District plans capital projects strategically to align with available funding opportunities and submits applications for competitive grants whenever eligibility criteria are met.

The following prioritization levels are the criteria the District uses to evaluate proposed projects:

Classification	Description	Priority Level
Safety (S)	Projects related to safety	High
State of Good Repair (SGR)	Projects that are cost effective capital maintenance, replacement	High / Medium
Mandates (M)	Projects related to state, federal requirements	High / Medium
Existing Services Reliability, Delivery (ESR)	Projects related to delivery of service	High / Medium / Low
Efficient Operations (EO)	Projects related to operations efficiency	High / Medium / Low
Expanded Service (ES)	Projects related to expanding service	Low without new or grant revenue sources

The District identifies and prioritizes capital projects to invest in to serve the needs of riders, community, and the organization, ensuring readiness to meet the dynamic and ever-changing regional transportation needs.

FY27 Funded Project Descriptions

Capital projects from all classifications and priority levels are represented in the approved FY2027 Budget. Projects such as new buses, gate and fence project for safety, farebox collection system replacement, and many more are needed to maintain and improve District services and connect the community to key destinations.

The following section provides descriptions of capital projects funded in FY2027.



Deputy General Manager Division

Automated Passenger Counter Equipment Replacement - Fixed Route

MARTI ID: 270001

Classification: ESR, EO

Timeline: FY27

Project Phase: Initiation

Strategic Alignment: Community Value

FY27 Total: \$591,800.00

Funding Source: GF Capital Reserve (\$471,896); STP/5307 (\$107,591); GF Match (\$12,313)

Description: This project is to upgrade and replace existing end of life InfoDev Automated Passenger Counters on all Cherriots Local and Cherriots Regional vehicles.

Network and Server Lifecycle Equipment Replacement FY27

MARTI ID: 270003

Classification: ESR, EO

Timeline: FY27

Project Phase: Initiation

Strategic Alignment: Customer Satisfaction

FY27 Total: \$180,931

Funding Source: GF Capital Reserve (\$180,931)

Description: This project upgrades the IT infrastructure by replacing five HPE servers, eight Meraki switches, six PDUs, and eight wireless access points that have reached the end of their life cycle to improve reliability, performance, and manageability. It will re-purpose the decommissioned hardware to expand a testing and training lab, reducing production risks.

South Salem Transit Center

MARTI ID: SSTCMH

Classification: EO

Timeline: FY27-FY31

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$12,700,000

Funding Source: 5339a (\$3,000,000); CPF (\$2,560,000); STIF Formula (\$4,124,753); FTA STP/5307 (\$1,794,600); STIF Discretionary (\$505,618); CPF (\$500,000); GF Match (\$215,029)

Description: The SSTCMH is a transit center planned in south Salem and centered on mobility integration, an approach to deliver transportation options that suit the area.

Tyler Munis Software Implementation

MARTI ID: 230005

Classification: EO

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Culture of Ownership

FY27 Total: \$373,000

Funding Source: 5339a (\$137,496); GF Capital Reserve (\$200,331); GF Match (\$35,173)

Description: The project aims to fully implement and utilize all ERP modules available to the District under its current contract with Tyler Munis.

District Website Improvement

MARTI ID: 260014

Classification: SGR

Timeline: FY27

Project Phase: Procurement

Strategic Alignment: Customer Satisfaction

FY27 Total: \$260,000

Funding Source: GF Capital Reserve (\$260,000)

Description: A comprehensive website redesign that includes migration of existing content, design of a new information architecture, and implementation of an accessible, mobile first user interface tailored to public transit users.

Operations Division

Bus Batteries, 2020 BEB Replacement

MARTI ID: 230003

Classification: S, ESR **Timeline:** FY27 **Project Phase:** Preparation **Strategic Alignment:** Culture of Ownership
FY27 Total: \$108,000 **Funding Source:** Local Grant - DAS (\$108,000)

Description: As the first battery electric buses reach their battery useful life and show signs of degradation, they are planned to be replaced to ensure safe, reliable buses.

DTC Transit Center Weight Analysis

MARTI ID: 270010

Classification: S, ESR **Timeline:** FY27 **Project Phase:** Preparation **Strategic Alignment:** Culture of Ownership
FY27 Total: \$220,000 **Funding Source:** GF Capital Reserve (\$220,000)

Description: As the District expands its Battery Electric Bus fleet, an assessment of the load-bearing capacity of the Downtown Transit Center is required to ensure it can safely accommodate the increased vehicle weight.

Electric Bus and Charging Infrastructure - Congressionally Designated Spending FY22

MARTI ID: 240034

Classification: EO, ESR **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Customer Satisfaction
FY27 Total: \$970,236 **Funding Source:** CPF (\$823,889); Local Grant - DAS (\$146,347)

Description: This project will fund the purchase of chargers that will be utilized to charge the electric buses; the new construction for the charging infrastructure as well as the installation of all chargers. All project management, planning, acquiring, purchasing, installing, designing, and construction associated with electric buses, chargers, and the infrastructure will be funded by this project.

Del Webb Groundwater Environmental Analysis

MARTI ID: 260032

Classification: SGR **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Community Value
FY27 Total: \$31,780 **Funding Source:** GF Capital Reserve (\$31,780)

Description: Procure an environmental engineering firm's services to provide regulatory communications/reviews, field site reconnaissance, well redevelopment, groundwater monitoring, and an environmental site closure report for the Del Webb Maintenance and Operations property.

Del Webb Maintenance Tracking System Replacement

MARTI ID: 240037

Classification: SGR, EO **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Culture of Ownership
FY27 Total: \$120,000 **Funding Source:** GF Capital Reserve (\$120,000)

Description: This project will replace the existing FleetNet software program with one that is supported and usable for producing work orders, tracking workflow, inventory, and time spent on work.

Fare Collection System Replacement

MARTI ID: 250007

Classification: SGR, EO, SR, ESR **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Customer Satisfaction

FY27 Total: \$891,072 **Funding Source:** 5339a (\$712,858); GF Match (\$178,214)

Description: This project is to replace the fareboxes that are past end-of-life and are no longer supported.

In-Ground Tank Replacement Phase 1

MARTI ID: 270004

Classification: SGR, S **Timeline:** FY27 **Project Phase:** Preparation **Strategic Alignment:** Culture of Ownership

FY27 Total: \$198,000 **Funding Source:** GF Capital Reserve (\$198,000)

Description: This project will facilitate the replacement of the in-ground fuel tanks that are past their useful life. This project will be phased. The first phase is for planning, design, and engineering.

Keizer Transit Center Vehicle Entry Control

MARTI ID: 250012

Classification: S, EO **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Community Value

FY27 Total: \$275,000 **Funding Source:** 5307 (\$220,000); GF Match (\$55,000)

Description: This project will add a mechanized, automated control gate for the ingress/egress to the bus only lane at KTC.

LIFT Bus Replacement (10)

MARTI ID: 260011

Classification: SGR, EO **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Customer Satisfaction

FY27 Total: \$2,660,000 **Funding Source:** STIF Discretionary (\$2,128,000); STIF Formula Match (\$532,000)

Description: This project replaces the oldest 10 LIFT buses. These buses are significantly beyond their useful life in both years and miles.

LIFT Tablet Mobile Data Terminal

MARTI ID: 270002

Classification: SGR, EO **Timeline:** FY27 **Project Phase:** Preparation **Strategic Alignment:** Customer Satisfaction

FY27 Total: \$50,000 **Funding Source:** GF Capital Reserve (\$50,000)

Description: The project will replace aging equipment on LIFT vehicles that has reached its end-of-life cycle. The new LIFT tablet will improve e-fare use and report ridership more reliably.

Electric Bus and Charging Infrastructure and Training - LowNo FY23

MARTI ID: 240006

Classification: ESR, EO **Timeline:** FY27 **Project Phase:** Execution **Strategic Alignment:** Customer Satisfaction

FY27 Total: \$2,030,099 **Funding Source:** 5339c (\$1,119,006); Local Grant - DAS (\$713,286); 5339c (\$284,750); GF Match (\$247,722)

Description: This project will support the purchase of chargers that will be utilized to charge the electric buses; the new construction for the charging infrastructure as well as the installation of all chargers.

Shop Floor Resealing

MARTI ID: 270005

Classification: SGR, S

Timeline: FY27

Project Phase: Preparation

Strategic Alignment: Culture of Ownership

FY27 Total: \$112,320

Funding Source: GF Capital Reserve (\$112,320)

Description: This project is to reseal the existing concrete to reduce slip hazards and to keep grease, oil, and solvents from penetrating. This project ensures maximum useful life.

Shop Roof Replacement

MARTI ID: 270006

Classification: SGR

Timeline: FY27

Project Phase: Preparation

Strategic Alignment: Culture of Ownership

FY27 Total: \$123,000

Funding Source: GF Capital Reserve (\$123,000)

Description: This project is to replace the roof on the Maintenance Shop Building. This roof is actively leaking and if left unchecked, the truss structure will rot and render the building unsafe.

Yard Tug

MARTI ID: 260012

Classification: S, EO

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Culture of Ownership

FY27 Total: \$147,375

Funding Source: 5307 (\$117,900); GF Match (\$29,475)

Description: This project will support the ability of maintenance staff to move an inoperable bus within the yard.

Planning & Development Division

East Salem Transit Center

MARTI ID: 260005

Classification: ESR

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$241,240

Funding Source: 5307 (\$192,992); GF Match (\$48,248)

Description: The planning phase of the project will entail a site selection study, which will include mobility integration elements and first/last mile micromobility options. Future phases will include property acquisition, engineering/architectural design, and construction of the East Salem Transit Center.

Local Bus Stops Improvements

MARTI ID: 220023

Classification: ESR

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$380,00

Funding Source: STIF Formula (\$306,453); STP/5307 (65,993); GF Match (\$7,554)

Description: This project includes the construction of ADA improvements to existing stops in the Cherriots Local service area.

Regional Bus Stop Improvements

MARTI ID: 240035

Classification: SGR

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$81,985

Funding Source: 5339 Discretionary (\$65,588); STIF Formula Match (\$16,397)

Description: This project will make ADA improvements to regional bus stops. These improvements will be a combination of bridging curb to sidewalk, pad extensions and 3 shelter pads at back of sidewalk.

Stop Amenities, Local FY27

MARTI ID: 270007

Classification: ESR

Timeline: FY27

Project Phase: Initiation

Strategic Alignment: Customer Satisfaction

FY27 Total: \$108,113

Funding Source: STIF Formula (\$108,113)

Description: This project is for amenity installations including the Simme-Seat expansion project at Cherriots Local bus stops to boost passenger comfort, accessibility, and equity.

STIF-17 Bus Stop Improvements

MARTI ID: 250018

Classification: ESR

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$140,000

Funding Source: STIF Formula (\$140,000)

Description: Construction of 17 new local stops. This task includes all costs associated with the construction of new stops and shelters for the new Route 22 and for Routes 4, 12, and 13 extensions.

Transit Signal Priority

MARTI ID: 230007

Classification: EO

Timeline: FY27

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$450,000

Funding Source: 5339b (\$360,000); GF Match (\$90,000)

Description: This project supports the implementation of Transit Signal Priority technology and Real-Time Passenger Information systems. This includes the procurement and installation of hardware and software, equipping intersections, and GPS receivers for transit buses to prioritize traffic signals to optimize efficient transit routes in congested corridors.

Safety & Security Division

Facilities Cameras FY27

MARTI ID: 270008

Classification: S

Timeline: FY27

Project Phase: Initiation

Strategic Alignment: Customer Satisfaction

FY27 Total: \$30,800

Funding Source: GF Capital Reserves (\$30,800)

Description: The project will support the purchase of up to four additional facilities cameras. To better support and monitor our contracted security provider, one camera will be installed in each of the security offices, one at DTC and one at KTC. This will include hardware purchase, software licenses installation and infrastructure costs, update of camera system as-built drawings, permits, testing and commissioning.

Del Webb Fence and Exterior Security Upgrades

MARTI ID: 230021

Classification: S

Timeline: FY27-29

Project Phase: Execution

Strategic Alignment: Customer Satisfaction

FY27 Total: \$1,760,000

Funding Source: 5339a (\$1,168,000); GF Match (\$292,000); GF Capital Reserves (\$300,000)

Description: This project will support gate and perimeter fence upgrades to enhance security at the DW Ops HQ. This is a high priority project that will provide the needed level of security for the site.

Downtown Transit Center Waste Receptacles

MARTI ID: 270009

Classification: S

Timeline: FY27

Project Phase: Initiation

Strategic Alignment: Customer Satisfaction

FY27 Total: \$39,600

Funding Source: GF Capital Reserves (\$39,600)

Description: The project will support the purchase of new waste receptacles for the Downtown Transit Center exterior spaces. The current receptacles are beyond their useful life, some are in poor repair. Additionally, from a security standpoint, they present risk due to the ability for large objects to be placed inside, which could include dangerous materials or explosive devices.

Vehicle Replacement Tables

The fixed-route fleet replacement tables in the CIP show the age, composition, and planned evolution of the District's revenue and non-revenue vehicle fleets. Vehicles are organized by fleet number, build year, length, propulsion type, fleet size, age as of the end of FY2026, and planned replacement year based on Federal Transit Administration useful life benchmarks. Replacement timing supports safe, reliable, and cost-effective operations.

The District's maintenance team follows rigorous preventive maintenance practices that help vehicles reach their useful life targets. The following CIP tables include replacement planning for Local, Regional, Shop and Ride, LIFT, and non-revenue fleets.



Local Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	VEHICLE MAKE	AGE END FY26	REPLACE BY END FY
119 - 122	2008	35	4	BD	Gillig	18	2023
223 - 226	2008	40	4	BD	Gillig	18	2023
227 - 234	2011	40	8	BD	Gillig	15	2026
123 - 125	2011	35	4	BD	Gillig	15	2026
127 - 130	2012	35	4	BD	Gillig	14	2027
1801 - 1806	2018	35	6	CNG	Gillig	8	2030
1851 - 1856	2018	40	6	CNG	Gillig	8	2030
1901 - 1904	2019	35	4	CNG	Gillig	7	2031
1951 - 1963	2020	40	13	CNG	Gillig	6	2032
2251 - 2255	2022	40	5	CNG	Gillig	4	2034
2370 - 2379	2023	40	10	BEB	Gillig	3	2035
2390 - 2393	2023	26	4	Gas	Arboc	3	2028

Regional Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	VEHICLE MAKE	AGE END FY26	REPLACE BY END FY
361 - 363	2018	30	3	Diesel	Bluebird	8	2028
308 - 309	2020	24	2	Gas	El Dorado	6	2027
310 - 311	2020	24	2	Gas	Glaval	6	2027
364 - 370	2022	30	7	Diesel	Bluebird	4	2032

Shop and Ride Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	VEHICLE MAKE	AGE END FY26	REPLACE BY END FY
504	2010	22	1	Gas	Champion	16	2018
552	2019	22	1	Gas	Eldorado	7	2024
505	2020	22	1	Gas	Eldorado	6	2025

LIFT Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	VEHICLE MAKE	AGE END FY26	REPLACE BY END FY
845 - 849	2011	22	5	Gas	Startrans	15	2019
851 - 854	2011	22	4	Gas	Startrans	15	2019
862 - 865	2013	22	4	Gas	Arboc	13	2021
1401 - 1403	2014	15	3	Gas	AM General	12	2022
1404 - 1407	2015	22	4	Gas	AM General	11	2023
866 - 870	2018	22	5	Gas	Glaval	8	2023
871 - 875	2019	22	5	Gas	Eldorado	7	2024
876 - 878	2022	22	3	ALT	NorCal	4	2027
879 - 885	2025	22	7	CNG	TurtleTop	1	2030

Non-Revenue Vehicle Replacement

FLEET NBR	FY BUILT	FLEET SIZE	FUEL TYPE	VEHICLE MAKE	AGE END FY26	REPLACE BY END FY
T1652	2004	1	Gas	Ford F-250	22	2010
V1653	2003	1	Gas	Dodge Caravan	23	2010
T1654	2006	1	Gas	Chevy 3500 Shop Truck	20	2012
V1655	2008	1	Gas	Chevy Uplander	18	2016
T1656	2009	1	Gas	Ford F-350	17	2017
E002 - E003	2011	2	Hybrid	Ford Escape	15	2019
E004	2012	1	Hybrid	Ford Escape	14	2020
A1657	2012	1	Hybrid	Toyota Prius	14	2020
TS01G	2012	1	Gas	Chevy Silverado	14	2020
TS02G - TS04G	2014	3	Gas	Chevy 2500	12	2022
A1659 - A1660	2012	2	Hybrid	Toyota Camry	13	2020
AS05G - AS07G	2014	3	Hybrid	Toyota Camry	12	2022
VS01G	2015	1	Gas	Toyota Sienna	6	2023
SUP001 - SUP004	2023	4	Gas	Ford Explorer	3	2028
TS05G	2024	1	Gas	Chevy 2500	2	2029

Unfunded Projects – 10 Year Framework

Unfunded capital projects span multiple categories and priority levels and reflect long-term planning across the District. The PMO conducted 10-year forecasting sessions with each division and department, resulting in 95 proposed project concepts. This framework captures known CIP needs at this time, while recognizing that new priorities and refinements will continue to emerge as operations evolve.

Projects focus on maintaining a state of good repair, improving safety, and supporting service delivery while providing direct and indirect benefits to riders and the broader community. Cost projections are preliminary estimates based on current information, include inflation contingencies, and will be refined through detailed analysis as projects advance toward grant applications or budget approval.



CIP FY27-FY36	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Total Unfunded	\$1,764,565	\$29,755,523	\$11,670,264	\$20,453,671	\$26,607,323	\$23,210,685	\$5,979,734	\$21,450,000	\$12,450,000	\$135,786,710

Communications										
COM 001- Remodel of CS lobby for ADA and modernization			\$150,000							
COM 002- Digital info on buses, bays, and in CS lobby				\$500,000						
COM 003- Walk up window facing DTC from CS					\$175,000					
COM 004- Kiosks for fare purchasing (TVMs)						\$300,000				
COM 005- Customer service area at KTC								\$400,000		
COM 006- Bus Brand Update										\$600,000

General Manager										
GM 001- Senator Hearing upgrade			\$100,000							
GM 002- Digital filing and archiving system			\$142,165							
GM 003- CH2 fifth floor refresh			\$500,000							
GM 004- AI integration into meetings				\$10,000						
GM 005- Consolidated Campus-Feasibility Study				\$250,000						
GM 006- Consolidated Campus-Construction										\$100,000,000

Human Resources										
HR 001- Construct confidential space for conf positions			\$70,000							
HR 002- Candidate experience management software			\$25,000							
HR 003- Training Room			\$85,000							
HR 004- eFax solution			\$20,000							
HR 005- Market competitive compensation software				\$50,000						

CIP FY27-FY36	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
HR 006- Robust HRIS System					\$50,000					
HR 007- Learning Management System (LMS) for Training						\$150,000				

IT Operations

IT 001- Network and Server Lifecycle Replacements	\$180,932									
IT 002- District Phone System (VoIP) Replacement			\$165,000							
IT 003- APC Lifecycle Replacements	\$591,800									
IT 004- LIFT Tablet/MDT Replacements	\$50,000									
IT 005- Finance Copier Replacement		\$25,000								
IT 006- Ethernet/Fiber Backbone (10gig)		\$125,000								
IT 007- Data Classification for Security, Retention, and Backup		\$100,000								
IT 008- Security Cameras in the Server Rooms		\$50,000								
IT 009- EV Integration in Avail		\$100,000								
IT 010- Guest/Public WiFi			\$100,000							
IT 011- Employee WiFi Access Upgrade			\$90,000							
IT 012- Laptop replacements			\$200,000							
IT 013- Cloud Infrastructure (Entra ID)			\$250,000							
IT 014- Upgrade Bus Headsigns				\$1,000,000						

Operations

Ops 001- Electronic Fare Readers for LIFT Fleet			\$128,500							
Ops 002- Replacement roof for the Maintenance Shop building	\$123,000									
Ops 003- Non-skid coating for Maintenance Shop floor	\$112,320									

CIP FY27-FY36	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Ops 004- Replacement LIFT vehicles (10)			\$1,900,000		\$2,000,000		\$2,100,000			\$2,200,000
Ops 005- Planning study to replace in-ground fuel tanks	\$198,000									
Ops 006- Construction work to replace underground fuel tanks		\$544,000								
Ops 007- DW Parking expansion/redesign and landscape replacement		\$2,000,000								
Ops 008- Transit asset management (TAM) plan consultant		\$150,000								
Ops 009- Boom Lift and trailer for Facilities		\$120,000								
Ops 010- Pressure washing skid Replacements (4)		\$50,000								
Ops 011- CNG station replacement			\$2,500,000							
Ops 012- Maintenance Shop HVAC replacement			\$1,300,000							
Ops 013- DW ADA accessibility improvements			\$650,000							
Ops 014- HVAC replacement at DW (Admin building)			\$1,300,000							
Ops 015- Expansion buses for microtransit (10-12 vehicles)				\$500,000						
Ops 016- ADA Compliant Restroom and Reception doors (CH2 5th)				\$750,000						
Ops 017- Bus training simulator				\$125,000						
Ops 018- Local Full Size Replacement Buses				\$13,000,000	\$16,000,000			\$5,000,000	\$10,000,000	
Ops 019- Emergency generator(s) for CNG stations and 5-10 BEBs					\$2,000,000					
Ops 020- Window replacements at DW					\$600,000					
Ops 021- Office built for training supervisors (Transportation)					\$250,000					
Ops 022- Bus Wash Replacement					\$750,000					
Ops 023- DTC upgrades and rehab					\$1,500,000					

CIP FY27-FY36	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Ops 024- Maintenance training room and office for maint sups						\$1,200,000				
Ops 025- Expansion of Dispatch including office space						\$1,255,000				
Ops 026- EV non-revenue shuttle vehicles							\$1,500,000			
Ops 027- Charging infrastructure for non-rev EVs								\$15,000,000		
Ops 028- KTC upgrades and rehab								\$1,000,000		
Ops 029- In-street concrete pads at bus stops									\$2,000,000	
Ops 030- Local Right Size Replacement Buses										\$1,000,000
Ops 031- BEB charging infrastructure at DTC										\$1,500,000
Ops 032- Second story at DW										\$28,000,000

Planning & Development										
P&D 001- Bus Stop Accessibility 2026-2027 Biennium	\$380,000									
P&D 002- Simme-Seat Expansion Project	\$58,113									
P&D 003- Shelter purchase/contract		\$147,923	\$70,599	\$73,961	\$77,323	\$80,685				
P&D 004- East Salem Transit Center- Land Acquisition		\$5,000,000								
P&D 005- East Salem Transit Center- Engineering & Design		\$1,000,000								
P&D 006- Service Enhancements Plan- Capital Needs		\$17,500,000								
P&D 007- Micromobility solution- Capital Needs		\$500,000								
P&D 008- AI tool for improving customer experience		\$100,000								
P&D 009- Mobility Hubs and Super Stops Local Network					\$5,000,000					
P&D 010- East Salem Transit Center- Construction						\$20,000,000				

CIP FY27-FY36	FY27	FY28	FY29	FY30	FY31	FY32	FY33	FY34	FY35	FY36
Safety & Security										
S&S 001- DW Fence Project		\$1,460,000								
S&S 002- BEB Thermal Warning System at DW		\$248,600								
S&S 003- Additional Facility Cameras	\$30,800									
S&S 004- DTC Waste Receptacles	\$39,600									
S&S 005- DW main entrance ADA accessibility improvements		\$100,000								
S&S 006- Visitor system at DW replacement		\$80,000								
S&S 007- Key control system		\$180,000								
S&S 008- Body cameras for security officers		\$175,000								
S&S 009- Mobile camera system for high-risk locations			\$125,000							
S&S 010- Starlink Internet for Emergencies			\$80,000							
S&S 011- Connex box climate control storage for supplies				\$150,000						
S&S 012- Consulting services for safety, risk assessment, etc.				\$100,000						
S&S 013- See something Say something platform software					\$80,000					
S&S 014- Record requesting management system					\$60,000					
S&S 015- New badge printer and software					\$65,000					
S&S 016- Mobile Emergency Operations Center (EOC)						\$225,000				
S&S 017- Emergency operations supplies on large scale							\$90,000			
S&S 018- S&EM Vehicle Replacement							\$90,000			
S&S 019- Two ADA porta potties on trailer w/ hand washing								\$50,000		
S&S 020- Facilities camera system lifecycle replacements									\$450,000	

Additional Information



Links

To view full reports, visit [the District's website](#) or click the links below.

