



PROPOSED BUDGET 2021-22

AS DELIVERED TO THE BUDGET COMMITTEE ON MAY 6, 2021

MAY 2021



SALEM AREA MASS TRANSIT DISTRICT

FY2021-22 PROPOSED BUDGET

TABLE OF CONTENTS

1. OVERVIEW	1-20
2. REVENUE	23-29
3. PERSONNEL	33-35
4. GENERAL	39-93
5. TRANSPORTATION	97-113
6. CAPITAL PROJECTS FUND	117-124
7. DISTRICT WIDE FTE TOTALS	126-133
8. RETIREMENT CONTRIBUTION RATES	137-140
9. ADDITIONAL INFORMATION	143-149



OVERVIEW







To: Salem Area Mass Transit District Budget Committee

From: Allan Pollock, General Manager

Date: May 6, 2021

Subject: FISCAL YEAR 2022 BUDGET MESSAGE

I am extremely pleased to present the FY22 proposed budget that will return the District to full service levels, including enhanced service planned for FY21 prior to the COVID-19 pandemic. As I stated last year, these are unprecedented times and we are operating in an environment of uncertainty. While last year's budget was adopted with the assumption of returning to full service, the severity of the pandemic did not allow it.

I am exceedingly proud of what the District accomplished this year in such difficult and ever-changing conditions. While we started the year with significantly reduced service levels, we increased service four (4) times during the year as conditions and guidance allowed. While it will take years for ridership to fully recover from the impact of COVID-19, we have already started the process to instill confidence that riding the bus is safe. I am excited for what the next year brings us.

The FY22 proposed budget was developed to provide a full year of service that was adopted by the board as a result of the Statewide Transportation Improvement Fund service enhancements. This includes Sunday, Saturday, later weekday evening, and holiday service. The proposed budget funds the following services:

Service	Revenue Hours	Revenue Miles
Cherriots Local	FY21: 182,180 FY22: 209,520	FY21: 2,258,504 FY22: 2,550,406
Cherriots LIFT	FY21: 37,901 FY22: 69,854	N/A
Cherriots Regional	FY21: 19,880 FY22: 25,457	FY21: 414,547 FY22: 493,138
Cherriots Shop and Ride	FY21: 2,756 FY22: 4,800	FY21: 27,017 FY22: 60,000
Total	FY21: 242,717 FY22: 309,631	FY21: 2,700,068 FY22: 3,103,544

The proposed budget provides the resources for the District's FY22 operations and capital plan. The primary focus for the year is to rebuild ridership and community trust. Ridership has suffered a significant decrease as a result of COVID-19 and it will take monumental effort to rebuild community trust. For the year, we expect annual ridership to be approximately 60% of a pre-pandemic year.

FY21 Year in Review

As people look back on this year, it will be remembered as the year of the COVID-19 pandemic. I will look back on this year with mixed emotions. It will certainly be a year of missed opportunity, as FY21 was to be the first full year with the District operating at enhanced service levels to include Saturday, Sunday, later weekday evening, and holiday service. But more importantly, I will remember this year as the year Cherriots provided essential service during a historic pandemic that ensured the essential needs of the residents of the Mid-Willamette Valley were met. This year, more than ever, public transit nationwide was acknowledged as a true essential service. If not for public transit, thousands of people would not have been able to get to their essential jobs, essential appointments, or fulfill essential needs.

I am especially proud of Team Cherriots. Our workforce stepped up and did what was necessary to ensure we transported essential workers to essential jobs and others to essential services. Our frontline workforce, in the face of extreme unknowns and a deadly pandemic, provided essential transit service to keep our community moving.

As FY21 comes to a close, we anticipate Cherriots will have provided more than 1.7 million rides that ensured people were able to get to essential jobs and services. While this is approximately 50% of our normal ridership, I am extremely proud knowing we helped keep the Mid-Willamette Valley moving during this once-in-a-lifetime crisis.

The public transit industry has been very fortunate that the federal government recognized the importance of public transit as an essential service during the pandemic. The ability to transport essential workers to jobs and others to essential services was never more prominent to the country than during this past year.

As a result, the federal government provided three tranches of emergency funding for the public transit industry to help public transit agencies continue to provide a lifeline to essential workers, ensure people can get to vaccine distribution sites, and advance communities' efforts across the country to rebuild our nation's economy.

The District received the following emergency funding from the federal government to support our efforts to maintain service during the pandemic.

Source	Amount
Coronavirus Aid, Relief, and Economic Security Act (CARES)	\$16,032,589
The Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSAA)	\$12,447,862
American Rescue Plan Act (ARPA)	\$21,378,577

This emergency funding is designed to allow transit agencies to continue to operate during the pandemic. The funds are designated to offset lost revenue, maintain operations, and to pay for unforeseen expenditures to ensure the safety of District employees and customers. The COVID-19 emergency relief funding is provided to ensure continuity of operations through FY2024. The District is expending and has expended relief funds to ensure the District operations from FY2020 through FY2024. While it appears the pandemic's impact may be lessening, the long-term economic impact remains unknown. The District will be deferring a portion of the COVID-19 emergency relief funding to future fiscal years to ensure no loss of service even if ridership is slow to return. The funds will continue to provide for revenue loss replacement, COVID-19 expenses, and maintenance of existing service levels.

The District used COVID-19 relief funding for the following actions:

- Installed safety barriers around the driver compartment of every bus.
- Suspended fare collection and implemented rear door boarding to minimize transit operator – customer interactions.
- Funded all qualified absences in accordance with the Families First Coronavirus Relief Act. This included time off for testing, pending testing results, and recovery time. In addition, we funded absences for childcare needs.
- Maintained full employment regardless of service levels.
- Hired limited duration employees to assist with facility and vehicle sanitation and enhanced cleaning.
- Provided PPE to all employees.
- Performed multiple sanitation and cleaning events for all the District facilities.
- Provided extensive communication to employees and customers.
- Implemented Health & Safety Commitments Campaign.
- Doubled social media users.
- Ensured ongoing staffing for all services despite reduced service levels

The District signed on to the American Public Transportation Association (APTA) Health & Safety Commitments Program. Participation in this program is a pledge to our riders that our agency is operating safely as the community recovers from the COVID-19 pandemic. The District has put in place policies and practices that transit users have told us they want and expect. The program defines four core categories of responsibilities for the District and our riders, thus making a true partnership for health and safety. In short, the campaign is designed to instill customer confidence that Cherrits is implementing best industry practices in our efforts to provide safe transit service to the community.

While the pandemic severely impacted our service levels, we still moved forward on several significant projects, none more important than the