[2025 Customer Satisfaction & Community Value Survey Results](#)

[FY2025 Annual Comprehensive Financial Report](#)

[Long Range Transit Plan](#)

[Strategic Plan](#)

Glossary

Account: The classification of appropriation by type of expenditure or revenue.

Accounting Period: The District's fiscal year is divided into 12 accounting periods. Each accounting period is one month long.

Accrual: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

Appropriation: The legal authority to spend funds designed for a specific purpose.

Asset Management: The life cycle management of physical assets to achieve the stated outputs of the enterprise by maintaining assets in a state of good repair.

Audit: An official inspection of an organization's accounts, typically by an outside Certified Public Accounting (CPA) firm.

Balanced Budget: Oregon Administrative Rule 150-294.532(1)-(b), relating to the Local Budget Law, states that the Agency "must construct its budget in a manner that the total resources in a fund equal the total expenditures and requirements for that fund" and "the total of all resources of the District must equal the total of all expenditures for all requirements for the Agency." A budget that meets these specifications is considered balanced.

Budget: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

Budget Advisory Committee: Also referred to as "Budget Committee" a special committee required under Oregon Local Budget Law. The Committee reviews the District's Proposed Budget and votes to approve it.

Budget Message: A written explanation of the budget and the organization's financial plan and priorities presented to the Budget Committee by the General Manager. The budget message is a requirement of Oregon Local Budget Law.

Capital Budget: The expenditures scheduled for the first year of the five-year Capital Investment Plan.

Capital Asset / Equipment: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

Capital Improvement: An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity or usability. The life expectancy of a capital improvement must be at least ten years.

Contingency: Estimates for expenditure which cannot be foreseen and planned for in the budget either because of the occurrence of some unplanned event or because of insufficient data at the time the budget is compiled.

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

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.

Expenditure: The actual outlay of cash or an obligation to pay cost. This does not include encumbrances. Expenditures exclude fund-level requirements, such as contingency and cash transfers.

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

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

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 for the purpose of assisting private nonprofit groups in meeting transportation needs of seniors and individuals with disabilities.

Federal 5311 Funds Through State: Formula funding passed through the State for funding capital, operating, and administrative expenses for public transportation seniors and individuals with disabilities.

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

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

Fiscal Year (FY): A twelve-month period beginning July 1 and ending June 30.

Fund: A budgetary and accounting mechanism for designating of a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and account entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

Full-Time Equivalent Position (FTE): One FTE equates to 2,080 working hours in a year; excluding overtime hours.

Fund Balance: The beginning fund balance including the difference between forecasted total resources (revenues) and requirements (expenditures).

General Fund: Fund used to account for all transactions of a government that are not accounted for in another fund.

Interest on Investments: Interest received from our cash deposits with the Oregon State Treasury's Local Government Investment Pool. As of March 2026, the interest rate is 4.00 percent, down 0.64 percentage points from the same period last year.

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

Line Item: The lowest level expenditure classification. Line items are detail accounts within major object codes.

Local Budget Law: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

Major Fund: Major funds must be displayed in the basic statements for proprietary funds. Funds are considered major when certain conditions are met. The general fund of a government entity is always considered a major fund.

Major Object Categories: Broad categories of expenditures.

Materials & Supplies: Purchase of supplies which have a short life and are usually low in cost.

One-Time Expenditures: These are expenditures for one-time projects or services. At the end of each fiscal year expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

One-Time Revenues: Revenues that are either non-recurring (such as certain grant awards, legal settlements, etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements.

Ongoing Expenditures: Continuing expenditures that maintain established levels of services.

Ongoing Revenues: Discretionary General Fund revenues that are sufficient to fund services.

Oregon Revised Statutes (ORS): The laws of the State of Oregon.

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.

Passenger Fares: Funds collected from passengers.

Personnel Services: Salaries, wages, benefits, and other payroll expenses paid to District employees.

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

Renewable Natural Gas Funds: Funding received through the District's agreement with U.S. Gain, in which the RNG producer receives CO2 Abatement and Carbon Credits. Because the credits cannot be generated without our vehicle fleets, the producer shares a percentage of the revenue received with the District.

Requirements: Budgeted expenditures plus ending fund balance.

Resources: Revenue and other monies that the organization has or expects to receive. Resources include estimated revenues and beginning fund balance.

Revenues: Monies earned through the operation or use of District services.

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

STIF Funds: Statewide Transportation Improvement Funds are State funds authorized through Oregon Legislature, based on a state payroll tax (i.e., ID card fees, non-highway gas tax, and cigarette tax revenues).

STIF Pass Through Funds: Statewide Transportation Improvement Funds are State 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.

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

Utilities: Cost of electricity, water, telephone, natural gas, sewer, etc.

Acronyms

ACFR: Annual Comprehensive Financial Report

ADA: Americans with Disabilities Act

ASP: Agency Safety Plan

BEB: Battery Electric Bus

CAD/AVL: Computer-Aided Dispatch / Automatic Vehicle Location

CIP: Capital Investment Plan

CNG: Compressed Natural Gas

COLA: Cost of Living Adjustment

COOP: Continuity of Operations Plan

CPC: Capital Program Committee

CPF: Capital Projects Fund

CY: Calendar Year (Jan 1 - Dec 31)

DGE: Diesel Gallon Equivalent

EO: Efficient Operations

ES: Expanded Service

ESR: Existing Service Reliability

FHWA: Federal Highway Administration

FFY: Federal Fiscal Year (Oct 1 - Sep 30)

FTA: Federal Transit Administration

FTE: Full Time Equivalent

FY: Fiscal Year (Jul 1 - Jun 30)

GF: General Fund

HB: House Bill

ICE: Independent Cost Estimate

IGA: Intergovernmental Agreement

LRTP: Long Range Transit Plan

MPO: Metropolitan Planning Organization

NTD: National Transit Database

ODOT: Oregon Department of Transportation

ODOT-PTD: Public Transportation Division

OPT: Oregon Public Transit

ORS: Oregon Revised Statutes

OTC: Oregon Transportation Commission

PTAC: Public Transportation Advisory Committee

RNG: Renewable Natural Gas

RTAP: Rural Transit Assistance Program

RTSP: Regional Transportation Systems Plan

SGR: State of Good Repair

STIF: Statewide Transportation Improvement Fund

STIFAC: STIF Advisory Committee

STIP: Statewide Transportation Improvement Program

TAMP: Transit Asset Management Plan

USDOT: United States Department of Transportation

UGA: Urban Growth Area

UGB: Urban Growth Boundary

URA: Urban Renewal Area

UZA: Urbanized Area

Budget Calendar FY2026 - 2027

Day	Date	Time	Activity
Thursday	October 23, 2025	5:30 PM	Board adopts FY2026-2027 Budget Calendar (for FY2026-27 Budget Process)
Mon - Fri	Week of April 13, 2026		Publish Notice of Budget Committee Meeting at least 10 days prior
Wednesday	April 15, 2026		District Executive Leadership Team approves draft for Budget Committee consideration
Mon: Fri	Month of April, 2026		Budget Committee Orientation with Committee members upon request
Tuesday	May 5, 2026*	5:30 PM	First Budget Committee Meeting: <ul style="list-style-type: none"> • Election of Officers & Budget Message • Deliberation & Approval
Thursday	May 7, 2026*	5:30 PM	Second Budget Committee Meeting:(if necessary) <ul style="list-style-type: none"> • Deliberation & Approval
Tuesday	May 12, 2026*	5:30 PM	Third Budget Committee Meeting:(if necessary) <ul style="list-style-type: none"> • Deliberation & Approval
Tues - Fri	Week of May 25, 2026		Publish Budget Summary and Notice of Budget Hearing (5-30 Days Prior)
Thursday	June 25, 2026	5:30 PM	Board holds Budget Hearing
Thursday	June 25, 2026	5:30 PM	Board adopts FY2026-27 Budget, makes appropriation, levies taxes
Mon - Fri	Week of July 6, 2026		Adopted budget and levy certification form due to County Assessors (submission required by July 15, 2026)

***Mandatory Attendance Required for Senior Leadership Team**

Notice of Budget Committee Meeting & Affidavit of Publication



Salem Area Mass Transit District
Board of Directors Budget Advisory Committee Meeting

Public Notice

Notice of Virtual Budget Committee Meeting(s)

The Salem Area Mass Transit District, of Marion and Polk Counties, State of Oregon, will hold a Virtual Budget Committee meeting to discuss the budget for the fiscal year July 1, 2026 to June 30, 2027. The meeting will begin at 5:30 pm on May 5, 2026 and will include the presentation of the budget message and an opportunity for public comment.

Join the Budget Advisory Committee Meeting Virtually

<https://cherriotics-org.zoomgov.com/j/1614453788?pwd=JrzwTZB3EavWVOC72pI8gLQ5so0b0b.1>

- Meeting ID: 161 445 3788
- Passcode: 057853
- Phone: (669) 254-5252

Public Comment

All public comments must be submitted or sign-ups completed by 5:00 p.m. on Monday, May 4, 2026.

Please include your full name and address for the public record and limit comments to three minutes.

Written Comments: Email publictestimony@cherriotics.org.

Verbal Comments via Zoom: Email clerkoftheboard@cherriotics.org to sign up. Instructions will be provided.

Additional Meetings (If Needed)

If necessary for further deliberation, the Budget Committee will reconvene on:

- May 7, 2026 at 5:30 p.m.
- May 12, 2026 at 5:30 p.m.

Note: Public testimony will not be received at these additional meetings.

Budget Availability

The proposed budget document will be available for review on or after April 28, 2026 at:

- **The District Website** - <https://www.cherriotics.org/meetings/>
- The District Administrative Office – 555 Court Street NE, Suite 5230, Salem, OR 97301
 - Office Hours: 8:00 a.m. – 5:00 p.m. (Copies available for a fee)

Translation Services

For Translation services, please call (503) 588-2424 or email clerkoftheboard@cherriotics.org at least 48 hours in advance.

AFFIDAVIT OF PUBLICATION

STATE OF OREGON, COUNTY OF MARION, SS:

I, Christine Baker, being first duly sworn, depose and say that I am the chief clerk of Salem Reporter a newspaper of general circulation published in Salem, Oregon, as defined in Oregon Revised Statutes Chapter 193; that I know from my personal knowledge that Salem Reporter published a printed copy of NOTICE OF BUDGET COMMITTEE MEETING which is hereto annexed, in the entire issue of said newspaper on April 14, 2026, and continuously thereafter, including April 21, 2026.

Christine Baker

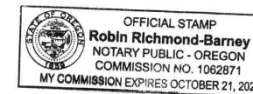
CHRISTINE BAKER, chief clerk, Salem Reporter.

Subscribed and sworn to before me this 27th day of April 2026.

Rob Richmond-Barney

Notary Public for Oregon

My commission expires Oct. 21, 2029





Notice of Budget Hearing

Form LB-1

A public meeting of the Salem Area Mass Transit District (District) will be held on June 25, 2026 at 5:30 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, 2026, as approved by the District's Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the District 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: Allan Pollock, General Manager

Telephone: 503-588-2424

Email: clerkoftheBoard@cherriots.org

Financial Summary - Resources

Total of All Funds	Actual Amounts 2024-2025	Adopted Budget This Year 2025-2026	Approved Budget Next Year 2026-2027
Beginning Fund Balance/Net Working Capital	60,712,199	59,099,135	53,892,981
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,685,696	2,893,710	3,009,204
Federal, State & all Other Grants, Gifts, Allocations & Donations	34,677,199	64,665,168	54,667,517
Interfund Transfers	0	8,758,657	13,069,333
All Other Resources Except Current Year Property Taxes	3,205,624	2,972,457	3,019,792
Current Year Property Taxes Estimated to be Received	15,815,013	16,278,892	16,584,017
Total Resources	117,095,731	154,668,019	144,242,844

Financial Summary - Requirements by Object Classification

Total of All Funds	Actual Amounts 2024-2025	Adopted Budget This Year 2025-2026	Approved Budget Next Year 2026-2027
Personnel Services	36,656,609	38,927,016	41,868,808
Materials and Services	18,306,169	22,953,491	24,971,574
Capital Outlay	3,748,044	40,124,767	25,609,016
Interfund Transfers	0	8,758,657	13,069,333
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	58,384,909	42,404,088	37,224,113
Total Requirements	117,095,731	154,668,019	144,242,844

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	Actual Amounts 2024-2025	Adopted Budget This Year 2025-2026	Approved Budget Next Year 2026-2027
General Manager/Board of Directors	715,588	707,952	811,162
FTE	3.0	3.0	2.0
Deputy General Manager	1,111,835	2,373,995	2,639,174
FTE	6.0	14.0	14.0
Human Resources & Labor Relations	1,066,307	926,678	0
FTE	6.8	5.8	0.0
Finance	1,520,994	1,404,463	2,154,320
FTE	10.0	8.0	12.8
Communications	1,818,863	1,682,689	2,062,864

FTE	13.6	13.6	14.6
Planning & Development	850,510	910,206	956,683
FTE	5.0	5.0	5.0
Safety & Security	640,078	935,452	1,167,244
FTE	4.0	5.0	6.0
Technology & Infrastructure	874,530	0	0
FTE	6.0	0.0	0.0
Operations	26,696,575	28,564,588	30,354,248
FTE	206.8	206.8	207.4
Unallocated General Administration & Contingency	423,079	453,100	700,000
FTE	0.0	0.0	0.0
Transportation Programs Fund	11,264,158	13,327,099	14,464,890
FTE	8.2	7.4	5.8
Capital Projects Fund	3,748,044	40,124,767	25,609,016
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	66,365,170	63,257,030	63,323,243
FTE	0.0	0.0	0.0
Total Requirements	117,095,731	154,668,019	144,242,844
Total FTE	269.4	268.6	267.6

Statement of Changes in Activities & Sources of Financing

The FY2026-27 Approved Budget reflects a revision in the reporting structure.

Property Tax Levies

Property Tax Levies	Rate or Amount Imposed 2024-2025	Rate or Amount Imposed This Year 2025-2026	Rate or Amount Approved Next Year 2026-2027
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

Statement of Indebtedness

The Salem Area Mass Transit District does not have Long Term Debt.

Pending

Pending



To: Board of Directors
From: Nick Fortey, Budget Committee Chair
Date: June 25, 2026
Subject: Salem Area Mass Transit District Budget Committee Recommendation to Adopt Fiscal Year (FY) 2027 Budget

President Hinojos Pressey and Members of the Board:

I am pleased to present to you the Budget Committee's recommendation to adopt the FY2027 budget for Salem Area Mass Transit District.

The committee met on May 5, 2026 to review the proposed budget. Thank you to General Manager Allan Pollock and District staff for all their hard work in preparing and reviewing the proposed budget with us. The Committee voted unanimously to approve the proposed budget for FY2027 in the amount of \$144,242,844 and taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

The budget has appropriated funds of \$107,018,731 and an unappropriated total of \$37,224,113. The FY2027 Approved Budget includes funding for the South Salem Transit Center land acquisition, design, and construction. While the transit center is a major focus, the budget also supports key capital and operating projects such as transit signal priority, paratransit bus replacements, fare system improvements, safety and security enhancements, microtransit feasibility study, and investments in staff development.

The District is moving forward on a strong financial basis, and will be able to continue to provide world class customer service in the coming years. We all appreciate your commitment and hard work. Thank you for the opportunity to be part of the budget process.

Respectfully submitted,

Nick Fortey
District Budget Committee Chair



Salem Area Mass Transit District Board Of Directors Meeting Minutes

Thursday, May 28, 2026 at 5:30 p.m.

Index of Board Actions

<u>Action</u>	<u>Page</u>
Approve the Consent Calendar	2
A. Approval of Minutes	
I. April 23, 2026 Board Meeting	
B. Routine Business Items	
I. Approve the FY27 Board Meeting & Work Session Schedule	
II. Accept the FY26 Q3 NTD Reportable Assault Data	
 Adopt Resolution No. 2026-08, approving the list of projects and funding amounts of the 2027-2029 federal 5310 grant funded projects, as recommended by the STIFAC, and direct the General Manager to submit the Qualified Entity federal 5310 grant funding recommendation to ODOT in accordance with the STIFAC recommendation by June 5, 2026	3

Attendance

Board Directors:

Present:

President Maria Hinojos Pressey
 Ramiro Navarro Jr.
 Sadie Carney
 Sara Duncan (Virtual @ 5:46 p.m.)
 Ian Davidson
 Bill Holmstrom

Staff:

GM Allan Pollock
 CSO Cliff Carpentier
 CBDO Jaél Rose
 CPDO Shofi Azum
 COO Tom Dietz
 IT Manager Brenden Keane
 Security & Emergency Management Manager
 Karen Garcia
 Senior Manager, Project & Contract
 Administration Melissa Kidd
 Budget & Grants Manager Peggy Greene
 Strategic Initiatives Administrator Bobbi Kidd
 Executive Assistant Kirra Pressey

Guest:

Legal Counsel Jean Back

Meeting Information

1. **Call To Order**

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m.
Attendance was noted and a quorum was present.

B. Safety Minute

CBDO Jaél Rose provided the safety moment highlighting lock out tag out procedures.

C. Announcements and/or Changes to Agenda

None

2. **Presentations**

None

3. **Public Comment**

Public comment was received from Tyler McCulley and Elanor McTyre for the Board's review and consideration.

4. **Consent Calendar**

A. Approval of Minutes

- I. April 23, 2026 Board Meeting

B. Routine Business Items

- I. Approve the FY27 Board Meeting & Work Session Schedule
- II. Accept the FY26 Q3 NTD Reportable Assault Data

Action

- Motion: I move to approve the Consent Calendar as presented.
- Motion by: Director Navarro
- Second: Director Davidson
- Vote: Aye: President Hinojos Pressey, Directors Navarro, Carney, Davidson, and Holmstrom.
Nay: None
- Outcome: Motion passes unanimously 5-0

5. **Items Deferred From Consent Calendar**

None

6. **Action Items**

A. Adopt Resolution No. 2026-08, Approving the Statewide Transportation Improvement Fund Advisory Committee ODOT 5310 Formula Funds Recommendation

Presenter: CPDO Shofi Azum & STIFAC Chair Marja Byers

Agenda Packet: Pg. 9-13

CPDO Azum presented Resolution No. 2026-08 for Board consideration, approving STIFAC recommendations for the Oregon Department of Transportation Section 5310 grant program for the 2027–2029 biennium. Following STIFAC review on May 7, 2026, all eligible projects from current providers were recommended for funding, with proportional distribution of increased funds.

Action

- Motion: I move that the Board adopt Resolution No. 2026-08, approving the list of projects and funding amounts of the 2027-2029 federal 5310 grant funded projects, as recommended by the STIFAC, and direct the General Manager to submit the Qualified Entity federal 5310 grant funding recommendation to ODOT in accordance with the STIFAC recommendation by June 5, 2026.
- Motion by: President Hinojos Pressey
- Second: Director Navarro
- Vote: Aye: President Hinojos Pressey, Directors Navarro, Carney, Duncan, Davidson and Holmstrom.
Nay: None
- Outcome: Motion passes unanimously 6-0

7. Informational Reports

A. FY26 Q3 Financial Report

Presenter: Budget & Grants Manager Peggy Greene

Agenda Packet: Pg. 14-16

Budget & Grants Manager Greene presented the FY26 Q3 Financial Report, noting that General Fund revenues and expenditures were trending within budget expectations. Transportation Programs Fund revenues and expenditures also remained in line with budget, while Capital Project Fund activity was primarily related to bus replacements.

B. FY26 Q3 Strategic Plan Report

Presenter: Strategic Initiatives Administrator Bobbi Kidd

Agenda Packet: Pg. 17-21

Strategic Initiatives Administrator Kidd presented the FY26 Q3 Strategic Plan Report, highlighting progress on organizational goals, including those completed and those deferred. Additionally, COO Dietz & IT Manager Keene provided an update on Divisional Goals housed within their departments.

C. FY26 Q3 Performance Report

Presenter: CPDO Shofi Azum

Agenda Packet: Pg. 22-30 & Addendum A

CPDO Azum presented the FY26 Q3 Performance Report, noting a 3.6% increase in system-wide ridership compared to FY25 Q3 and continued strong service reliability across all modes. On-time performance exceeded targets for both Local and Regional service, with high trip completion rates and improvements on key routes. Youth ridership remained a significant portion of total ridership under the Youth Zero Pass program, with overall growth year over year. The report also highlighted continued progress in Battery Electric Bus performance and increased Vanpool participation and trips.

8. Reports

A. General Manager's Report

GM Pollock highlighted District events that took place in May, such as the Benefit Fair & Enrollment Process, Employee Appreciation Day, Safety & Service Awards, the Hiring Event at DW, and KezierFEST.

B. Board Of Directors Report

President Hinojos Pressey and Directors provided reports on committees and activities in which they represent the District.

9. Adjourn

President Hinojos Pressey adjourned the meeting at 6:52 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President

DRAFT



Salem Area Mass Transit District

Board Work Session Minutes

Thursday, June 11, 2026 at 5:30 p.m.

Attendance

Board Directors:

Present:

President Maria Hinojos Pressey
Sadie Carney
Ian Davidson
Sara Duncan
Bill Holmstrom

Absent:

Ramiro Navarro Jr.

Staff:

GM Allan Pollock
CSO Cliff Carpentier
CBDO Jaél Rose
COO Tom Dietz
Service Planning Manager Chris French
Transit Planner II Jolynn Franke
Commuter Options Coordinator Kiki Dohman
Project Administrator Ted Stonecliffe
Executive Assistant Kirra Pressey

Guests:

Nelson/Nygaard Consulting Associates' Kyle
Taniguchi & Paul Lutey

1. Call To Order

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m.
Attendance was noted.

B. Safety Minute

COO Dietz presented the safety moment, highlighting tips to stay safe and hydrated during the hot weather.

C. Announcements | Changes to Agenda

President Hinojos Pressey announced the addition of Item 3.D – GM Interim.

2. Presentations

None

3. Discussions

A. Comprehensive Operational Analysis

Presenter: Service Planning Manager Chris French, Nelson/Nygaard Consulting Associates' Kyle Taniguchi and Paul Lutey

Agenda Packet: Pg. 3-305

Service Planning Manager French introduced Nelson/Nygaard Consulting Associates' Taniguchi and Lutey, who presented an update on the Comprehensive Operations Analysis (COA). The presentation included an overview of the project, outreach and engagement efforts completed to date, and the process for gathering public feedback on potential service improvements.

The presenters reviewed service planning principles and discussed preliminary service concepts intended to improve efficiency, connectivity, and customer experience while making effective use of existing resources. Potential service options were presented for several local and regional service areas. Concepts included route modifications, service consolidations, improved connections, and potential on-demand transit service in select areas.

The presenters emphasized that the concepts are preliminary and will be refined through community engagement and further analysis. They outlined next steps, including public outreach, evaluation of potential ridership impacts, development of a cost-neutral service plan, and future Board briefings prior to adoption of final recommendations.

Board members discussed several service concepts and emphasized the importance of maintaining a strong fixed-route network, improving connectivity, and providing a seamless customer experience. Discussion focused on potential service changes in West Salem, South Salem, and regional corridors, with Directors expressing support for increased frequency, reduced transfer requirements, and improved connections with partner transit agencies. Directors also discussed opportunities to enhance service in Polk County and explored how alternative service models could complement, rather than replace, existing transit service.

B. Shared Micromobility Feasibility Study

Presenter: Commuter Options Coordinator Kiki Dohman

Agenda Packet: Pg.305-420

Commuter Options Coordinator Dohman presented next steps following completion of the Shared Micromobility Feasibility Study. Staff reviewed key findings, implementation options, and organizational considerations, noting that a phased, operator-managed pilot approach would provide an opportunity to evaluate demand while minimizing operational risk. Staff also discussed potential funding opportunities, estimated costs, and near-term activities needed to support future implementation. Board members provided feedback on the role the District should play in shared micromobility and discussed considerations for future decision-making.

Board members discussed implementation approaches, funding opportunities, and potential partnerships for a shared micromobility program. Discussion focused on balancing organizational capacity, operational costs, and customer experience, while exploring opportunities for sponsorships and grant funding. Board members emphasized the importance of integration with existing transit services and discussed factors that would contribute to a successful and accessible program. Consensus was reached directing staff to pursue grant opportunities, explore additional revenue sources and partnerships, and further evaluate implementation options and associated costs.

C. Task Force Update

Presenter: President Hinojos Pressey

President Hinojos Pressey provided an update on the status of the Business Community Task Force, including ongoing questions related to public meeting law, the expiration of the facilitation contract, and the upcoming GM transition. Board members discussed future engagement with the business community, the importance of clear communications, and potential approaches for pausing and restructuring the effort. General consensus was reached to bring the matter forward for Board action at a future meeting.

D. GM Interim Assignment

President Hinojos Pressey raised the topic of an interim GM, noting that the timeline for recruiting and onboarding a permanent GM does not align with the current GM's planned retirement. She suggested Deputy GM David Trimble serve in an interim capacity and stated that an executive session would be scheduled prior to the next Board meeting to further discuss the matter.

4. General Manager Comments

A. Upcoming Agenda Items

B. Board Calendar

GM Pollock provided an update on the upcoming agenda items and Board calendar. Executive Assistant Pressey noted Directors were provided with an updated packet of policies that will be brought to the June Board meeting for approval and requested feedback be submitted by June 18, 2026.

5. Adjourn

President Hinojos Pressey adjourned the meeting at 8:21 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



Salem Area Mass Transit District
 Service Enhancement Subcommittee Minutes
 Thursday, August 14, 2025 at 4:15 p.m.

Attendance

Board of Directors

Present:

Chair Ian Davidson
 Bill Holmstrom

Absent:

Ramiro Navarro Jr.

Staff

GM Allan Pollock
 DGM David Trimble
 CSO Cliff Carpentier
 CFO Denise LaRue
 CELRO Jaél Rose
 CPDO Shofi Ull Azum
 COO Tom Dietz

Guest

CFM Waylon Buchan (Virtual)
 CFM Gary Conkling (Virtual) |

Meeting Information

1. Call To Order

A. Note of Attendance

Chair Davidson called the meeting to order at 4:17 p.m.
 Attendance was noted.

B. Safety Minute

The Safety Minute was deferred to the Board Work Session, following this meeting.

2. Action Item(s)

A. Approval of Minutes

- i. July 10, 2025 Service Enhancement Subcommittee Meeting Minutes

Action

- Motion: I move to approve the minutes from the July 10, 2025 Service Enhancement Meeting.
- Motion by: Director Davidson
- Second: Director Holmstrom
- Vote: Aye: Chari Davidson & Member Holmstrom
Nay: None
- Outcome: Motion passes unanimously 2-0

3. Discussion

A. Overview of Creating Community Connections Project

- i. Legislative Update – GM Pollock
 GM Pollock reported that meetings with the state delegation would begin the following week to discuss the payroll tax and service enhancements, with a Department of Revenue call also scheduled. He explained that legal counsel from OLEG interpreted payroll tax increases as being limited to 0.02 percentage points per year, requiring at least 10 years to reach the statutory maximum. Director Davidson expressed concern about the lack of flexibility under this interpretation. GM Pollock added that District counsel had been consulted separately regarding exemptions, which must be specified in the ordinance, and noted that a special meeting could be held before bringing an ordinance forward in October.

- ii. **Communications Update – CELRO Jaél Rose**
CELRO Rose reported on recent and upcoming community outreach. Surveys in June–July (123 responses) identified priorities like improving current service, adding flexible on-demand transit, and special event service, with many indicating they would ride more if these needs were met. Outreach at the August 2 Family Building Blocks Fest engaged ~200 people positively. Upcoming events include Punks in the Park and multiple September open houses with interactive stations on service enhancements and the payroll tax. CELRO Rose noted staff adjustments due to a marketing coordinator’s paternity leave would not affect campaign progress.
- iii. **Financial Update – CFO Denise LaRue**
No updated provided at this time.
- iv. **Chamber of Commerce Presentation & Discussion**
Director Davidson noted the recent Chamber of Commerce presentation went better than expected given a challenging audience, with general agreement that Cherriots operates well. CFO LaRue highlighted limitations of the non-public format and suggested better preparation on transit fundamentals and comparative agency data. GM Pollock outlined follow-up actions, including reviewing the Q&A and targeted business outreach. Attendees, including Conkling, Buchan, Trimble, and Rose, shared observations on audience reactions, noting a mix of fact-finding, skepticism, and some support, as well as the presence of lobbyists and political representatives, indicating the need to monitor potential opposition.

B. Open Discussion

None

4. Adjourn

Chair Davidson adjourned the meeting at 5:03 p.m.

Respectfully Submitted

Ian Davidson, Chair



Salem Area Mass Transit District
Service Enhancement Subcommittee Minutes
Thursday, September 11, 2025 at 4:23 p.m.

Attendance

Board of Directors

Present:

President Hinojos Pressey
Bill Holmstrom

Excused:

Chair Ian Davidson

Absent:

Ramiro Navarro Jr.

Staff

GM Allan Pollock
DGM David Trimble
CSO Cliff Carpentier
CFO Denise LaRue
CELRO Jaél Rose
CPDO Shofi Ull Azum
COO Tom Dietz

Guest:

CFM Waylon Buchan (Virtual)
CFM Gary Conkling (Virtual)

Meeting Information

1. Call To Order

A. Note of Attendance

Member Holmstrom called the meeting to order at 4:26 p.m.

Attendance was noted, with Chair Davidson excused and Board President Hinojos Pressey attending in their place, and Member Navarro Jr. absent.

B. Safety Minute

Executive Assistant Pressey deferred the safety moment to Board Work Session following this meeting.

2. Action Item(s)

A. Approval of Minutes

- i. ~~August 14, 2025 Service Enhancement Subcommittee Meeting Minutes~~ **Pulled**

3. Discussion

A. Overview of Creating Community Connections Project

- i. Legislative Update & Ordinance Review – GM Pollock

GM Pollock reported that the legislative and ordinance matters were combined for discussion due to their related nature. He noted that the draft ordinances had been submitted to the Department of Revenue, which returned minor administrative revisions. The updated ordinances have been forwarded to legal counsel for review.

GM Pollock also provided an update on the state legislative special session and the transportation package currently under consideration. He noted that the proposal has been revised several times and is scheduled for Senate consideration when the legislature reconvenes on September 17.

GM Pollock stated that the Board had previously agreed to wait for the outcome of the transportation package before considering a rate change. He noted that staff will return to the Board with an update and any related recommendations following legislative action.

- ii. Business Advisory Council Draft Bylaws – GM Pollock
GM Pollock presented draft bylaws for the proposed Business Advisory Council and requested that members review the document and provide feedback within two weeks, with particular attention to the membership and composition provisions.

Members discussed the proposed structure and representation categories, noting that the draft closely mirrors the District's existing advisory committee bylaws. Minor revisions and corrections were identified, and members discussed opportunities for coordination between the Business Advisory Council and the Community Advisory Committee.

GM Pollock stated that staff will incorporate feedback, engage external stakeholders, and return the bylaws to the Board for further discussion prior to formal adoption.

- iii. Communications Update – CELRO Jaél Rose
CELRO Rose provided an update on community outreach efforts conducted since the August 14 meeting. Outreach activities included participation in community events, open houses, school and university engagement, business and neighborhood meetings, and partner agency outreach.

Rose reported strong community engagement throughout the outreach process and noted that feedback has consistently reinforced the importance of public transit within the community. Discussion topics frequently included service enhancements, workforce access, youth transit opportunities, late-night service, and the proposed payroll tax.

GM Pollock provided an update on upcoming outreach activities, including presentations to the Salem City Council and Kaiser Neighborhood Associations, as well as several remaining public open houses. He also noted that a previously anticipated issue at one outreach location had been resolved.

- iv. Financial Update – CFO Denise LaRue
 - a. Revue Matrix

CFO LaRue presented an updated revenue matrix modeling several employer payroll tax rate scenarios beginning in fiscal year 2027. The scenarios varied by starting tax rate and annual rate increases, with each ultimately reaching the maximum authorized rate.

CFO LaRue noted that revenues in the first year of implementation would be lower due to the timing of collections and Department of Revenue administrative fees. she also explained that ongoing administrative costs were incorporated into the projections.

B. Open Discussion

Discussion focused on developing consistent messaging and talking points for Directors and staff regarding the proposed service enhancements and employer payroll tax. Members reviewed common questions received during community outreach and discussed key themes, including the need for additional revenue, the benefits of proposed service improvements, impacts on businesses, governance and board representation, ridership, funding sources, and accountability.

Members emphasized the importance of communicating the District's specific service enhancement plans and providing clear information about how the proposed funding would benefit the community and local businesses. Discussion also included the District's historical funding structure, comparisons to peer transit agencies, and questions related to the District's property tax levy.

GM Pollock stated that staff will continue refining the messaging and develop a one-page resource for Directors and staff to use during community engagement efforts.

4. Adjourn

Member Holmstrom adjourned the meeting at 5:04 p.m.

Respectfully Submitted

Ian Davidson, Chair

DRAFT

Board Meeting Memo – Item 7.B.I

To: Board of Directors
From: Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: June 25, 2026
Subject: Community Advisory Committee (CAC) – Member Recommendation

Issue

Shall the Board appoint applicant Benjamin Fryback as a member to the CAC?

Background and Findings

In accordance with the CAC Bylaws, Article III, Section 1, members of the Committee are appointed by the Board and serve at the pleasure of the Board. At the discretion of the Board, the Committee shall have no more than 13 voting members, and each member must meet at least one (1) of the criteria identified in Article III, Section 2 at the time of their appointment and for the duration of their term. The Board will attempt to appoint members who represent diverse interests, perspectives, geography, and the population demographics of the area.

Article III, Section 6 states that when a vacancy occurs, the Board may elect to fill the position, with the appointee serving the remainder of the unexpired term of their predecessor. Service in an unexpired term does not count toward term limits described in Article II, Section 3. The Board of Directors may select an appointee from individuals who have expressed interest, through a call for applications, or in any other manner determined appropriate by the Board.

To be qualified to serve as a member of the Committee under Article III, Section 2, an individual must live and/or work within the Urban Growth Boundary service area, represent a cross-section of the Salem-Keizer community, and meet at least one (1) of the following criteria:

- At-large Member
- Business Interest Organization
- Chambers of Commerce
- Local Employer
- Medical Community / Care Provider
- Community Member
- Paratransit User
- Bike/Pedestrian Advocate
- School District Representative / Educational Community
- Social Service Agency Representative
- Youth Leader

Staff conducted an interview with recent applicant Benjamin Fryback and is recommending their appointment as a community member representative. Their application can be seen as [Attachment A](#).

Financial Impact

None

Recommendation

Staff recommends that the Board appoint Benjamin Fryback to the Community Advisory Committee as a community member representative for an unexpired term beginning July 1, 2026, and ending December 31, 2026.

Proposed Motion

I move to appoint Benjamin Fryback to the Community Advisory Committee as a community member representative for an unexpired term beginning July 1, 2026, and ending December 31, 2026.



Community Advisory Committee (CAC) Application

Please return completed, signed application by mail or email to:

Salem Area Mass Transit District
Attn. Crisandra Williams, Executive Assistant
555 Court St. NE Suite 5230, Salem, Oregon 97301
crisandra.williams@cherriots.org | (503) 588-2424

Applicant Information

Full Name: Benjamin G Fryback

Preferred Name: Ben Fryback **Pronouns:** He/Him

Home Address: [REDACTED]

Phone Number: [REDACTED] **Email Address:** [REDACTED]

Eligibility and Representation

- Do you live or work within the Urban Growth Boundary service area? Yes No
- Select one or more categories that best describe your eligibility. You must meet at least one. (Descriptions of these categories are available in the committee bylaws)
 - At-large Community Member (regular transit user)
 - Business Interest Organization Representative
 - Chamber of Commerce Representative (Salem or Keizer)
 - Local Employer Representative
 - Medical Community / Care Provider
 - Community Member
 - Paratransit User
 - Bike/Pedestrian Advocate
 - School District or Education Community Representative
 - Social Services Agency Representative
 - Youth Leader (age 16–24)

3. Briefly explain how you meet this representation category:

I do not own a car and regularly walk, bike, or take Cherriots for transportation. I serve on the steering committee for a local nonprofit organization that advocates for better bicycle infrastructure. In my current role with my employer, I am involved in designing sidewalks, curb ramps, crosswalks, and bike lanes.

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I want to serve on the CAC to improve the quality of public transportation in Salem and ensure that the funds allocated for these improvements are spent in a way that benefits those walking, biking, and taking transit. Bicycles, in particular, significantly enhance the usability and reach of public transportation. I understand the nuance between different bicycle facility types that are necessary to make most people feel comfortable enough to ride their bicycle to connect with a Cherriots service. This includes my personal experience as someone who rides a bike, as well as my professional knowledge of design guidance for such facilities.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

I have served on the Transportation Committee for Oregon State University, am a Transportation Engineer in Training, chaired the Transportation Subcommittee for the Salem Planning Commission, and regularly attend community meetings concerning transportation matters.

Personally, I am a regular rider of Cherriots, Amtrak, and transit agencies in places I visit, such as those present in the Portland and Seattle metro areas. My experience with these agencies is mostly positive, however my not-so-positive experiences allow me to advocate for changes that will make a broader positive impact on the lives of others. One such example is the lackluster transfers present at the Wilsonville WES station between 1x buses and WES trains.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

There are three that are most pressing (in this order, greatest to least):

1. Limited hours of service
2. Limited frequency of service
3. Uncoordinated transfers with neighboring agencies (or uncommunicated transfers, some agencies advertise timed transfers on public maps or timetables)

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

- | | |
|--|---|
| Are you able to commit to this? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you available to meet during evenings? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you available to meet on weekdays? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you able to serve a 2-year term? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: Benjamin Fryback
Benjamin Fryback (Apr 13, 2026 20:25:55 PDT)

Date: _____



Salem Area Mass Transit District Community Advisory Committee Roster

Board Liaison: Director Sara Duncan, Subdistrict 6

Staff Liaison: Tom Dietz, Chief Operations Officer

Recorder: Kirra Pressey, Executive Assistant to the General Manager

Position	Name	Member Position	Term Start	Term Ends
1	VACANT	At-Large		Dec-26
2	VACANT	Business Interest Organization		Dec-26
3	Aham Ebere	Chamber of Commerce	Jan-26	Dec-27
4	Scott Friedman	Local Employers	Jan-26	Dec-27
5	VACANT	Medical Community/Care Provider		Dec-26
6	Kevin Conover	Community Member	Jan-26	Dec-27
7	David Levy	Community Member	Jan-26	Dec-27
8	Benjamin Fryback*	Community Member	Jul-26	Dec-26
9	Mark Edwards	Paratransit User	Jan-26	Dec-27
10	Jessica Hutchins	Bike/Pedestrian Advocate	Jan-26	Dec-27
11	VACANT	School District Rep/Edu Community		Dec-26
12	Catherine Arp	Social Services Agency Rep	Jan-26	Dec-27
13	Zoelie Binnendyk	Youth (16-24)	Jan-26	Dec-27
x	Judith Richards	Legacy	Jan-25	Dec-26
x	Marja Byers	Legacy	Jan-25	Dec-26

*Unexpired Term

Board Meeting Memo – Item 7.B.II

To: Board of Directors
From: Kirra Pressey, Executive Assistant
Policy Standardization Team
Thru: Allan Pollock, General Manager
Date: June 25, 2026
Subject: Adopt Resolution No. 2026-10, Adopting and Rescinding Board Policies

Issue

Shall the Board adopt Resolution No. 2026-10 ([Attachment A](#)), adopting Board Policies 101, 102, 103, 104, 105, 106, 107, 108, 109, 113, 116, 118, 119, 120, 122 and rescinding Board Policy 117

Background And Findings

The Policy Standardization Team (PST) was formed in August 2024 to establish a consistent, comprehensive approach to policy development and review. The team works closely with Deputy General Manager Trimble, Chief Business Development Officer Rose, and the Executive Leadership Team.

The purpose of the PST is to standardize policy format and language, modernize terminology, and review policies through a lens of fairness, accessibility, and organizational consistency. The team ensures that policies remain governance-level documents and do not drift into procedural or operational instruction, which are more appropriately addressed through standard operating procedures.

In collaboration with General Manager Pollock and Legal Counsel, the PST reviewed and revised the Board Policies below. The Board was provided with the revised policies for informational review in February 2026 in anticipation of future Board action. Following that review, the General Manager Division evaluated comments received and incorporated revisions as appropriate. The revised policies are now presented for Board consideration:

- Board Policy 101 – Records Officer Designee
- Board Policy 102 – Records Retention Schedule Implementation
- Board Policy 103 – Electronic Mail Record Retention
- Board Policy 104 – Language Assistance
- Board Policy 105 – Civil Settlements and Compromises
- Board Policy 106 – Vehicle Acquisition
- Board Policy 107 – Special Services for Local Events
- Board Policy 108 – Public Participation Process for Proposed Fare Increases and/or Transit Service Reductions

- Board Policy 109 – Urban Service Design Principles
- Board Policy 113 – Designation of GM Pro Tempore
- Board Policy 116 – General Manager’s Performance Evaluation and Compensation Change
- Board Policy 118 – Core Network
- Board Policy 119 – Transit Asset Management
- Board Policy 120 – Environmental Sustainability Policy Statement
- Board Policy 122 – Board Travel Policy

Financial Impact

None

Recommendation

Staff recommends the Board adopt Resolution No. 2026-10 as presented in Attachment A.

Proposed Motion

I move that the Board adopt Resolution No. 2026-10 as presented in Attachment A.



Resolution No. 2026-10

Adoption of Revised Board Policies and Rescission/Supersession of Prior Resolutions

Whereas, the Salem Area Mass Transit District (“District”) established a Policy Standardization Team to develop a consistent, comprehensive approach to policy development and review; and,

Whereas, the Policy Standardization Team, in coordination with the General Manager’s Division and District’s Legal Counsel, has completed a comprehensive review of Board policies to ensure clarity, consistency, and alignment with current operational and governance standards; and,

Now, Therefore, Be It Resolved By The Board Of Directors Of Salem Area Mass Transit District;

Section 1. Adoption of Board Policies

That The Board hereby adopts the revised Board Policies listed below, attached hereto as Exhibit A:

- Board Policy 101, rescinding Resolution No. 06-08
- Board Policy 102 and 103, rescinding Resolution No. 02-10
- Board Policy 104, rescinding Resolution No. 2017-04
- Board Policy 105, originally adopted April 1, 2006 (no adopting resolution)
- Board Policy 106, rescinding Resolution No. 2022-03
- Board Policy 107, rescinding Resolution No. 13-11
- Board Policy 108, rescinding Resolution No. 2017-05
- Board Policy 109, rescinding Resolution No. 2017-08
- Board Policy 113, amending Resolution No. 2023-04
- Board Policy 116, amending Resolution No. 2017-07 and rescinding Resolution No. 13-01
- Board Policy 118, rescinding Resolution No. 2017-10
- Board Policy 119, superseding Resolution No. 2025-01 as it relates to the adoption of Board Policy 119, which is hereby replaced in its entirety by the policy attached in Exhibit A
- Board Policy 120, rescinding Resolution No. 2019-04
- Board Policy 122, rescinding Resolution No. 2023-03

Section 2. Rescission and Amendment of Prior Resolutions

That, The following actions are hereby taken with respect to prior Board resolutions:

- Board Policy 117 is hereby rescinded, and Resolution No. 2016-08 is repealed in its entirety.

- Any prior Board resolutions or provision thereof that is inconsistent with the Board Policies adopted herein is hereby superseded to the extent of such conflict, except as otherwise expressly provided in this Resolution.
- Resolution No. 2025-01 remains in full force and effect; except that any provisions adopting Board Policy 119 is hereby superseded by the adoption of Board Policy 119 set forth in Section 1 and Exhibit A.

Adopted by the Board of Directors on the 25th day of June 2026, and effective thereupon.

Attest:

Kirra Pressey
Clerk of the Board

Maria Hinojos Pressey
Board President



Salem Area Mass Transit District

Policy: Records Officer Designee	Adopted By: _____ Date
Board of Directors Policy No. 101	
Effective:	

101.01 Purpose

To ensure compliance with Oregon Administrative Rules (OAR) Chapter 166, Division 030 and ORS 192.102 (2)(a), which requires the designation of a Records Officer to organize and coordinate records scheduling, retention, storage, and destruction. This policy also ensures that the District maintains proper procedures for the management, security, and accessibility of its records.

101.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rules

1. The District complies with OAR Chapter 166, which require the designation of a Records Officer. The District's General Manager or their designee shall serve as the Records Officer, responsible for overseeing the District's records management, including scheduling, retention, storage, security, and lawful disposition of records.
2. District staff shall coordinate with the Records Officer to ensure records are managed in accordance with applicable laws.

101.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Records Retention and Management	Adopted By: _____ President, District Board of Directors Date
Board of Directors Policy No. 102	
Effective:	

102.01 Purpose

To ensure the protection, retention, and availability of District records essential to the continued operation or reconstitution of the District during and after an emergency, and to safeguard the legal, fiscal, and historical interests of the District.

102.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rules

The District complies with Oregon Revised Statutes (ORS) 192.005 to 192.170, Oregon Administrative Rules (OAR) Chapter 166, Division 150 and County and Special Records District Records Retention Schedule - governing the creation, retention, management, and disposition of public records. Records related to programs or projects funded by federal grants are retained in compliance with applicable federal requirements, including but not limited to 2 CFR 200.334 and Federal Transit Administration (FTA) Circular 5010.1F, Chapter 3.

102.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Electronic-Mail Record Retention	Adopted By: _____ Date
Board of Directors Policy No. 103	
Effective:	

103.01 Purpose

To ensure the retention, management, and accessibility of District email records in accordance with Oregon Public Records Law, including Oregon Revised Statute (ORS) Chapter 192 and Oregon Administrative Rules (OAR) Chapter 166, Division 150.

103.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rules

1. All email communication related to District business, other than “ephemeral email” (as defined below) shall be retained by the District within its authorized cloud-based email system, with archives maintained on District servers. “Ephemeral email” may be deleted when read.

Employees are responsible for retaining email communications, including attachments, that constitute public records in accordance with applicable records retention schedules and records management requirements.

2. Division Chiefs are responsible for ensuring that filing and records management systems include electronic records, including email, and for instructing employees on the appropriate use of these systems in compliance with Oregon Public Records Law and District policy.

103.03 Definitions

A. Electronic-Mail (Email)

Defined as any memo, letter, note, report, or communication between individuals and groups that is stored and/or transmitted in a format that requires an electronic device to capture and access. Most of the time, email is a public record as defined in ORS 192.005(5), for purposes of retention and disposition, and ORS 192.314 for purposes of inspection.

B. Ephemeral Email

Messages that do not document District business, programs, or functions and do not need to be retained for compliance or operational purposes.

Examples of Ephemeral Email include, but are not limited to:

- Routine meeting invitations or calendar confirmations where no substantive District business is discussed.
- Transmittal messages such as "Please see attached," where the attached document is retained in the appropriate records system.
- Duplicate copies of emails maintained elsewhere as the official record.
- Courtesy copies (cc) received for informational purposes only, where the recipient is not responsible for action or retention.
- Personal messages unrelated to District business.
- System-generated notifications (e.g., automated alerts, read receipts, spam, out-of-office replies).

- End -



Salem Area Mass Transit District

Policy: Language Assistance	Adopted By: _____ Date
Board of Directors Policy No. 104	
Effective:	

104.01 Purpose

To set clear guidelines that ensure equitable access to District services and information for all community members including individuals with limited English proficiency, and members of historically underrepresented populations, and to provide guidance for language assistance in compliance with federal regulations, including Title VI of the Civil Rights Act of 1964, 49 USC §5307(c)(1)(i), 42 USC §2000d et seq, Federal Transit Laws, 49 USC 53, 49 CFR §1.51, and 49 CFR part 21. See FTA circular 4702.1B dated October 1, 2012 for details.

104.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Guidelines

1. Language Assistance Determinations
 - a. As part of its Title VI Program update , which shall be presented to the Board for approval at least every three years, the District shall review minority population percentages within Marion and Polk Counties and the percentage of minority ridership on Cherrlots local and regional routes.
 - b. If any single language group within Marion and Polk Counties, or within Cherrlots system ridership, exceeds five percent (5%) or 1,000 individuals (whichever is less), staff shall update the District’s Title VI Program and Language Assistance Plan to address the translation and communication needs of that language group.
 - c. In accordance with the Federal Transit Administration (FTA) Safe Harbor Provision, providing written translations of vital documents for each eligible language group meeting the threshold demonstrates compliance with federal requirements.
 - d. Languages that meet the applicable threshold under Section B.1.b of this policy shall receive language assistance consistent with the District’s Title VI Program and Language Assistance Plan. The type and extent of translated materials and services may vary based on the population served, the frequency of contact, the importance of the information provided, and available resources.
 - e. The District’s Title VI Program shall identify language groups requiring translation of vital documents under the FTA Safe Harbor Provision. The Language Assistance Plan

may establish differing levels of language assistance for other documents, outreach materials, and services based on the District's Four Factor Analysis.

104.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Civil Settlements and Compromises	Adopted By: _____ Date
Board of Directors Policy No. 105	
Effective:	

105.01 Purpose

To define the Board of Directors’ role in overseeing civil settlements and compromises, ensuring accountability and prudent use of public funds in accordance with District governance and applicable law.

105.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rules

1. Expenditure of public funds to settle or avoid claims and litigation is within the functions and duties of the General Manager and authorized designees, as provided in ORS 267.140. The Board of Directors is ultimately accountable to the public for District fiscal decisions and shall provide oversight of civil settlements and compromises as described in this policy.
2. The General Manager and their authorized designees, legal counsel, and the District’s insurers (including assigned insurance defense counsel) shall collaborate to protect and advance the interests of the District and the public in all claims and lawsuit. Claims are administered and may be resolved in accordance with Resolution #01-16 as well as District Policy 414 – Purchase Approval Authority.
3. The General Manager may settle or compromise claims within the limits established in Resolution #01-16 and Policy 414 – Purchase Approval Authority, provided the General Manager legal counsel and/or insurer agree that settlement is appropriate.
4. The Board shall receive a periodic verbal report, in executive session, on pending litigation and claims that could lead to litigation, including the District’s assessment of each claim and any contemplated settlements.
5. The General Manager shall notify the Board President if a payment exceeding \$50,000 is contemplated.

105.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Vehicle Acquisition	Adopted By: _____
Board of Directors Policy No. 106	
Effective:	
	President, District Board of Directors Date

106.01 Purpose

To establish clear guidelines for evaluating and selecting vehicles for District purchase in a manner that supports operational needs, fiscal responsibility, and environmental sustainability, including long-term reductions in greenhouse gas emissions.

106.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rules

1. Carbon Neutral Fleet Transition

Staff shall develop and maintain a Carbon-Neutral Fleet Bus Replacement Plan to guide the transition the District's bus fleet to a 100 percent carbon-neutral fleet.

During the interim transition period, staff shall utilize a fleet combination of at least two (2) different fuel types whenever possible and practical.

- a. If diesel fueled vehicles are selected, biodiesel with a minimum B20 rating shall be used, and R99 shall be used whenever possible.
- b. Maintaining a fleet utilizing at least two (2) fuel types reduces operational risk associated with fuel shortages, price volatility, economic conditions, and natural disasters affecting fuel availability.
- c. Staff shall demonstrate a long-term fleet management strategy incorporating carbon-neutral buses.
- d. Staff shall evaluate current and projected resources required to support the transition and implementation of a carbon-neutral fleet.
- e. Staff shall consider applicable policies and legislation that may impact relevant technologies.
- f. Staff shall periodically evaluate the existing and future facility needs required to support a fully carbon-neutral fleet.
- g. Staff shall develop and maintain partnerships with utility providers and alternative fuel suppliers.

- h. Staff shall periodically assess workforce impacts, including skill gaps and training needs associated with the transition to a carbon-neutral fleet.
2. Vehicle Selection Considerations (Revenue And Non-Revenue)
- In determining vehicle purchases, staff will consider factors including, but not limited to:
- a. Environmental Protection and Sustainability – Prior to procurement, staff shall engage appropriate stakeholders to assess vehicle needs and prioritize low- and no-emission vehicles consistent with the District’s sustainability commitment.
 - b. Operational Demand – Vehicle selection shall consider passenger capacity, vehicle length, and service integration requirements.
 - c. Fuel Economy – Lifecycle cost per mile shall be evaluated to determine financial impact.
 - d. Reliability – Staff shall evaluate reliability using data from peer agencies operating similar vehicles under comparable conditions. For emerging technologies, available developmental data shall be reviewed.
 - e. Infrastructure Needs – Costs associated with implementing and supporting new technology shall be factored into overall vehicle cost.
 - f. Fuel Availability & Cost – Accessibility, delivery reliability, and future fuel costs shall be considered.
 - g. Training Requirements – Additional training needs for vehicle operation and maintenance shall be evaluated.
 - h. Employee Support – Staff shall provide appropriate education, tools, and support to employees and contractors to support successful implementation of this policy
 - i. Vehicle Support – Availability of parts and service shall be considered.
 - j. Air Quality – Greenhouse gas emissions associated with vehicle production and operation shall be evaluated.
 - k. Partnerships – Partnerships shall be developed with local, state, and federal entities advancing climate and sustainability initiatives.

106.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Special Services For Local Events	Adopted By: _____
Board of Directors Policy No. 107	
Effective:	
	President, District Board of Directors Date

107.01 Purpose

To establish clear and consistent guidelines for the selection of events eligible to receive Special Services.

107.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Selection Guidelines

To be eligible for Special Services, an event must meet all of the following criteria:

1. Be open to the general public and shall not discriminate based on race, color, religion, sex, gender or gender identity, sexual orientation, national origin, marital status, age, disability, or income status.
2. Occur within the Salem-Keizer Urban Growth Boundary.
3. Be community-focused and demonstrate appeal to a broad audience.
4. Have anticipated attendance sufficient to significantly impact traffic circulation or parking availability in the event area.
5. Occur at a location and time where regular fixed-route service cannot reasonably and conveniently meet transportation needs.
6. Not be associated with activities that oppose, discourage, or undermine the use or support of public transportation.
7. Be reviewed on an annual, first-come, first-served basis, subject to an application deadline established by the Board.
8. Receive approval from the Board.
9. Comply with the Federal Transit Administration (FTA) Charter Bus Rule 49 CFR 604, as amended July 31, 2025.

107.03 Definitions

A. Special Services

Temporary, supplemental public transportation services provided by the District to support community events that generate travel demand beyond the capacity or practical reach of regularly scheduled fixed-route service.

Special Services may include additional trips, modified routing, extended service hours, or shuttle operations designed to mitigate traffic congestion, parking constraints, and mobility barriers associated with qualifying events.

Special Services:

1. Are discretionary and subject to available resources;
2. Are not intended to replace or duplicate private charter services where such services are available and permitted under federal regulation.

- End -



Salem Area Mass Transit District

Policy: Public Participation Process For Proposed Fare Increases and/or Transit Service Reductions	Adopted By: _____ Date
Board of Directors Policy No. 108	
Effective:	

108.01 Purpose

To establish requirements for public notice, public participation, and equity analysis related to proposed reductions in transit service and increases in fares, and to guide planning public engagement, and decision-making in accordance with applicable federal law 49 USC §5307(c)(1)(i).

108.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Rule

1. Public Hearing Requirements

The District shall conduct a public hearing for any proposed Major Service Change that results in a reduction in transit service, and for any proposed increase in fares.

- a. Public notice of the hearing shall be published in a newspaper of general circulation.
- b. Notice shall also be distributed through publications, media outlets, or website oriented toward specific populations or neighborhoods that may be affected by the proposed change.
- c. Notice requirements shall include:
 - i. Publication no fewer than 30 days prior to the public hearing; and
 - ii. A description of the proposed service reduction or fare increase, including the date, time, and location of the hearing.

2. Implementation Of Service Or Fare Changes

No reduction in transit service or increases in fare shall be implemented until the following conditions are met:

- a. A public hearing has been conducted;
- b. Public comments and testimony have been reviewed and considered, including potential impacts on minority populations; and

- c. A Disparate Impact Analysis has been completed for all Major Service Changes, presented to the Board for consideration, and documented in the District's Title VI Program report, including the Board's action.
 - i. All service changes meeting the definition of Major Service Change are subject to a Disparate Impact Analysis prior to Board approval.

C. Exceptions

Exceptions to these requirements may be made for seasonal service adjustments, emergency situations, or experimental service reductions or fare increases. Any such exception shall be evaluated and implemented in accordance with applicable federal regulations, including 49 USC §5307(c)(1)(i).

108.03 Definitions

A. Major Service Change:

1. Either a reduction or expansion in service of:
 - a. 15 percent or more of the number of transit route miles based on the miles of an average round-trip of the route (this includes routing changes where route miles are neither increased nor reduced (i.e., re-routes), or;
 - b. 15 percent or more of a route's frequency of the service (defined as the average hourly frequency throughout one service day for local fixed routes and as daily round trips for regional routes) on a daily basis for the day of the week for which a change is made or;
 - c. 15 percent in the span (hours) of a route's revenue service (defined as the time between the first served stop of the day and the last stop), on a daily basis for the day of the week for which a change is made;
2. A transit route split where either of the new routes meet any of the above thresholds when compared to the corresponding piece of the former route.
3. A new transit route is established.
4. A Major Service Change occurs whether the above thresholds are met:
 - a. Within a single service proposal, or;
 - b. Due to a cumulative effect of routing, frequency, or span changes over the year prior to the analysis.

B. Fare Increase:

An increase in any cash fare or in the cost of any passes, tickets, transfers, or other means by which transit riders pay for their trips.

- End -

Salem Area Mass Transit District

Policy: Urban Service Design Principles	Adopted By: _____ Date
Board of Directors Policy No. 109	
Effective:	

109.01 Purpose

To define Urban Service Design Principles that guide the planning, allocation, evaluation, and delivery of fixed-route transit service within the Salem-Keizer Urban Growth Boundary.

109.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Service Allocation

1. Ridership-Focused

Within the urban service area, 75% of urban revenue hours shall be deployed with a primary focus on increasing ridership, particularly on high-demand corridors. This service shall include:

- a. 15-minute frequency routes
- b. Commuter and tripper routes, and
- c. Select 20- or 30-minute frequency routes.

2. Coverage-Focused Service

The remaining 25% of urban revenue hours shall be allocated to services that prioritize coverage throughout the community, without regard to expected boardings per revenue hour. This service shall primarily include 60-minute, 30-minute, and 20-minute frequency routes.

3. Route Classification

Entire routes or individual segments of routes may be designated as either Ridership-Focused or Coverage-Focused.

C. Reliability and Comfort Standards

1. Service Reliability

- a. No more than 10% of buses should depart their time points between five and 10 minutes late (15% in p.m. peak).
- b. No more than 5% of buses should depart their time points more than 10 minutes late (10% in p.m. peak).

- c. At least 85% of buses should depart time points no more than five (5) minutes late (75% in p.m. peak).
- d. No buses will depart time points before their scheduled departure time.
- e. Missed trips shall account for less than 0.5% of all scheduled trips.
- f. Road calls shall occur less frequently than once per 104,000 vehicle miles.

2. **Service Capacity**

- a. Additional service shall be evaluated when passenger loads routinely exceed 1.5 times the seated capacity of the vehicle.
- b. Additional service shall be evaluated when customers are routinely required to stand for more than 20 minutes on a single trip.

D. Evaluation Process

1. **Annual Review**

- a. A comprehensive review of existing service shall be completed following the close of each Fiscal Year, no later than the end of the subsequent first quarter.
- b. The review shall include individual route profiles summarizing system-wide and route-level performance and expectations. At a minimum, the following metrics shall be reported:
 - i. Revenue hours (system and route level)
 - ii. Revenue miles (system and route level)
 - iii. Total boardings (system and route level)
 - iv. Boardings per revenue hour (system, route, and segment level)
 - v. Percentage of early trips (system and route level)
 - vi. Percentage of on-time trips (system and route level)
 - vii. Percentage of late trips (system and route level)
 - viii. Average and maximum passenger load (route level)
 - ix. Farebox recovery rate (system and route level)

109.03 Definitions

A. Service Day Periods

District route structures and service frequencies may vary by time of day. Where feasible, route structures shall remain consistent across service periods to promote usability and clarity. The service day may include the following periods:

- 1. A.M.: Start of service – 8:59 a.m.
- 2. Midday: 9:00 a.m. – 1:59 p.m.
- 3. P.M. Peak: 2:00 p.m. – 6:59 p.m.
- 4. Evening: 7:00 p.m. – End of service

B. Service Day Types

District route structures and frequencies may vary by type of service day. Where feasible, route structures shall remain consistent to promote usability and clarity. Service day types may include:

1. Weekday service
2. Saturday service
3. Sunday service
4. Holiday service

C. Consistent Frequency

Transit service shall be prioritized where it provides access to the greatest number of people, destinations, jobs, and activities. As consistent frequency is a key driver of ridership, route frequencies should remain consistent within each service day period whenever practical.

D. Route Service Types

The District shall maintain the following route service types, generally aligned with service frequency:

1. **Frequent: Every 15 minutes** (4 trips per hour)

Routes provide frequent, reliable service along high-demand corridors.

2. **Standard: Every 20-30 minutes** (2-3 trips per hour)

These routes provide reliable connections to transit centers or 15-minute frequency routes.

3. **Basic: Every 60 minutes** (1 trip per hour)

These routes provide broad geographic access and critical life-line connectivity.

4. **Commuter/Tripper** (various)

These routes provide service to specific destinations or during periods of concentrated demand and typically operate with a limited number of trips per day.

- END -



Salem Area Mass Transit District

Policy: Designation of General Manager Pro Tempore	Adopted By: _____ Date
Board of Directors Policy No. 113	
Effective:	

113.01 Purpose

To ensure the continuity of official District business during periods when the general manager is absent or unable to perform their duties due to disability.

113.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Selection Guidelines

1. The District Board of Directors shall appoint the deputy general manager to serve as the general manager pro tempore during the general manager's absence or disability, in accordance with ORS 267.145(2).
2. If both the general manager and designated general manager pro tempore are unavailable, the Board shall designate another qualified employee as general manager pro tempore.
3. For planned absences or temporary disability, the general manager shall provide notice to the Board and staff specifying the effective period of the pro-tempore designation.
4. For unforeseen absences or sudden disability, the general manager pro tempore designation shall take effect immediately without prior notice.

113.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: General Manager's Performance Evaluation and Compensation Change	Adopted By: _____
Board of Directors Policy No. 116	
Effective:	
	_____ President, District Board of Directors Date

116.01 Purpose

To establish clear guidelines for the evaluation of the General Manager's performance and for any resulting adjustments to compensation, ensuring transparency, accountability, and alignment with Board expectations.

116.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Roles and Responsibilities

1. The Board of Directors, as the governing body of the District, has the authority to appoint and remove the General Manager, and is responsible for evaluating the General Manager's performance.
2. The Chief Business Development Officer is responsible for ensuring that the annual evaluation process is completed in accordance with this policy.

C. Evaluation Criteria

1. The evaluation criteria shall be developed annually by the Board in consultation with the General Manager, listing primary goals and expectations for the appraisal period (July 1-June 30).
2. The criteria shall be:
 - a. Defined in advance;
 - b. Objective and, to the extent possible, measurable;
 - c. Relevant to outcomes over which the General Manager has reasonable control; and
 - d. Within the evaluation period.
3. The Board shall determine the weight of each criterion in consultation with the General Manager.
4. Consideration of compensation changes shall be based on:

- a. Merit increases, retirement contribution offsets, or similar increases per the General Manager's contract and District guidelines for non-represented employees;
- b. Changes in benefits granted to other District management employees;
- c. Compensation of General Managers in comparable transit districts in Oregon and Washington;
- d. Compensation of Salem area local government agency leaders;
- e. Performance documented on the evaluation; and
- f. Progress toward goals communicated to the General Manager at the start of the evaluation period.

D. Annual Evaluation Process and Timeline

1. The performance evaluation shall occur annually at the end of the fiscal year typically in June during a regular, special or emergency meeting in executive session.
2. The Chief Business Development Officer, in conjunction with the Clerk of the Board, coordinates the evaluation process with the Board.
3. The General Manager shall provide a self-evaluation and goals for the upcoming year.
4. Each Director receives a confidential evaluation package, completes the Performance Evaluation Form, and returns it to the Clerk of the Board within the designated timeframe.
5. The Chief Business Development Officer compiles and summarizes all evaluation forms, including all Board comments.
6. The Board Secretary reviews the composite evaluation for accuracy before distribution.
7. The Chief Business Development Officer provides the composite evaluation to the Board and the General Manager, and maintains a copy in the General Managers personnel file.

E. Open Session – Regular, Special or, Emergency Meetings

1. The evaluation shall comply with Public Meeting Laws.
 - a. Performance discussions occur in executive session.
 - b. The General Manager may attend and participate in the discussion of the results.
 - c. The Board reviews the composite evaluation and other relevant information and develops a recommendation for the Board's consideration.
2. Any changes to the General Manger's compensation (salary increase, merit pay and/or fringe benefit adjustments) shall be adopted in open session.
3. The Board shall provide a public explanation of any compensation change, referencing the evaluation criteria described in Section 116.02.C.

116.03 Definitions

None.

- End -

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 1 of 5

117.01 APPLICATION

The advertising policy applies to all advertisements on Salem Area Mass Transit District (SAMTD) property including the exterior and interior of revenue vehicles (e.g., buses, paratransit vehicles), facilities (e.g., passenger shelters, and customer service waiting areas).

117.02 PURPOSE

The primary purpose of the Salem Area Mass Transit District is to provide safe and efficient public transportation. Consistent with this purpose, the District places great importance on maintaining secure, safe, comfortable and convenient vehicles and facilities which, among other things, retains existing riders and attracts new users. To generate additional revenue while also accomplishing the primary objectives of transit operations, SAMTD will accept commercial advertising and public service announcements only if it complies with this policy. In adopting this policy, SAMTD wants to ensure that all commercial advertising and public service announcements on district property is tasteful, visually appealing and not offensive to our customers, stakeholders and the general public. This policy sets clear guidelines for the selection and placement of commercial advertising and public service announcements on District property.

117.03 NON-PUBLIC FORUM

SAMTD's acceptance of advertising through its advertising contractor is not intended to provide or create a public forum for expressive activities, but rather to make use of District assets held in a proprietary capacity in order to generate advertising revenue to support its transit operations. In furtherance of that discreet and limited objective, the District retains strict control over the nature of the advertising accepted. Certain types of advertisements interfere with the program's primary purpose of generating supplemental revenue to benefit the transit system. This policy advances the advertising program's revenue-generating objective by prohibiting advertisements that could detract from the District's primary objective of providing safe and efficient public transportation by creating substantial controversy, interfering with and diverting resources from transit operations, or posing significant risks of harm, inconvenience or annoyance to transit passengers, operators and vehicles. Such advertisements create an environment that is not conducive to

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 2 of 5

benefiting the transit system or preserving and enhancing the security, safety, comfort and convenience of its operations.

117.04 POLICY GOALS

- a. Generating revenues from advertising while maintaining and attracting ridership by prohibiting offensive advertising;
- b. Maintaining a professional and safe operating environment for all passengers and employees;
- c. Avoiding identification of SAMTD with advertising or advertisers' viewpoints;
- d. Maximizing farebox revenue by attracting and maintaining ridership;
- e. Promoting and maintaining an orderly administration and operation of the District's transportation system;
- f. Protecting minors who travel on the District's transportation system;
- g. Supporting access to advertising for local businesses.

117.05 ADVERTISING CONTENT STANDARDS

SAMTD will permit advertising that is Commercial Advertising or a Public Service Announcement, so long as it does not contain any prohibited content. For the purposes of this policy, "Commercial Advertising" is an advertisement of which the sole purpose is to solicit a consumer to procure goods or services from the advertiser. Commercial Advertising does not include advertising that also conveys a religious or political message or advocates an opinion on public issues. For the purposes of this policy, a "Public Service Announcement" is defined in Section 117.06, below.

SAMTD will limit advertising messages to those that do not include any content that is prohibited. Advertising is prohibited if it includes content that:

- a. Is false, misleading or deceptive;
- b. Promotes unlawful or illegal goods, services or activities;
- c. Implies or declares an endorsement by the District of any goods, services or activities;
- d. Contains any nudity, obscenity, sexual conduct, sexual excitement, or sadomasochistic abuse as those terms are defined in ORS 167.060, and as such law may be amended, modified or supplemented;

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 3 of 5

- e. Contains an image or description which, if furnished or sent to a minor would give rise to a violation of ORS 167.070 or 167.080, and as such law may be amended, modified or supplemented;
- f. Contains an image or description which would give rise to a violation of ORS 167.090, as such law may be amended, modified or supplemented;
- g. Promotes the sale or use of tobacco or nicotine products, including cigarettes, cigars and smokeless tobacco;
- h. Promotes the sale or use of electronic cigarettes;
- i. Promotes the sale or use of cannabis or cannabis-related products;
- j. Promotes the sale of wine, liquor, beer, or distilled spirits;
- k. Promotes gambling activity or any establishment whose primary business or primary income is derived from the conduct of gambling with the exception of the Oregon Lottery whose funds are transferred to the state of Oregon to help fund critical programs that support education, economic development and natural resources;
- l. Is demeaning or disparaging to an individual or a group, or is defamatory;
- m. Supports or opposes a candidate, an issue, or cause;
- n. Supports or opposes a religion, denomination, creed, tenet, or belief;
- o. Displays any word, phrase, symbol, or character likely to interfere with, mislead, or distract traffic, or conflict with any traffic control device; or
- p. Is signage or a display that would interfere in any way with a passenger’s ability to access devices or equipment used by the passenger, such as stop request signal controls, or equipment designed to assist individuals with disabilities;
- q. Incorporates any rotating, revolving, or flashing devices, or any other moving parts (for on-bus advertising only).

117.06 PUBLIC SERVICE ANNOUNCEMENTS

Public Service Announcement advertising is permitted if it is not prohibited under Section 117.05 and it satisfies the following criteria:

- a. The sponsor of a Public Service Announcement must be a government entity or a nonprofit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code; and

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 4 of 5

- b. The Public Service Announcement must be directed to the general public or a significant segment of the public and relate to:
 - Prevention or treatment of illnesses;
 - Promotion of safety or personal well-being;
 - Education or training;
 - Provision of children and family services;
 - Solicitation by broad-based contribution campaigns that provide funds to multiple charitable organizations; or
 - Provision of services and programs that provide support to low income citizens, senior citizens, and people with disabilities.

117.07 PLACEMENT OF ADVERTISING

All advertising must comply with SAMTD safety guidelines for operations with regard to visibility.

117.08 ADDITIONAL REQUIREMENTS

Any advertising in which the identity of the sponsor is not readily identifiable must include the following phrase to identify the sponsor in clearly visible letters (no smaller than 72 point type for exteriors and 24 point for interiors):

“Advertisement paid for by (name of sponsor)”

117.09 TRANSIT SYSTEM INFORMATION AND PROMOTION

SAMTD reserves the right to display advertising and information that pertain to SAMTD operations, programs and promotions, consistent with the standards herein.

117.10 IN-KIND TRADE AND PARTNERSHIP ADVERTISING

In-kind trade and partnership advertising resulting in an equal exchange of value from a third party may be executed at the discretion of the General Manager or his/her designee to authorize use of the District logo for in-kind and partnership advertising purposes.

117.11 APPROVAL

SAMTD or its independent contractor shall reject advertising that does not comply with the standards set forth in this policy.

SAMTD or its independent contractor will work with advertisers to resolve issues regarding advertisements that do not comply with these policies and

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 5 of 5

procedures. Resolution may include modification of the art, copy, or both, solely at the advertiser's expense.

117.12 APPEALS

An advertiser may appeal a decision to reject or remove a paid advertisement by filing a written request to SAMTD's General Manager within ten (10) business days after the rejection or removal decision. The advertiser's request must state why the advertiser disagrees with the decision in light of SAMTD's advertising policies and standards. Decisions regarding free advertising requests are final and may not be appealed.

The General Manager may consult with District legal counsel.

The General Manager will review the basis for the rejected or removed advertisement and will consider the advertiser's reasons for filing the request.

The General Manager will make a decision on the request and will notify the advertiser of its decision in writing within ten (10) business days after receiving the advertiser's appeal request.

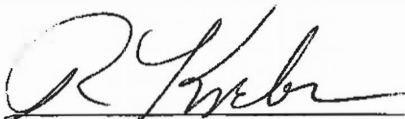
117.13 SAMTD RIGHTS AND RESPONSIBILITIES

SAMTD reserves the right to modify these policies as it deems necessary to comply with legal mandates, or to facilitate its primary transportation function, or to fulfill the purpose of the advertising program, or to achieve the objectives of the advertising program.

The SAMTD General Manager and the SAMTD Communication Director are responsible for the implementation of the SAMTD Advertising Policy.

Adopted by:

Date:



President, SAMTD Board of Directors / General Manager

12-08-2016

Date



Salem Area Mass Transit District

Policy: Core Network	Adopted By: _____ Date
Board of Directors Policy No. 118	
Effective:	

118.01 Purpose

To establish a Core Network of bus service corridors within Salem and Keizer representing the highest priority for transit service operated by the District, and to provide guidance for decision-making related to future service reductions and expansions affecting the District's fixed-route system.

The Core Network is intended to clearly communicate to riders, residents, developers, businesses, and metropolitan planning organizations, the areas where the District intends to prioritize and invest in higher levels of transit service.

118.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. Corridors Defined

The following streets and areas constitute the District's Core Network

1. High St NE, Broadway St NE and River Rd N *(from Union St NE to Lockhaven Dr NE)*
2. Lockhaven Dr NE *(from River Rd N to Chemawa Rd NE)*
3. Summer St NE, Capitol St NE, Fairgrounds Rd NE, and Portland Rd NE *(from Union St NE to Hayesville Dr NE)*
4. Lancaster Dr NE *(from Hayesville Dr NE to Rickey St SE)*
5. Market St NE *(from Capitol St NE to Lancaster Dr NE)*
6. Center St NE *(from 13th St NE to Lancaster Dr NE)*
7. State St *(from 13th St NE to Lancaster Dr NE)*
8. Commercial St SE *(from Trade St SE to Kuebler Blvd SE)*
9. Liberty St SE *(from Commercial St SE to Trade St SE)*
10. Skyline Rd S and Liberty Rd S *(from Madrona Ave S to Kuebler Blvd)*
11. Marion and Center Street Bridges *(from Wallace Rd NW to Commercial St NE)*
12. Edgewater St NE *(from Eola Dr NW and Gerth St NW)*

13. Madrona Ave SE (*from Commercial St SE to Liberty St s*)

14. Salem's Downtown (*between Front St NE, Union St NE, 13th St NE, and Trade St SE*)

C. Rules Of The Core Network

1. Core Network Priority

While specific routes serving Core Network corridors may change over time, transit service along designated Core Network corridors shall be maintained and prioritized, including during periods of service reduction or expansion.

2. Corridor Changes

Core Network corridors shall not be added, removed, or modified without formal action by the Board of Directors.

3. Service Priorities

- a. Core Network corridors shall be prioritized on all service days, with the highest service frequencies focused on these corridors.
- b. During weekday service, Core Network corridors shall operate with a minimum 30-minute headway, with a goal of 15-minute headways during peak periods.
- c. During weekend and holiday service, Core Network corridors shall operate with a minimum 60-minute headway, with a goal of 30-minute headways.
- d. The Downtown Salem Core Network area shall always be served by transit. While service coverage shall be maintained, specific routing through Downtown may change over time to reflect changes in street configuration, traffic patterns, or multimodal infrastructure.

4. Service Reductions and Expansions

In the event of service reductions or expansions, the Core Network shall be prioritized over coverage in other areas of the system.

5. Public Hearing Requirements

The District shall hold a public hearing when a proposed Core Network change would result in the removal or reduction of service along any Core Network corridor, in accordance with District Policy 707 – Major Service Changes.

6. Implementation of Changes

No Core Network removal or reduction shall be implemented until a public hearing has been held and due consideration has been given to the views and comments received.

D. Exceptions

Exceptions to this policy may be made in emergency situations, including but not limited to long-term roadway closures or other conditions beyond the District's control.

118.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Transit Asset Management	Adopted By: _____ Date
Board of Directors Policy No. 119	
Effective:	

119.01 Purpose

To establish the District’s approach to Transit Asset Management (TAM) and maintain assets in a State of Good Repair (SGR). This policy is intended to:

1. Ensure asset management planning and performance are consistent with federal regulations (49 U.S. Code § 5326) and the Federal Transit Administration (FTA) TAM Final Rule (July 6, 2016).
2. Provide direction for the development and implementation of TAM strategies and plans that are achievable with available resources.
3. Promote accessibility to Directors, internal staff, external stakeholders, and the public.
4. Support a systematic approach to maintaining District assets in SGR over their lifecycle.

119.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. District Commitment

The District shall:

1. Allocate resources to achieve its asset management targets.
2. Ensure financial stewardship, transparency, and collaboration with funding partners.
3. Support asset management practices across the organization to maintain assets in a SGR.
4. Make data-driven decisions to provide safe, reliable, and sustainable service.
5. Implement projects and programs to maintain assets over their entire life.
6. Monitor and improve asset management strategies, goals, objectives, and performance measures on an ongoing basis.

C. Investment Priorities

The District shall prioritize the following in the allocation of resources and planning of projects:

- Public and employee safety.
- Reliable service delivery.
- Sustainability.

- Responsible stewardship of public funds.

D. Transit Asset Management Plan Elements

The District shall develop and maintain a TAM Plan in accordance with FTA requirements for Tier II agencies: FTA regulations require the District to implement the first four of the nine TAM elements. In addition, the District has implemented the remaining five elements to further enhance asset management.

1. Inventory of Assets – Maintain a register of capital assets and associated information.
2. Condition Assessment - Rate the physical state of the assets.
3. Decision Support Tool –Use analytic processes or tools to prioritize capital asset investments.
4. Prioritized List of Investments – Maintain a prioritized list of projects or programs to manage or improve the SGR of capital assets.
5. TAM and SGR Policy – Establish executive-level direction regarding TAM and SGR expectations.
6. Implementation Strategy – Define operational actions to achieve TAM goals and policies.
7. Key Annual Activities - Outline TAM activities in a four-year plan.
8. Identification of Resources - Document resources required to implement the TAM Plan.
9. Evaluation Plan – Monitor, update, and continuously improve TAM performance.

E. Board Authority

The Board shall:

1. Review the TAM Policy every three years.
2. Approve and amend the TAM Policy as needed.

F. District Authority

1. The General Manager or designee shall oversee the development of asset management plans and procedures and report to the Board on the status of asset management.
2. All divisions shall participate in implementing the TAM Plan in accordance with this policy.

119.03 Definitions

A. Asset Management

A strategic and systematic process to procure, operate, maintain, rehabilitate, and replace assets to manage performance, risks, and costs over their lifecycle, ensuring safe, reliable, and cost-effective service.

B. Transit Asset Management Plan (TAM Plan)

The Plan is the document in which the District records its asset base, asset conditions, and SGR. It includes the asset management policy, TAM goals and objectives, governance structure, capital funding and prioritization strategy, and key asset management priorities.

C. Transit Asset

Infrastructure assets (e.g., facilities and electric bus charge stations) and equipment (e.g., bus, paratransit, and non-revenue vehicles).

D. State Of Good Repair (SGR)

A condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a State of Good Repair when that asset:

1. Is able to perform its designed function;
2. Does not pose a known unacceptable safety risk; and
3. Has had its lifecycle investments needs met or recovered.

E. Tam Final Rule

FTA regulations establishing minimum asset management practices for transit providers to maintain assets in SGR.

F. Capital Improvement Plan (CIP)

A short-range plan, usually four to ten years, that identifies capital projects and equipment purchases, including a schedule and potential funding sources.

G. Tier II Agency

Agencies that operate fewer than 101 vehicles across all fixed-route modes, or fewer than 101 vehicles in a single non-fixed route mode.

- End -



Salem Area Mass Transit District

Policy: Environmental Sustainability Statement	Adopted By: _____ Date
Board of Directors Policy No. 120	
Effective:	

120.01 Purpose

To provide guidance to the District on implementing environmentally supportive actions, behaviors, and activities.

To achieve its mission, the District recognizes the importance of fostering environmental stewardship by incorporating sustainable concepts into all District operations and activities.

120.02 Policy

A. Application

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. General Guidelines

To demonstrate this commitment, the District will:

1. Seek opportunities to minimize pollution and reduce greenhouse gas emissions.
2. Work to utilize natural resources more efficiently.
3. Explore and utilize new technologies when available and appropriate.
4. Strive to build and operate the transit system using sustainable features and practices.
5. Seek Leadership in Energy and Environmental Design (LEED) certification or equivalent standards whenever feasible.
6. Comply with, and where possible exceed, all applicable local, state, and federal environmental laws, ordinances, and regulations.
7. Provide training, education, and information to employees, contractors, and volunteers to support implementation of this policy.
8. Maintain a commitment to the continual reduction of the District’s environmental impact.
9. Lead by example and encourage community partners and other jurisdictions to strengthen their sustainability efforts.

120.03 Definitions

None.

- End -



Salem Area Mass Transit District

Policy: Board Travel	Adopted By: _____ Date
Board of Directors Policy No. 122	
Effective:	

122.01 Purpose

To provide guidance for the Board of Directors regarding official business travel, including compliance with applicable federal and state statutes, and to ensure travel is conducted in a cost-effective, safe, and accountable manner that supports the District’s mission.

122.02 Policy

A. Application

To all members of the Board of Directors.

B. Authorization and Oversight

1. All Directors must comply with this policy. Failure to comply may be treated as unauthorized use of District resources, and Directors may be held financially responsible for expenses incurred in violation of this policy.
2. All travel must be authorized in advance using the District’s approved Travel Authorization Form, whether or not a travel advance is requested.
3. The General Manager shall:
 - a. Determine the necessity and justification for travel, including the number of Directors attending the same meeting or conference, and the appropriate method of travel;
 - b. Approve all travel outside the continental United States; and
 - c. Review travel paid by outside entities to ensure compliance with ORS 244.040 and District policy.
4. Travel-related expenditures or accommodations paid by or provided directly by the District shall not be reimbursed to the Director.

C. Allowable and Non-Allowable Expenses

1. Allowable Expenses

- a. The District will reimburse actual and reasonable expenses incurred while a Director is in approved travel status on official District business.

2. Non-Allowable Expenses

- a. The following expenses are not reimbursable:
 - i. Personal expenses unrelated to District business, including but not limited to hotel safe fees, movie or game rentals, extra person charges, and/or pet fees.
 - ii. Alcohol of any kind, under any circumstance.
 - iii. Expenses incurred on behalf of another Director.

D. Travel Mode and Cost Standards

1. Air and Train Travel

- b. All air and train travel paid or reimbursed by the District shall be coach class only.
- c. Directors shall fly the minimum class that allows a seat assignment.
- d. Directors shall select the lowest fare available. If a higher fare is selected, the Director must pay the difference.
- e. Any class or seat upgrades are the responsibility of the Director and must be paid using personal funds.

2. Mileage, Vehicle Use, and Parking

- a. Mileage reimbursement for use of a personal vehicle is limited to travel to and from the District office at 555 Court Street NE, Salem, Oregon.
- b. A Director must use a District vehicle if one is available.
- c. Airport parking will be reimbursed at the economy lot rate only. Any costs above the economy rate are the responsibility of the Director.

3. Rental Vehicles

- a. Rental vehicles are reimbursable only when pre-approved and required as part of authorized travel.
- b. Only economy-size or compact vehicles are reimbursable.
- c. District insurance provides coverage for rental vehicles. Collision damage waiver or other insurance purchased from rental agencies is not a reimbursable expense.
- d. Drivers must possess a valid driver's license for the class of vehicle operated.

4. Local Transportation While Traveling

Reasonable costs for taxi, Uber, Lyft, public transit, or similar services are reimbursable when used for official business while traveling.

E. Lodging Per Diem

- 1. Lodging will be reimbursed up to the applicable GSA per diem rate for the travel location.
- 2. Reimbursable lodging expenses include room charges, taxes, resort fees, and preapproved parking.
- 3. Directors must coordinate with the Clerk of the Board regarding hotel payment and approval forms.
- 4. When attending a conference or meeting with designated lodging, the District will reimburse lodging at the conference rate. The District prefers Directors stay at designated conference hotels.
- 5. If official conference lodging is unavailable, reimbursement is limited to the conference hotel rate and requires prior approval from the General Manager.
- 6. Non-commercial lodging (e.g., staying with friends or family, personal RV) is reimbursed at a flat rate of \$25 per day with prior approval from the General Manager and is not eligible for federal reimbursement.

F. Meal Per Diem

1. Meal per diem reimbursements shall follow applicable GSA, State Department, or Department of Defense per diem rates for the destination.
2. Eligibility is based on departure and return times:

Departure Time	Meal per diems reimbursed
Prior to 6:00 a.m.	All meals
6:00 a.m. to 12:00 p.m.	Lunch & Dinner
12:01 p.m. to 6:00 p.m.	Dinner
After 6:00 p.m.	None (first day)

Return Time	Meal per diems reimbursed
After 6:00 p.m.	All meals
12:00 p.m. to 6:00 p.m.	Breakfast & Lunch
Prior to 12:00 p.m.	Breakfast only

3. Meal per diem is permitted during non-overnight travel for any meal that falls within the course of conducting District business.
4. Adjustments:
 - a. Meals provided at no additional cost are deducted from per diem.
 - b. Required business meals included in conference fees are reimbursed with receipts.
 - c. Complimentary meals on airlines/hotels do not affect per diem.

G. Combining Personal and District Travel

1. Directors may combine personal and District travel with prior approval from the General Manager.
2. Business travel must be “primarily business related” as defined by IRS regulations.
3. All personal travel costs must be paid in advance by the Director.
4. The District will not make travel arrangements for personal travel except when personal travel is an extension of approved District travel that does not require additional arrangements.
5. If business travel is cancelled, the Director remains responsible for any non-refundable personal travel expenses.

H. Travel Paid by Outside Entities

1. Directors may not accept travel paid for by contractors or potential contractors.
2. Travel funded by outside entities must comply with ORS 244.040 and District policy.
3. Payments from outside entities must be made directly to the District or travel vendors.
4. Upon completion of travel, Directors must submit required documentation for review and reconciliation.
5. The District may reimburse allowable costs not covered by the outside entity following review and approval.

I. Documentation, Receipts, and Reconciliation

1. Required travel authorization and reimbursement forms must be used; alternate versions will not be accepted.
2. Receipts are required for lodging, baggage fees, transportation, business supplies over \$25, and itemized meals where per diem adjustments apply.
3. Expense reports must be submitted within ten (10) business days of travel completion.
4. Excess travel advances must be repaid at the time of reconciliation.
5. Directors who fail to submit documentation timely may become ineligible for future travel advances.

J. Travel Advances

1. Travel advances are:
 - a. Issued by request only;
 - b. Limited to meal per diem, economy airport parking, and baggage fees; and
 - c. Not issued for non-overnight travel except in rare, pre-approved circumstances.
2. Only one travel advance per Director may be outstanding at a time, not to exceed 30 days.

K. Mileage / Rewards Points

Directors may retain personal mileage or reward points earned during authorized District travel.

L. Safety and Unforeseen Circumstances

In the event of unforeseen travel changes, Directors must notify the General Manager. Safety and cost-effectiveness shall guide approval of alternative arrangements.

122.03 Definitions

A. Per Diem

Per diem is the allowance for lodging (excluding taxes), meals, and incidental expenses. The General Services Administration (GSA) establishes per diem rates for destinations within the Continental United States (<https://www.gsa.gov/travel/plan-book/per-diem-rates>). The State Department establishes the foreign rates. The Department of Defense establishes non-foreign rates for Alaska, Hawaii, Puerto Rico, and Guam.

- End -

Board Meeting Memo – Item 7.B.III

To: Board of Directors
From: Karen Garcia, Security and Emergency Management Manager
Cliff Carpentier, Chief Safety Officer
Thru: Allan Pollock, General Manager
Date: June 25, 2026
Subject: Contract with DPI Security, Inc, for Security Services (unarmed) at the Del Webb Operations Headquarters

Issue

Shall the Board authorize the General Manager to execute a contract with DPI Security, Inc, for security services (unarmed) to begin on July 1, 2026, and approve a project budget for a one base year contract with four option years for a total amount of \$1,659,136.69.

Background And Findings

The District contracts with private security providers to monitor conduct on all its vehicles and facilities. This is accomplished at the transit centers through a contract with Allied Universal, a private security provider. DPI Security Inc., formerly DePaul Industries, Inc. has provided contract security services at the Del Webb Operations Headquarters since July 2021. The current contract ends on June 30, 2026.

The Del Webb Operations Headquarters is home to the Operations and Planning and Development Divisions. The facility holds a significant number of material assets, including fixed route vehicles, non-revenue (staff cars) vehicles, and all associated technology equipment vital to the operations of the service. This open facility is vulnerable to unauthorized entry and poses a risk of loss to the District.

A capital project began in FY22 to harden the perimeter of the Operations Headquarters by constructing automated gates and improved fencing. Closing the perimeter will greatly reduce risk and enhance security at the facility; however, as with any construction project, the gate and fence upgrades will take time to implement. Until the fencing project is complete, there will be a continued need for a security presence at the Del Webb facility.

The District proposes utilization of the State of Oregon Price Agreement PO-10700-00033258/8349 for this contract. This contract incorporates Amendment #21 of the Price Agreement and is executed in accordance with the District procurement procedures, Oregon Department of Justice (DOJ) regulations, and in compliance with ORS 279.850(1).

The term of the contract has a one-year base from July 1, 2026 – June 30, 2027, with four options years. Security staff will be present onsite 24 hours per day, seven days per week. District staff will evaluate the need for a continued security presence in future years.

The partnership between District staff and our private security providers helps the District deliver on its mission of safety through security presence and responsiveness.

Financial Impact

Funding for the base year of this contract is included in the FY 2027 Safety and Security Division General Fund budget. The subsequent years of this contract will be accounted for in the upcoming Fiscal Year operating budgets. The cost breakdown is shown in the table below.

Description	Cost
Year 1	\$318,181.28
Option Year 1	\$318,181.28
Option Year 2	\$329,241.08
Option Year 3	\$340,698.67
Option Year 4	\$352,834.38
Total:	\$1,659,136.69

Total contract cost of the one base year and four option years is \$1,659,136.69.

Recommendation

Staff recommends that the Board authorize the General Manager to execute a contract with DPI Security, Inc for security services (unarmed) at the Del Webb Operations Headquarters, and approved a project budget for a one base year contract with four option years for a total amount not to exceed \$1,659,136.69.

Proposed Motion

I move that the Board authorize the General Manager to execute a contract with DPI Security, Inc for security services (unarmed) at the Del Webb Operations Headquarters, and approve a project budget for a one (1) base year contract with four (4) option years for a total amount not to exceed \$1,659,136.69 (one million, six hundred fifty-nine thousand, one hundred thirty-six dollars and sixty-nine cents).

Board Meeting Memo – Item 7.B.IV

To: Board of Directors
From: Kirra Pressey, Executive Assistant
Thru: Allan Pollock, General Manager
Date: June 25, 2026
Subject: Annual Allocation of Day Passes to United Way of the Mid-Willamette Valley (United Way) for Fiscal Year 2027 (FY2027)

Issue

Shall the Board approve an annual allocation of Day Passes to the United Way for FY2027?

Background And Findings

On February 25, 1999, the Board of Directors adopted Resolution No. 99-03, establishing a Donation of Transit Items Policy to promote public transit use, foster good community relations, and support community engagement. On August 25, 2005, the policy was amended by Resolution No. 05-04 to form a partnership with United Way, enabling the distribution of Cherriots Local Day Passes at no cost to local non-profit organizations serving clients in the Salem-Keizer area. The initial allocation was 4,000 day passes per fiscal year. In 2016, the Board increased the annual allocation to 5,000 and in 2023, to 7,500.

In addition to the FY2026 donation of 7,500 passes, United Way purchased 2,847 Day Passes at a 25% discount.

The United Way's "Bus Pass Program," through which nonprofit organizations serving Salem-Keizer residents can apply to receive passes. United Way does not distribute passes directly to individuals. Eligible non-profits must complete an application process and are then responsible for distributing the passes. United Way staff review applications and track distribution.

Recipient organizations are required to report on the usage of distributed passes, including submitting at least one client impact story illustrating how the program benefited an individual.

This process has proven effective, helping to meet transportation needs in the community through trusted nonprofit partners. United Way has a link to the program on its website. More information about the Bus Pass Program, including eligibility and application details, can be found at: <https://unitedwaymwv.org/program/bus-pass-program>.

The FY2027 request from United Way, along with impact letters from FY2026 recipient organizations, is included as Attachment A. A summary of FY2026 participating organizations, the number and type of passes received, and trip types is included as Attachment B.

Financial Impact

A full fare Day Pass for Cherriots Local or Regional service costs \$3.25. Currently, there is no charge for youth fare. Day Passes become active upon use on the bus.

The value of the proposed FY2027 donation of 7,500 full fare Day Passes is \$24,375.

Recommendation

Staff recommends the Board approve an annual allocation of 7,500 Day Passes to the United Way for FY2027.

Proposed Motion

I move that the Board approve an annual allocation of 7,500 Day Passes to the United Way of Mid-Willamette Valley for FY2027.



Allan Pollock
Salem Area Mass Transit District
555 Court Street NE, Suite 5230
Salem, OR 97301

Dear Board of Directors, Leadership Team, and Allan,

The United Way of the Mid-Willamette Valley greatly values the partnership we have established with the Salem Area Mass Transit District and the positive impact it continues to have on our region. Access to reliable transportation remains one of the biggest barriers for many individuals and families who are trying to improve their circumstances. This program has become an essential resource for local nonprofit agencies serving those in need.

The program's ongoing growth and strong participation from nonprofit organizations demonstrate its effectiveness and the continued demand within our community. Our twice-yearly application process allows additional agencies to participate, helping to expand access to transportation assistance across a broader network of service providers.

By distributing Cherriots day passes, our nonprofit partners can connect community members with critical services and opportunities. These passes support individuals traveling to employment interviews, healthcare and counseling appointments, housing services, food assistance programs, and other urgent daily needs that would otherwise be difficult to access.

As we prepare for the upcoming year, we request that the Salem Area Mass Transit District Board of Directors approve the allocation of 7,500 Cherriots day passes. Continued support from the Salem Area Mass Transit District will enable this partnership to remain a reliable source of stability and opportunity for countless residents throughout the Mid-Willamette Valley.

We appreciate your commitment to strengthening our community and thank you for your continued collaboration in helping individuals and families work towards greater independence and success.

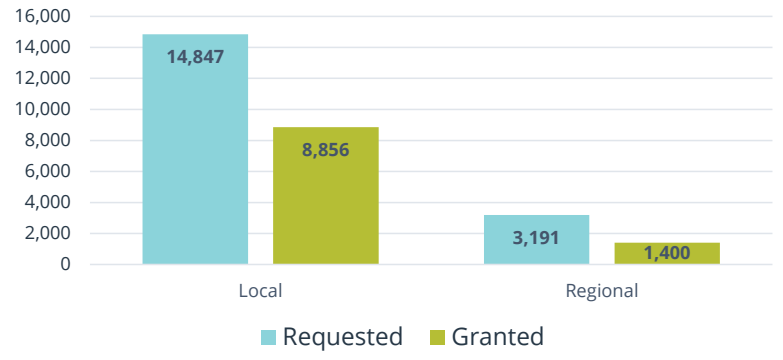
A handwritten signature in blue ink, appearing to read "Allan Pollock", is written over a horizontal line.

Bus Pass Tracking Sheet June 2025 to June 2026

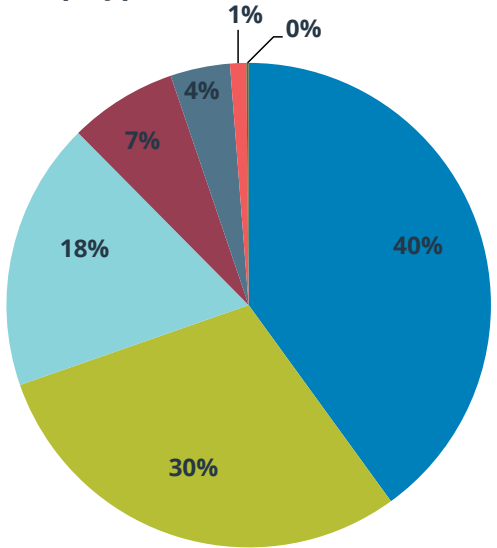
Organization	Requested Local	Granted Local	Requested Regional	Granted Regional
Behavioral Health Crisis Center Total	10	10	0	0
Birthright of Salem Total	25	25	5	5
Bridges Oregon Total	10	10	10	5
Bridgeway Community Health Total	1000	820	0	0
Catholic Community Services Total	100	70	100	50
Center for Hope & Safety Total	800	600	10	10
Church at the Park Total	1600	1,000	160	75
Community Action Reentry Services Total	50	50	5	5
Community Medical Services Total	45	30	8	8
Engage NW Total	80	50	80	30
Family/Polk Community Resource Center Total	0	0	165	120
Goodwill Industries of Columbia Willamette Total	150	100	150	25
Goodwill Job Connection Total	150	100	0	0
Hope Pregnancy Clinic Total	30	30	10	10
Keizer Community Library Total	180	140	10	5
Kindness Closet of Salem Total	75	60	5	5
Mid Willamette Valley Community Action Agency Total	4430	1,600	1243	437
Mill Creek Family Clinic Total	20	20	10	10
Northwest Human Services Total	1050	700	0	0
Pathfinders of Oregon dba The Pathfinder Network Total	900	590	130	50
Polk County Family and Community Outreach Total	0	0	130	115
Public Defender of Marion County Inc Total	50	40	20	10
Recovery Outreach Community Center Total	800	550	100	35
Rooted Mental Health Total	40	40	20	10
Saint Moscati Community Health Care Total	150	100	50	15
Salem Free Clinics Total	20	20	20	10
Salem Housing Authority Total	150	100	50	20
Salem Pediatric Foundation Total	53	53	0	0
Seed Of Faith Total	200	150	25	10
Shelly's House Inc. Total	200	115	20	10
Sheltering Silverton Total	0	0	300	160
Silverton Area Community Aid Total	50	35	55	25
Soaring Heights Recovery Homes Total	100	65	50	25
Union Gospel Mission Total	1500	1,255	0	0
West Valley Housing Authority Total	0	0	100	50
Women at the Well Grace House Total	75	50	25	10
Yakima Valley Farm Workers Clinic Total	75	50	25	10
Youth Era Total	679	320	100	35
Grand Total	14,847	8,947	3,191	1,400

Bus Pass Totals for FY2026

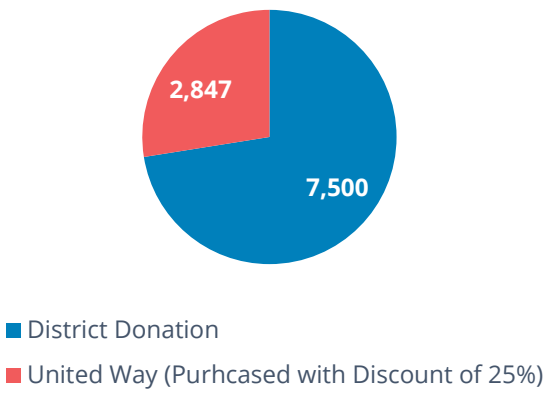
Total Bus Passes Requested / Granted



Trip Type Bus Pass Utilization

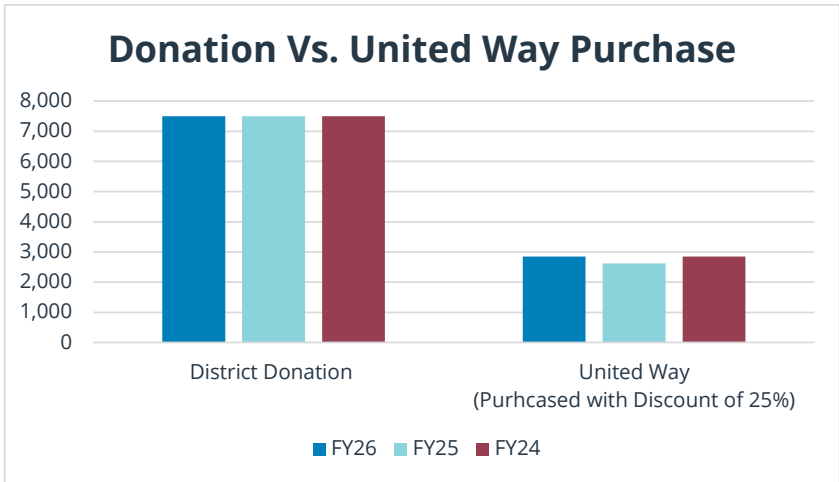
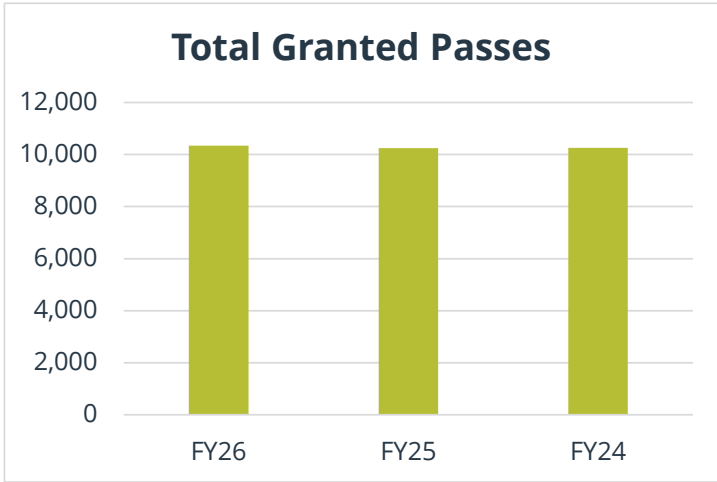


Total Bus Passes Donation / Purchased



- Basic Needs (Food, Clothing & Housing/Shelter)
- Physical & Mental Health Appointments
- Social Service Appointments (DHS, Unemployment Office, & Social Security Office)
- Employment Searches or Job Interviews
- No Data Provided
- To & From School
- GED/Diploma

Tending Bus Pass Data



Board Meeting Memo – Item 9.A

To: Board of Directors

From: Marja Byers, Chair, Statewide Transportation Improvement Fund Advisory Committee (STIFAC)
Shofi Ull Azum, Chief Planning and Development Officer

Thru: Allan Pollock, General Manager

Date: June 25, 2026

Subject: Adopt Resolution No. 2026-11, Approving Funding of the Federal Transit Administration (FTA) FY2026 Section 5310 Projects.

Issue

Shall the Board adopt Resolution No. 2026-11 (Attachment A), approving funding of the FTA FY2026 Section 5310?

Background And Findings

The District serves as the designated recipient for the FTA Section 5310 funds for the Salem-Keizer urbanized area. The purpose of the Section 5310 grant program is to enhance the mobility of seniors and individuals with disabilities. As the designated recipient of these funds, the District conducts a selection process to determine the use of the funds, and to certify that projects were derived from the Coordinated Public Transit – Human Services Transportation Plan for Marion and Polk counties (Coordinated Plan) dated March 2024.

A public notice of this year’s Section 5310 grant solicitation was published in the Salem Reporter on April 13, 2026. The amount of the grant funds available is \$407,546. Both English and Spanish versions of the notice were posted on the District’s website during the entire application period (April 13, 2026 through May 13, 2026). Announcements were sent out to current grantees of these funds to ensure they were aware of the solicitation of applications for funding.

In accordance with the District’s Section 5310 Program Management Plan (PMP) dated March 2024, the STIFAC met in a meeting open to the public to review and rank applications received by the May 13, 2026 deadline. The meeting was held on June 10, 2026 to hear presentations from applicants, discuss and rank the projects, and make a recommendation to the District Board of Directors for funding.

A primary priority of the PMP related to project selection, is to ensure the project selection process was guided by the currently adopted Coordinated Plan, dated March 2024. In order for a Section 5310 project to be funded, it must be listed in this version of the Coordinated Plan.

Secondly, there must be a coordination of projects to ensure at least 55 percent of the annual apportionment is used for “traditional” 5310 projects as defined in the FTA Circular (FTA C 9070.1G dated July 7, 2014 (“Circular”)).

No applications were received from eligible nonprofit agencies. The District is eligible for the funds when there are no eligible nonprofit applicants.

Of the three applications submitted for the Section 5310 FTA funds, Cherriots Mobility Management Call Center (Attachment B) and Cherriots Shop and Ride Preventive Maintenance (Attachment C) applications qualify as traditional projects. The Cherriots Shop and Ride Purchased service application (Attachment D) qualifies as an “other” or non-traditional project.

Table 1. STIFAC recommendation for funding Section 5310 projects

Rank	Project	Category	Funding
1	Cherriots Mobility Management Call Center	Traditional	\$209,948
1	Cherriots Shop and Ride Purchased Service	Non-traditional	\$183,396
1	Cherriots Shop and Ride Preventative Maintenance	Traditional	\$ 14,202
Total:			\$407,546

STIFAC members have unanimously decided to “equally” prioritize all three projects submitted by the District for funding through the FTA Section 5310 program. The funding request for these three projects equals the available funding. The funding distribution shown in Table 1 above satisfies the requirement for 55 percent traditional projects and 45 percent other projects based on the estimated amount of \$407,546.

Financial Impact

The budget for Cherriots Shop and Ride and Mobility Management have historically been entirely funded by grant funds, the majority of which comes from the Section 5310 program. These services are listed in the District Approved Budget in the Transportation Services section. These services will be accounted for in all future budgets.

Recommendation

The STIFAC recommends that the Board adopt Resolution No. 2026-11, approving funding of the FY26 Section 5310 projects following the committee’s recommendation, and direct the General Manager to submit the application for the Section 5310 grants in accordance with the recommendation.

Proposed Motion

I move that the Board adopt Resolution No. 2026-11, approving funding of the FY26 Section 5310 projects as recommended by the Statewide Transportation Improvement Fund Advisory Committee, and direct the General Manager to submit the application for the Section 5310 grants in accordance with the recommendation.



Resolution No. 2026-11

Approval of Fiscal Year 2026 Section 5310 FTA Grant Applications

Whereas, the Salem Area Mass Transit District, hereafter referred to as “District,” is a designated recipient of Federal Transit Administration’s (FTA) 49 U.S.C. 5310 (Section 5310) Enhanced Mobility of Seniors and Individuals with Disabilities program; and,

Whereas, the District has identified a growing need for public transportation in the Salem-Keizer area, with a focus to connect individuals with employment, education, and vital services. The focus of Section 5310 programs is to provide transportation for seniors and individuals with disabilities where public transportation is insufficient, inappropriate, or unavailable.; and,

Whereas, as a result of the review will take action identifying which projects to support for funding; and,

Whereas, Table 1 attached to this resolution contains the projects and project costs for projects proposed for funding through the Section 5310 (FTA) program for Fiscal Year 2026;

Now, Therefore, Be It Resolved By The Board Of Directors Of Salem Area Mass Transit District;

That, the Board adopt Resolution No. 2026-11 to approve the list of projects and funding amounts identified in Table 1 attached to this resolution; and direct the General Manager to submit a record of the decision of the Board by July 1, 2026 as required by the Federal Transit Administration.

Adopted by the Board of Directors on the 25th day of June 2026, and effective thereupon.

Attest:

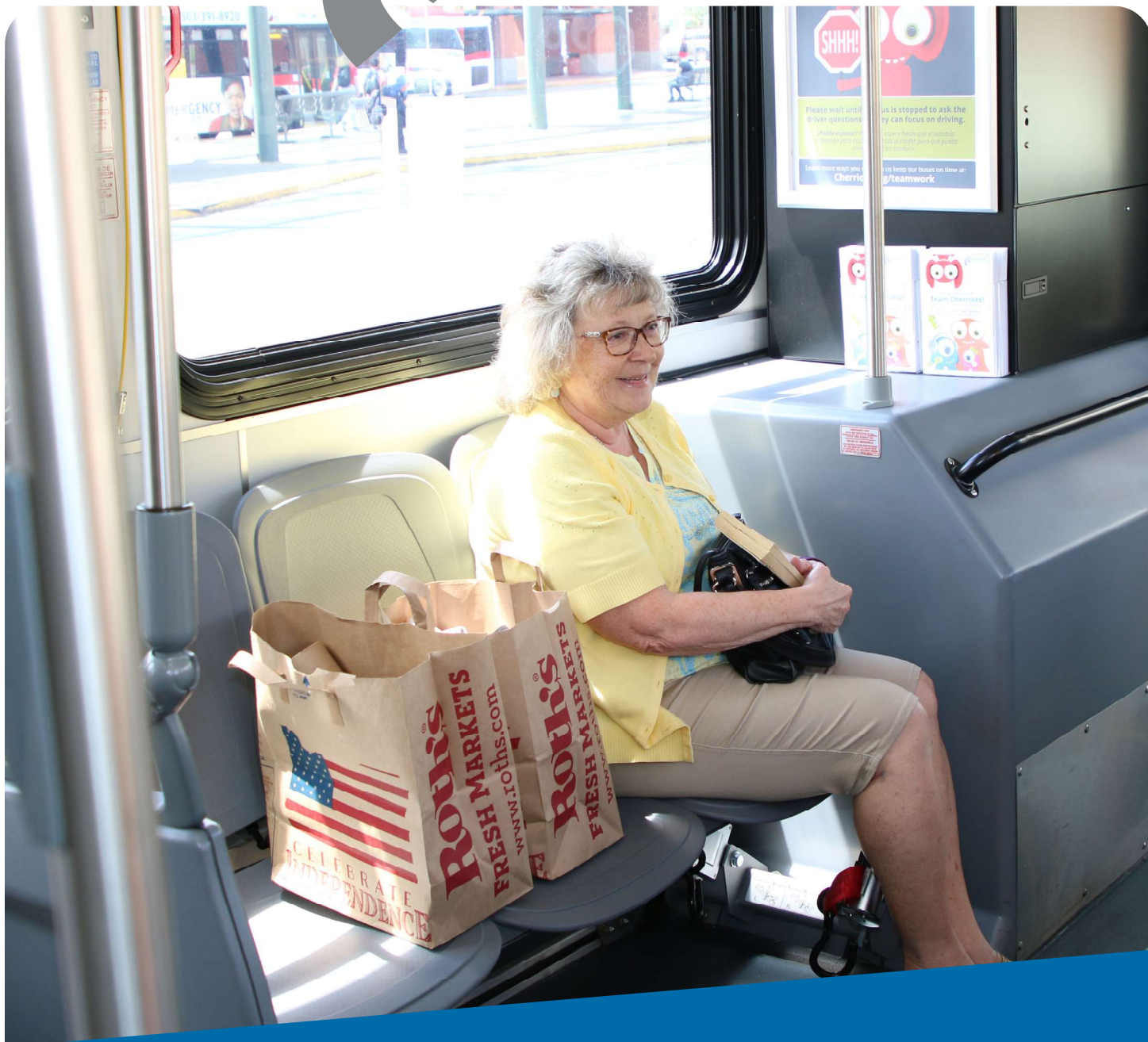
Kirra Pressey
Clerk of the Board

Maria Hinojos Pressey
Board President

Table 1. STIFAC recommendation for funding Section 5310(FTA) projects

Rank	Project	Category	Funding
1	Cherriots Mobility Management Call Center	Traditional	\$209,948
1	Cherriots Shop and Ride Purchased Service	Non-traditional	\$183,396
1	Cherriots Shop and Ride Preventative Maintenance	Traditional	\$ 14,202
Total:			\$407,546

N.B.: STIFAC members have unanimously decided to “equally” prioritize all three projects submitted by the Salem Area Mass Transit District for funding through the FTA Section 5310 program. Total available funding is \$407,546.00. There were no additional applications from any other entity.



2026 SECTION 5310 (FTA) GRANT APPLICATION

SECTION 5310 (FTA) GRANT PROGRAM FOR PROJECTS LOCATED WITHIN THE SALEM-KEIZER URBAN GROWTH BOUNDARY :

"ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES"

APRIL 2026

INTRODUCTION

- Read the *2026 Section 5310(FTA) Grant Application Instructions* prior to completing this application.
- Each project submitted for funding consideration must have its own application.
- Selection criteria are detailed in the *Application Instructions*.
- This form must be filled out using the Adobe PDF form. Paper applications will NOT be accepted.
- Unless documents are signed with an official electronic signature service, signature pages should be scanned and attached as separate pages to each application.

Submittal Checklist

Make sure

- ✓ Application is complete, signed, and dated

Submit

- ✓ Proof of agency status (template included in application packet)
- ✓ Maintenance Plan (if submitting an application for preventive maintenance)

A. ORGANIZATION INFORMATION

Name of Organization: Salem Area Mass Transit District (SAMTD)

Contact Person: Peggy Greene

Address: 555 Court Street NE Suite 5230, Salem, OR

Telephone: (503) 361-7530

Email: peggy.greene@cherriots.org

Type of organization (check one)

Private non-profit	<input type="checkbox"/>
State, county, tribal, or local government agency	<input checked="" type="checkbox"/>

Area of service (check one)

Inside the Salem-Keizer Urban Growth Boundary (UGB)	<input checked="" type="checkbox"/>
Outside the Salem-Keizer UGB	<input type="checkbox"/>
Both inside and outside the Salem-Keizer UGB	<input type="checkbox"/>

Organization days and hours of operation

Day	Hours
Sunday	8:00 AM - 4:00 PM
Monday	6:00 AM - 6:00 PM
Tuesday	6:00 AM - 6:00 PM
Wednesday	6:00 AM - 6:00 PM
Thursday	6:00 AM - 6:00 PM
Friday	6:00 AM - 6:00 PM
Saturday	8:00 AM - 4:00 PM
Please list any planned periods of service closure greater than 3 days (i.e., closed the week between Christmas Day and New Year's Day)	None

Total transportation program costs by year

FY25 (historical data, if applicable)	FY26 (Estimated)	FY27 (projected)
\$ 11,264,158.00	\$ 13,219,157.00	\$ 14,464,890.00

B. PROJECT INFORMATION

Project title (will be used for reviewer reference and in public comment process. Example: Mobility Management for XYZ volunteer driver program)

Cherriots Mobility Management Call Center

Project service area to be served (indicate the geographic features that define your service area such as streets, rivers, or jurisdictional boundaries)

North boundary	
West boundary	
South boundary	
East boundary	
Other general geographic area (i.e., within the Salem-Keizer UGB)	Within the Salem-Keizer UGB

Optional: please provide a map of your service area as a separate single page 8.5"x11" attachment.

Total Section 5310(FTA) funds requested

\$ 209,948.00

Start date

7/1/26

Funding request type (check one)

Continuation of existing service at same level of service	<input checked="" type="checkbox"/>
Expansion of existing service	<input type="checkbox"/>
New service	<input type="checkbox"/>
Capital request	<input type="checkbox"/>
Other:	<input type="checkbox"/>

--

Scalable Section 5310(FTA) Grant Request

You are strongly encouraged to request the full amount of funding that is needed for each project, including funding for new projects; however, funding is limited. Describe the scalability of your 5310(FTA) funding request, how you scaled down your request and what aspects of the program would not be funded under this funding scenario below. Then enter your scaled down request amounts.

Scalability Description:

SAMTD requests the full amount only for the Mobility Management Call Center project. General funds are not available and have not been budgeted to support this project. Matching funds are local, non-federal resources sourced from SAMTD's STIF Formula funds that are designated to support this project. Without full funding from this grant, it would be difficult to provide services.

FY26

Scaled request: \$ 209,948.00

Identify the project's additional sources of funding in the table below

Estimated Additional Project Resources	
Source of Funds	Dollar Amount
2026 Section 5310(FTA) Grant Request (<i>Important!</i>)	\$ 209,948.00
Local Resources	\$ 52,487.00
Federal Resources	\$
Other (provide description):	\$
Project Grand Total	\$ 262,435.00

Coordinated Plan

Is project derived from the Cherriots *Coordinated Public Transit – Human Services Transportation Plan* dated March 2024? Yes No If yes, what page?

38

If no, explain why the project is not part of the Coordinated Plan.

For example: Is the project part of another plan (please name)? Is the plan still being finalized?

1. Project description

a.) Describe services or capital investment to be provided by Section 5310(FTA) funding. Include a description of the following:

- Who you will serve? What geographic area you will serve?
- What level of service will be provided to customers?
- Operational activities; how will customers request and receive rides, including scheduling and dispatching?
- Describe if volunteers will be utilized to provide service and how this will occur (will the volunteer program be supported with 5310(FTA) or other funds? Will you provide mileage reimbursement to volunteers using their own vehicles?).
- **How will the service be marketed?** (500 word limit)

This project will fund a portion of the Cherriots Mobility Management Call Center costs that directly benefit seniors and individuals with disabilities in the Salem-Keizer Urban Growth Boundary (UGB). The project serves residents utilizing the Cherriots LIFT and Cherriots Shop and Ride transportation services. Efforts have been made to ensure that public transportation services in Marion and Polk counties are not duplicated, including services identified in the currently adopted Coordinated Public Transit - Human Services Transportation Plan.

The Cherriots Call Center schedules trips for riders on Cherriots LIFT and Cherriots Shop and Ride services. Customer Care Representatives answer callers' questions on transportation services that are available regionally in addition to scheduling trips for seniors and individuals with disabilities. Customer Care Representatives also schedule trips for eligible individuals who are traveling to and from their worksites through a collaboration with Marion County. This collaboration is called DD53 and is included in the Cherriots LIFT calls as LIFT is the transportation service that is utilized to provide the trips.

There are now five Customer Care Representatives and one Call Center Manager in the call center. Cherriots Call Center hours are Monday-Friday 6AM – 6PM and Saturday/Sunday 8 AM-4 PM. Volunteers are not utilized for this service. The call center service is marketed via social media, the Cherriots website, the Cherriots LIFT Eligibility Office, publicly posted and shared informational materials, mobility management outreach presentations, and staff participation in community meetings throughout the region. In calendar year 2025, the call center answered 47,664 total calls.

Performance measures have been created for the partnership and call center project. The Cherriots Call Center manager evaluates performance measures on a quarterly and annual basis. Performance measures are adjusted for quality and cost effectiveness. The Cherriots Call Center meets and exceeds the Federal Transit Administration - FTA/ADA Guidance for Call Center Telephone Hold Times (speed of answer: under 30 seconds; calls abandoned: 0%; call handling time: under 5 minutes).

b.) Will you coordinate between providers to avoid duplication? *Describe what level of coordination between partners is done and how duplication is avoided, limit 200 words*

SAMTD's Mobility Management program involves working with regional partners to coordinate transportation services, which is one of the goals of this project. The Cherriots Call Center plays a key role in avoiding duplication of services when trips are scheduled for riders both inside and outside of the Salem-Keizer Urban Growth Boundary on Cherriots LIFT and Shop and Ride.

The Cherriots Call Center also coordinates services throughout the region by referring callers to other providers and public transportation options outside of the Cherriots transportation services (e.g., SMART out of Wilsonville, Tillamook County Transit transportation services from Salem to the Oregon Coast, Amtrak, and Greyhound). Through presentations and outreach efforts, SAMTD aims to raise awareness of the Cherriots Call Center as a valuable resource for scheduling trips and answering transportation-related questions.

c.) Is your project cost-effective?

Describe average cost per ride, cost per mile and cost per hour, limit 200 words

The average cost per ride can be calculated based on the total project costs (e.g., preventive maintenance, purchase of service, call center, and staff time managing the project) divided by the number of rides provided.

The cost per ride in calendar year 2025 for Shop and Ride was approximately \$52.84.

The cost per revenue hour is based on the actual contracted transportation services contract. For calendar year 2025, the cost per revenue hour was \$90.24 for Shop and Ride.

The cost per mile in calendar year 2025 was approximately \$8.21 for Shop and Ride. The project is cost-effective considering the significant service provided for the community.

d.) Project quality

*Describe the **need** for this project. How was this need determined or assessed? Max 2,500 characters/approx. limit: 400 words*

The Cherriots Call Center is a one-stop clearinghouse for riders to call for local and regional transportation services including: Scheduling, inquiring about options, and requesting rides on Cherriots transportation services. The Cherriots Call Center is essential for providing resources to individuals who may have little information about available public transportation in Marion and Polk counties. Without the call center to provide the information and schedule trips, accessing public transportation would be very difficult for many people.

Cherriots Shop and Ride is a vital public transportation service that addresses the otherwise unmet needs of individuals with disabilities and seniors aged 60 and older. This service is especially important for those who may not be eligible for ADA paratransit or may have difficulty accessing fixed-route transportation services. The services provided by Shop and Ride are designed to be accessible for these populations. By offering low fees for service and eliminating the need for an application or assessment for qualification, Shop and Ride reduces the barriers to accessing transportation. All Shop and Ride vehicles are ADA-accessible.

The need for this project was determined based on a summary of stakeholder workshops held in fall 2023 (Coordinated Plan Appendix A). The plan identified needs for improved infrastructure, coordination, and communication, all of which the call center supports. Desired improvements included simplifying to a single call, easier navigation of customer service, and more information/support for non-English speakers. The Cherriots Call Center supports all of these improvements.

e.) Expected outcomes

Describe the expected outcomes of this project on seniors and people with disabilities. Why is this project the best method to address the previously described need? Max 2,500 characters/approx. limit: 400 words

In FY2027 the call center project will continue to focus on two goals:

1. Goal: Focus on the Customer

Objective: Provide customer-centered efficient transportation

Outcomes: a) opportunities for social and recreational trips; b) dependability of service; c) decreased wait time; d) cost effective service

How Measured: a) evaluate the Shopper Shuttle locations and ridership to the locations, as well as ridership by day of the week; b) increase ridership on the Shopper Shuttle within the budget; c) review customer requests for shopping locations; d) reduce revenue miles through efficiency.

2. Focus on World Class Customer Experience

Objective: Provide World Class Customer Experience

Outcomes: a) communicate information to customers and potential customers; b) conduct customer feedback/surveys.

How Measured: a) number of calls to the call center; b) customer feedback, public contacts, or surveys; c) call center staff completing training on "A Better Cherrlots - Delivering World Class Customer Experience" on every interaction; d) training on all enhanced public transportation service changes provided by Cherrlots Services.

Mobility management is the most effective way to facilitate communication and coordination with customers and partners. Mobility management also builds partnerships between providers by bringing all providers together in the coordination process.

Provide the timeline of the project in the following table

	Step Description	Completion Date
1	Start Service	7/1/26
2	End Service	6/30/27
3		
4		
5		
6		

2. Is your application for a replacement vehicle?

Yes (continue to #3) No (continue to Section C)

3. Enter the following information about each vehicle to be replaced if the total cost of the vehicle is being requested:

Vehicle Category* Choose an item.	Qty (#)	Cost Each (\$)	Total (\$)	No. Seats w/ADA Deployed	No. of ADA Stations	Total Capacity	Fuel Type* Choose an item.	Estimated Order Date	Estimated Delivery Date*
E 7			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
Totals:	0	Grand Total:	\$ 0.00						

***Vehicle Category Descriptions:**

<https://www.oregon.gov/ODOT/RPTD/RPTD%20Document%20Library/Vehicle-Useful-Life-Benchmarks.pdf>

*Fuel Type Options: (G) Gas, (D) Diesel, (B) Biodiesel, (HG) Hybrid-gas, (HD) Hybrid-diesel, (CNG) Compressed Natural Gas, (OF) Other alternative Fuel.

***Estimated Delivery Date:** Minimum 160 days if ADA accessible.

C. ORGANIZATIONAL CERTIFICATION

By submitting this document via email to Cherriots, I certify that the submitted materials and data included are complete, true and correct. Also, I certify that my organization is:

- Eligible to enter into agreements with Cherriots;
- Has the legal, managerial, and operational capacity to do the work to be paid for by the Section 5310;
- Not debarred or suspended from federal grants;
- In compliance with federal, state, and local laws and regulations including, and not limited to, those pertaining to passenger transportation, civil rights, labor, insurance, safety, and health, as applicable;
- Complies with the laws or rules of the Section 5310 Program;
- Properly uses and accounts for the Section 5310 Program’s goals; and
- Will operate the project or service in a safe, prudent, and timely manner.

Peggy Greene Digitally signed by Peggy Greene Budget & Grants Mgr 5/7/26
 Date: 2026.05.07 13:04:50 -07'00'

Signature of Authorized Organization Officer Title Date

Private Nonprofit Agency – Corporation Status Inquiry and Certification

If your agency or organization is claiming eligibility as a Section 5310(FTA) Program applicant based on its status as a private nonprofit organization, you must obtain verification of its incorporation number and current legal standing from the Oregon Secretary of State Information Retrieval/ Certification & Records Unit (IRC Unit). The “Status Inquiry” document must be attached as an appendix to the application. To assist your agency or organization in obtaining this information, use one of these two methods:

To obtain Corporate Records Information over the Internet, go to: <http://sos.oregon.gov/business/Pages/find.aspx> Enter the name of your agency or organization. If its status is active, print the page and submit it as proof.

Private Non-profits

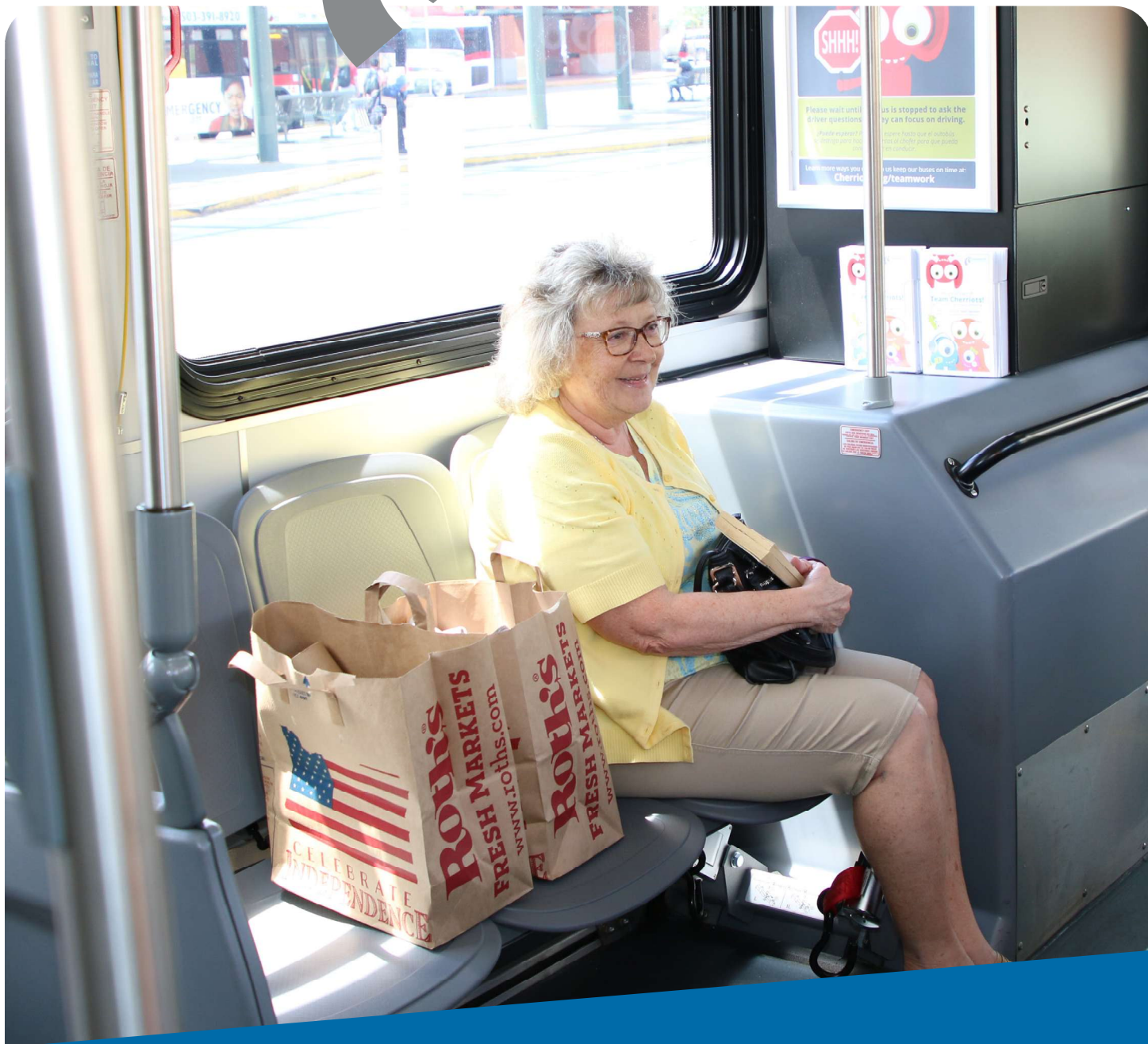
Legal Name of Non-profit Applicant: _____

State of Oregon Articles of Incorporation Number: _____

Date of Incorporation: _____

Certifying Representative

Name (print):	
Title (print):	
Signature:	Date



2026 SECTION 5310 (FTA) GRANT APPLICATION

SECTION 5310 (FTA) GRANT PROGRAM FOR PROJECTS LOCATED WITHIN THE SALEM-KEIZER URBAN GROWTH BOUNDARY :

"ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES"

APRIL 2026

INTRODUCTION

- Read the *2026 Section 5310(FTA) Grant Application Instructions* prior to completing this application.
- Each project submitted for funding consideration must have its own application.
- Selection criteria are detailed in the *Application Instructions*.
- This form must be filled out using the Adobe PDF form. Paper applications will NOT be accepted.
- Unless documents are signed with an official electronic signature service, signature pages should be scanned and attached as separate pages to each application.

Submittal Checklist

Make sure

- ✓ Application is complete, signed, and dated

Submit

- ✓ Proof of agency status (template included in application packet)
- ✓ Maintenance Plan (if submitting an application for preventive maintenance)

A. ORGANIZATION INFORMATION

Name of Organization: Salem Area Mass Transit District (SAMTD)

Contact Person: Peggy Greene

Address: 555 Court Street NE Suite 5230, Salem, OR

Telephone: (503) 361-7530

Email: peggy.greene@cherriots.org

Type of organization (check one)

Private non-profit	<input type="checkbox"/>
State, county, tribal, or local government agency	<input checked="" type="checkbox"/>

Area of service (check one)

Inside the Salem-Keizer Urban Growth Boundary (UGB)	<input checked="" type="checkbox"/>
Outside the Salem-Keizer UGB	<input type="checkbox"/>
Both inside and outside the Salem-Keizer UGB	<input type="checkbox"/>

Organization days and hours of operation

Day	Hours
Sunday	8:00 AM - 4:00 PM
Monday	6:00 AM - 6:00 PM
Tuesday	6:00 AM - 6:00 PM
Wednesday	6:00 AM - 6:00 PM
Thursday	6:00 AM - 6:00 PM
Friday	6:00 AM - 6:00 PM
Saturday	8:00 AM - 4:00 PM
Please list any planned periods of service closure greater than 3 days (i.e., closed the week between Christmas Day and New Year's Day)	

Total transportation program costs by year

FY25 (historical data, if applicable)	FY26 (Estimated)	FY27 (projected)
\$ 11,264,158.00	\$ 13,219,157.00	\$ 14,464,890.00

B. PROJECT INFORMATION

Project title (will be used for reviewer reference and in public comment process. Example: *Mobility Management for XYZ volunteer driver program*)

Cherriots Shop and Ride Preventive Maintenance

Project service area to be served (indicate the geographic features that define your service area such as streets, rivers, or jurisdictional boundaries)

North boundary	
West boundary	
South boundary	
East boundary	
Other general geographic area (i.e., within the Salem-Keizer UGB)	Within the Salem-Keizer UGB

Optional: please provide a map of your service area as a separate single page 8.5"x11" attachment.

Total Section 5310(FTA) funds requested

\$ 14,202.00

Start date

7/1/26

Funding request type (check one)

Continuation of existing service at same level of service	<input checked="" type="checkbox"/>
Expansion of existing service	<input type="checkbox"/>
New service	<input type="checkbox"/>
Capital request	<input type="checkbox"/>
Other:	<input type="checkbox"/>

--

Scalable Section 5310(FTA) Grant Request

You are strongly encouraged to request the full amount of funding that is needed for each project, including funding for new projects; however, funding is limited. Describe the scalability of your 5310(FTA) funding request, how you scaled down your request and what aspects of the program would not be funded under this funding scenario below. Then enter your scaled down request amounts.

Scalability Description:

SAMTD requests the full amount only for this project. General funds are not available and have not been budgeted to support this project. Matching funds are local, non-federal resources sourced from SAMTD's STIF Formula funds that are designated to support this project. Without full funding from this grant, it would be difficult to provide services.

FY26

Scaled request: \$ 14,202.00

Identify the project's additional sources of funding in the table below

Estimated Additional Project Resources	
Source of Funds	Dollar Amount
2026 Section 5310(FTA) Grant Request (<i>Important!</i>)	\$ 14,202.00
Local Resources	\$ 3,551.00
Federal Resources	\$
Other (provide description):	\$
Project Grand Total	\$ 17,753.00

Coordinated Plan

Is project derived from the Cherriots *Coordinated Public Transit – Human Services Transportation Plan* dated March 2024? Yes No If yes, what page?

38

If no, explain why the project is not part of the Coordinated Plan.

For example: Is the project part of another plan (please name)? Is the plan still being finalized?

1. Project description

a.) Describe services or capital investment to be provided by Section 5310(FTA) funding. Include a description of the following:

- Who you will serve? What geographic area you will serve?
- What level of service will be provided to customers?
- Operational activities; how will customers request and receive rides, including scheduling and dispatching?
- Describe if volunteers will be utilized to provide service and how this will occur (will the volunteer program be supported with 5310(FTA) or other funds? Will you provide mileage reimbursement to volunteers using their own vehicles?).
- **How will the service be marketed?** (500 word limit)

This project will fund the preventive maintenance (PM) for Cherriots Shop and Ride. The Shop and Ride fleet consists of three vehicles, two of which are in service and one is a spare. PM is provided by Cherriots Maintenance staff located at 3170 Del Webb Maintenance facility. Shop and Ride provides Dial-a-Ride (demand responsive) transportation services to seniors age 60 and older and individuals with disabilities within the Salem-Keizer Urban Growth Boundary (UGB).

Scheduling is by reservation. Riders call the Cherriots Call Center up to two weeks in advance or within 24 hours of their requested trip to make reservations. Shop and Ride is operated by a contractor and Salem Area Mass Transit District (SAMTD) employs two staff to oversee the Shop and Ride program. Volunteers will not be used for this service. Services are available to any senior age 60 or older and individuals with disabilities; no application is required to qualify for services.

The Dial-a-Ride service provides transportation from the rider's home to any location within the Salem-Keizer UGB Monday through Friday 8 AM-5 PM for \$3.20 per ride. Medical appointments have priority when making trip reservations on Dial-a-Ride. The Dial-a-Ride service observes the same holiday closures as Cherriots Local fixed routes. Riders can bring one additional passenger or personal care attendant when using Dial-a-Ride.

Cherriots Shop and Ride is marketed through social media, the Cherriots website, targeted mailers, advertisements in local newspapers, and in-person promotion of services at informational tables and community presentations. In calendar year 2025, Shop and Ride provided 4,467 unduplicated passenger trips.

Shop and Ride provides transportation for seniors, individuals with disabilities, low-income populations, and senior housing communities, offering vital access to services and serving as a social outlet to many who may have limited means of transportation and are generally at home alone.

b.) Will you coordinate between providers to avoid duplication? *Describe what level of coordination between partners is done and how duplication is avoided, limit 200 words*

SAMTD's mobility management involves working with regional partners to coordinate transportation services, which is one of the goals of this project. The Cherriots Call Center plays a key role in avoiding duplication of services when trips are scheduled for riders both inside and outside of the Salem-Keizer Urban Growth Boundary on Cherriots LIFT and Shop and Ride.

The Cherriots Call Center also coordinates services throughout the region by referring callers to other providers and public transportation options outside of the Cherriots transportation services (e.g., SMART out of Wilsonville, Tillamook County Transit transportation services from Salem to the Oregon Coast, Amtrak, and Greyhound). Through presentations and outreach efforts, SAMTD aims to raise awareness of the Cherriots Call Center as a valuable resource for scheduling trips and answering transportation-related questions.

c.) Is your project cost-effective?

Describe average cost per ride, cost per mile and cost per hour, limit 200 words

Cherriots Shop and Ride buses are owned by SAMTD and preventive maintenance is performed in-house by a full service maintenance department, allowing for cost efficiency and continuity in maintenance repairs and record keeping. The SAMTD Maintenance Shop follows all manufacturer and FTA guidance for preventive maintenance on SAMTD-owned vehicles.

The average cost per ride can be calculated based on the total project costs (e.g., preventive maintenance, purchase of service, call center, and staff time managing the project) divided by the number of rides provided. The cost per ride in 2025 was approximately \$52.84 for Shop and Ride. The cost per revenue hour is based on the actual contracted transportation services, contract. For calendar year 2025, the cost per revenue hour was \$90.24 for Shop and Ride.

The cost per mile in calendar year 2025 was approximately \$8.21 for Shop and Ride. The project is cost-effective considering the significant service provided for the community.

d.) Project quality

*Describe the **need** for this project. How was this need determined or assessed? Max 2,500 characters/approx. limit: 400 words*

Cherriots Shop and Ride transportation service is an integral component of the complete transit network that specifically provides increased transportation options for seniors and individuals with disabilities.

Cherriots Shop and Ride is a vital public transportation service that addresses the otherwise unmet needs of individuals with disabilities and seniors aged 60 and older. This service is especially important for those who may not be eligible for ADA paratransit or may have difficulty accessing fixed-route transportation services. The services provided by Shop and Ride are designed to be accessible for these populations. By offering low fees for service and eliminating the need for an application or assessment for qualification, Shop and Ride reduces the barriers to accessing transportation. All Shop and Ride vehicles are ADA-accessible.

Riders of Shop and Ride are in need of direct, origin-to-destination trips to locations that have multiple errand opportunities as opposed to accessing fixed-route services. Cherriots Shop and Ride transportation service ensures that seniors 60 and older as well as individuals with disabilities can maintain independence and safely access their communities.

Currently, there is no other transportation service available in the Salem-Keizer area like Cherriots Shop and Ride. This transportation service is an integral component of the complete transit network.

The need for this project was identified in the Cherriots Coordinated Public Transit-Human Services Transportation Plan (2024), both for the service and maintenance of vehicles (Chapter 7), and in the Fleet Maintenance Plan. The Coordinated Plan includes an overview of existing public transportation services, a needs assessment, strategies and priorities for addressing needs.

e.) Expected outcomes

Describe the expected outcomes of this project on seniors and people with disabilities. Why is this project the best method to address the previously described need? Max 2,500 characters/approx. limit: 400 words

The expected outcome of this project is that seniors and individuals with disabilities will continue to be supported with safe and reliable transportation. The continuation of the Cherriots Shop and Ride transportation services and preventive maintenance of its fleet will ensure seniors and individuals with disabilities have mobility options, resulting in increased access to their communities and vital services throughout the Salem-Keizer Urban Growth Boundary. This will allow seniors and individuals with disabilities to access healthcare, employment, social activities, human services, volunteer opportunities, grocery shopping, and other errands.

Specifically, the service is designed to offer transportation options for individuals who may or may not qualify for paratransit services and those who may not be able to access Cherriots Local fixed route service. In addition, the service offers a low fare of \$3.20 per ride and does not require a qualifying application, ensuring equitable access. As a result, increased ridership is anticipated. Shop and Ride is the best method to address the transportation needs of seniors and people with disabilities because it offers reliable and ADA accessible transportation designed to address their needs.

Shop and Ride outcomes will be measured by annual ridership of seniors and individuals with disabilities.

Provide the timeline of the project in the following table

	Step Description	Completion Date
1	Start Service	7/1/26
2	End Service	6/30/27
3		
4		
5		
6		

2. Is your application for a replacement vehicle?

Yes (continue to #3) No (continue to Section C)

3. Enter the following information about each vehicle to be replaced if the total cost of the vehicle is being requested:

Vehicle Category* Choose an item.	Qty (#)	Cost Each (\$)	Total (\$)	No. Seats w/ADA Deployed	No. of ADA Stations	Total Capacity	Fuel Type* Choose an item.	Estimated Order Date	Estimated Delivery Date*
E 7			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
Totals:	0	Grand Total:	\$ 0.00						

***Vehicle Category Descriptions:**

<https://www.oregon.gov/ODOT/RPTD/RPTD%20Document%20Library/Vehicle-Useful-Life-Benchmarks.pdf>

*Fuel Type Options: (G) Gas, (D) Diesel, (B) Biodiesel, (HG) Hybrid-gas, (HD) Hybrid-diesel, (CNG) Compressed Natural Gas, (OF) Other alternative Fuel.

***Estimated Delivery Date:** Minimum 160 days if ADA accessible.

C. ORGANIZATIONAL CERTIFICATION

By submitting this document via email to Cherriots, I certify that the submitted materials and data included are complete, true and correct. Also, I certify that my organization is:

- Eligible to enter into agreements with Cherriots;
- Has the legal, managerial, and operational capacity to do the work to be paid for by the Section 5310;
- Not debarred or suspended from federal grants;
- In compliance with federal, state, and local laws and regulations including, and not limited to, those pertaining to passenger transportation, civil rights, labor, insurance, safety, and health, as applicable;
- Complies with the laws or rules of the Section 5310 Program;
- Properly uses and accounts for the Section 5310 Program’s goals; and
- Will operate the project or service in a safe, prudent, and timely manner.

Peggy Greene

Digitally signed by Peggy Greene
Date: 2026.05.11 14:32:15 -07'00'

Budget & Grants
Manager

5/11/26

Signature of Authorized Organization Officer

Title

Date

Private Nonprofit Agency – Corporation Status Inquiry and Certification

If your agency or organization is claiming eligibility as a Section 5310(FTA) Program applicant based on its status as a private nonprofit organization, you must obtain verification of its incorporation number and current legal standing from the Oregon Secretary of State Information Retrieval/ Certification & Records Unit (IRC Unit). The “Status Inquiry” document must be attached as an appendix to the application. To assist your agency or organization in obtaining this information, use one of these two methods:

To obtain Corporate Records Information over the Internet, go to: <http://sos.oregon.gov/business/Pages/find.aspx> Enter the name of your agency or organization. If its status is active, print the page and submit it as proof.

Private Non-profits

Legal Name of Non-profit Applicant: _____

State of Oregon Articles of Incorporation Number: _____

Date of Incorporation: _____

Certifying Representative

Name (print):	
Title (print):	
Signature:	Date



2026 SECTION 5310 (FTA) GRANT APPLICATION

SECTION 5310 (FTA) GRANT PROGRAM FOR PROJECTS LOCATED WITHIN THE SALEM-KEIZER URBAN GROWTH BOUNDARY :

"ENHANCED MOBILITY OF SENIORS AND INDIVIDUALS WITH DISABILITIES"

APRIL 2026

INTRODUCTION

- Read the *2026 Section 5310(FTA) Grant Application Instructions* prior to completing this application.
- Each project submitted for funding consideration must have its own application.
- Selection criteria are detailed in the *Application Instructions*.
- This form must be filled out using the Adobe PDF form. Paper applications will NOT be accepted.
- Unless documents are signed with an official electronic signature service, signature pages should be scanned and attached as separate pages to each application.

Submittal Checklist

Make sure

- ✓ Application is complete, signed, and dated

Submit

- ✓ Proof of agency status (template included in application packet)
- ✓ Maintenance Plan (if submitting an application for preventive maintenance)

A. ORGANIZATION INFORMATION

Name of Organization: Salem Area Mass Transit District (SAMTD)

Contact Person: Peggy Greene

Address: 555 Court Street NE Suite 5230, Salem, OR

Telephone: (503) 361-7530

Email: peggy.greene@cherriots.org

Type of organization (check one)

Private non-profit	<input type="checkbox"/>
State, county, tribal, or local government agency	<input checked="" type="checkbox"/>

Area of service (check one)

Inside the Salem-Keizer Urban Growth Boundary (UGB)	<input checked="" type="checkbox"/>
Outside the Salem-Keizer UGB	<input type="checkbox"/>
Both inside and outside the Salem-Keizer UGB	<input type="checkbox"/>

Organization days and hours of operation

Day	Hours
Sunday	8:00 AM - 4:00 PM
Monday	6:00 AM - 6:00 PM
Tuesday	6:00 AM - 6:00 PM
Wednesday	6:00 AM - 6:00 PM
Thursday	6:00 AM - 6:00 PM
Friday	6:00 AM - 6:00 PM
Saturday	8:00 AM - 4:00 PM
Please list any planned periods of service closure greater than 3 days (i.e., closed the week between Christmas Day and New Year's Day)	None

Total transportation program costs by year

FY25 (historical data, if applicable)	FY26 (Estimated)	FY27 (projected)
\$ 11,264,158.00	\$ 13,219,157.00	\$ 14,464,890.00

B. PROJECT INFORMATION

Project title (will be used for reviewer reference and in public comment process. Example: *Mobility Management for XYZ volunteer driver program*)

Cherriots Shop and Ride Operations/Purchase of Service

Project service area to be served (indicate the geographic features that define your service area such as streets, rivers, or jurisdictional boundaries)

North boundary	
West boundary	
South boundary	
East boundary	
Other general geographic area (i.e., within the Salem-Keizer UGB)	Within the Salem-Keizer UGB

Optional: please provide a map of your service area as a separate single page 8.5"x11" attachment.

Total Section 5310(FTA) funds requested

\$ 183,396.00

Start date

7/1/26

Funding request type (check one)

Continuation of existing service at same level of service	<input checked="" type="checkbox"/>
Expansion of existing service	<input type="checkbox"/>
New service	<input type="checkbox"/>
Capital request	<input type="checkbox"/>
Other:	<input type="checkbox"/>

--

Scalable Section 5310(FTA) Grant Request

You are strongly encouraged to request the full amount of funding that is needed for each project, including funding for new projects; however, funding is limited. Describe the scalability of your 5310(FTA) funding request, how you scaled down your request and what aspects of the program would not be funded under this funding scenario below. Then enter your scaled down request amounts.

Scalability Description:

SAMTD requests the full amount only for this project. General funds are not available and have not been budgeted to support this project. Matching funds are local, non-federal resources sourced from SAMTD's STIF Formula funds that are designated to support this project. Without full funding from this grant, it would be difficult to provide services.

FY26

Scaled request: \$ 183,396.00

Identify the project's additional sources of funding in the table below

Estimated Additional Project Resources	
Source of Funds	Dollar Amount
2026 Section 5310(FTA) Grant Request (<i>Important!</i>)	\$ 183,396.00
Local Resources	\$ 45,849.00
Federal Resources	\$
Other (provide description):	\$
Project Grand Total	\$ 229,245.00

Coordinated Plan

Is project derived from the Cherriots *Coordinated Public Transit – Human Services Transportation Plan* dated March 2024? Yes No If yes, what page?

38

If no, explain why the project is not part of the Coordinated Plan.

For example: Is the project part of another plan (please name)? Is the plan still being finalized?

1. Project description

a.) Describe services or capital investment to be provided by Section 5310(FTA) funding. Include a description of the following:

- Who you will serve? What geographic area you will serve?
- What level of service will be provided to customers?
- Operational activities; how will customers request and receive rides, including scheduling and dispatching?
- Describe if volunteers will be utilized to provide service and how this will occur (will the volunteer program be supported with 5310(FTA) or other funds? Will you provide mileage reimbursement to volunteers using their own vehicles?).
- **How will the service be marketed?** (500 word limit)

This project will fund the operations for Cherriots Shop and Ride, including purchase of service. Shop and Ride provides Dial-a-Ride (demand responsive) transportation services to seniors age 60 and older and individuals with disabilities within the Urban Growth Boundary (UGB) of Salem and Keizer.

Scheduling is by reservation. Riders call the Cherriots Call Center up to two weeks in advance or within 24 hours of their requested trip to make reservations. Shop and Ride is operated by a contractor and Salem Area Mass Transit District (SAMTD) employs two staff to oversee the Shop and Ride program. Volunteers will not be used for this service. Services are available to any senior age 60 or older and individuals with disabilities; no application is required to qualify for services and all Shop and Ride vehicles are ADA accessible.

The Dial-a-Ride service provides transportation from the rider's home to any location within the Salem- Keizer UGB Monday through Friday 8 AM-5 PM. The fare is \$3.20 per ride. Medical appointments have priority when making trip reservations on Dial-a-Ride. The Dial-a-Ride service observes the same holiday closures as Cherriots Local fixed routes. Riders can bring one additional passenger or personal care attendant when using Dial-a-Ride service.

In calendar year 2025, Shop and Ride provided service with 4,467 unduplicated passenger trips (UPT). Shop and Ride is marketed through social media, the Cherriots website, targeted mailers, advertisements in local newspapers, and in-person promotion of services at informational tables and community presentations.

Shop and Ride provides transportation for seniors, individuals with disabilities, low-income populations, and senior housing communities, offering vital access to services and serving as a social outlet to many who may have limited means of transportation and are generally at home alone.

b.) Will you coordinate between providers to avoid duplication? *Describe what level of coordination between partners is done and how duplication is avoided, limit 200 words*

SAMTD's mobility management involves working with regional partners to coordinate transportation services, which is one of the goals of this project. The Cherriots Call Center plays a key role in avoiding duplication of services when trips are scheduled for riders both inside and outside of the Salem-Keizer Urban Growth Boundary on Cherriots LIFT and Shop and Ride.

The Cherriots Call Center also coordinates services throughout the region by referring callers to other providers and public transportation options outside of the Cherriots transportation services (e.g., SMART out of Wilsonville, Tillamook County Transit transportation services from Salem to the Oregon Coast, Amtrak, and Greyhound). Through presentations and outreach efforts, SAMTD aims to raise awareness of the Cherriots Call Center as a valuable resource for scheduling trips and answering transportation-related questions.

c.) Is your project cost-effective?

Describe average cost per ride, cost per mile and cost per hour, limit 200 words

Cherriots Shop and Ride buses are owned by SAMTD and preventive maintenance is performed in-house by a full service maintenance department, allowing for cost efficiency and continuity in maintenance repairs and record keeping. The SAMTD Maintenance Shop follows all manufacturer and FTA guidance for preventive maintenance on SAMTD-owned vehicles.

The average cost per ride can be calculated based on the total project costs (e.g., preventive maintenance, purchase of service, call center, and staff time managing the project) divided by the number of rides provided. The cost per ride in 2025 was approximately \$52.84 for Shop and Ride. The cost per revenue hour is based on the actual contracted transportation services, contract. For calendar year 2025, the cost per revenue hour was \$90.24 for Shop and Ride.

The cost per mile in calendar year 2025 was approximately \$8.21 for Shop and Ride. The project is cost-effective considering the significant service provided for the community.

d.) Project quality

*Describe the **need** for this project. How was this need determined or assessed? Max 2,500 characters/approx. limit: 400 words*

Cherriots Shop and Ride transportation service is an integral component of the complete transit network that specifically provides increased transportation options for seniors and individuals with disabilities.

Cherriots Shop and Ride is a vital public transportation service that addresses the otherwise unmet needs of individuals with disabilities and seniors aged 60 and older. This service is especially important for those who may not be eligible for ADA paratransit or may have difficulty accessing fixed-route transportation services. The services provided by Shop and Ride are designed to be accessible for these populations. By offering low fees for service and eliminating the need for an application or assessment for qualification, Shop and Ride reduces the barriers to accessing transportation. All Shop and Ride vehicles are ADA-accessible.

Riders of Shop and Ride are in need of direct, origin-to-destination trips to locations that have multiple errand opportunities as opposed to accessing fixed-route services. Cherriots Shop and Ride transportation service ensures that seniors 60 and older as well as individuals with disabilities can maintain independence and safely access their communities.

Currently, there is no other transportation service available in the Salem-Keizer area like Cherriots Shop and Ride. This transportation service is an integral component of the complete transit network.

The need for this project was identified in the Cherriots Coordinated Public Transit-Human Services Transportation Plan (2024), both for the service and maintenance of vehicles (Chapter 7), and in the Fleet Maintenance Plan. The Coordinated Plan includes an overview of existing public transportation services, a needs assessment, strategies and priorities for addressing needs.

e.) Expected outcomes

Describe the expected outcomes of this project on seniors and people with disabilities. Why is this project the best method to address the previously described need? Max 2,500 characters/approx. limit: 400 words

The expected outcome of this project is that seniors and individuals with disabilities will continue to be supported with safe and reliable transportation. The continuation of the Cherriots Shop and Ride transportation services will ensure seniors and individuals with disabilities have mobility options, resulting in increased access to their communities and vital services throughout the Salem-Keizer Urban Growth Boundary. This will allow seniors and individuals with disabilities to access healthcare, employment, social activities, human services, volunteer opportunities, grocery shopping, and other errands.

Specifically, the service is designed to offer transportation options for individuals who may or may not qualify for paratransit services and those who may not be able to access Cherriots Local fixed route service. In addition, the service offers a low fare of \$3.20 per ride and does not require a qualifying application, ensuring equitable access. As a result, increased ridership is anticipated. Shop and Ride is the best method to address the transportation needs of seniors and individuals with disabilities because it offers reliable and ADA accessible transportation designed to address their needs.

Shop and Ride outcomes will be measured by annual ridership of seniors and individuals with disabilities.

Provide the timeline of the project in the following table

	Step Description	Completion Date
1	Start Service	7/1/26
2	End Service	6/30/27
3		
4		
5		
6		

2. Is your application for a replacement vehicle?

Yes (continue to #3) No (continue to Section C)

3. Enter the following information about each vehicle to be replaced if the total cost of the vehicle is being requested:

Vehicle Category* Choose an item.	Qty (#)	Cost Each (\$)	Total (\$)	No. Seats w/ADA Deployed	No. of ADA Stations	Total Capacity	Fuel Type* Choose an item.	Estimated Order Date	Estimated Delivery Date*
E 7			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
--			\$ 0.00				---		
Totals:	0	Grand Total:	\$ 0.00						

***Vehicle Category Descriptions:**

<https://www.oregon.gov/ODOT/RPTD/RPTD%20Document%20Library/Vehicle-Useful-Life-Benchmarks.pdf>

*Fuel Type Options: (G) Gas, (D) Diesel, (B) Biodiesel, (HG) Hybrid-gas, (HD) Hybrid-diesel, (CNG) Compressed Natural Gas, (OF) Other alternative Fuel.

***Estimated Delivery Date:** Minimum 160 days if ADA accessible.

C. ORGANIZATIONAL CERTIFICATION

By submitting this document via email to Cherriots, I certify that the submitted materials and data included are complete, true and correct. Also, I certify that my organization is:

- Eligible to enter into agreements with Cherriots;
- Has the legal, managerial, and operational capacity to do the work to be paid for by the Section 5310;
- Not debarred or suspended from federal grants;
- In compliance with federal, state, and local laws and regulations including, and not limited to, those pertaining to passenger transportation, civil rights, labor, insurance, safety, and health, as applicable;
- Complies with the laws or rules of the Section 5310 Program;
- Properly uses and accounts for the Section 5310 Program’s goals; and
- Will operate the project or service in a safe, prudent, and timely manner.

Peggy Greene	Digitally signed by Peggy Greene Date: 2026.05.11 14:33:00 -07'00'	Budget & Grants Manager	5/11/26
Signature of Authorized Organization Officer	Title	Date	

Private Nonprofit Agency – Corporation Status Inquiry and Certification

If your agency or organization is claiming eligibility as a Section 5310(FTA) Program applicant based on its status as a private nonprofit organization, you must obtain verification of its incorporation number and current legal standing from the Oregon Secretary of State Information Retrieval/ Certification & Records Unit (IRC Unit). The “Status Inquiry” document must be attached as an appendix to the application. To assist your agency or organization in obtaining this information, use one of these two methods:

To obtain Corporate Records Information over the Internet, go to:
<http://sos.oregon.gov/business/Pages/find.aspx> Enter the name of your agency or organization. If its status is active, print the page and submit it as proof.

Private Non-profits

Legal Name of Non-profit Applicant: _____

State of Oregon Articles of Incorporation Number: _____

Date of Incorporation: _____

Certifying Representative

Name (print):	
Title (print):	
Signature:	Date

Board Meeting Memo – Agenda Item 11.B

To: Board of Directors
From: Allan Pollock, General Manager
Date: June 25, 2026
Subject: Board Member Committee Report

Issue

Shall the Board report on their activities and committee assignments as representatives of Salem Area Mass Transit District?

Background and Findings

Board members are appointed to local, regional, or national committees. Board members also present testimony at public hearings on specific issues as the need arises on behalf of the District. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict:	Board Member:	Committee:
1	Vacant	West Salem Business Association
2	Director Navarro	State Transportation Improvement Fund Advisory Committee (STIFAC)
3	Director Carney	Finance Subcommittee Legislative Subcommittee Salem-Keizer Area Transportation Study (SKATS) Salem Scenario Planning Advisory Committee
4	Director Hinojos Pressey	
5	Director Davidson	Mid-Willamette Valley Council of Governments (MWVCOG)
6	Director Duncan	Community Advisory Committee (CAC) Diversity, Equity, and Inclusion Subcommittee Mid-Willamette Area Commission on Transportation (MWACT)
7	Director Holmstrom	

Financial Impact

None.

Recommendation

For informational only.

Proposed Motion

None.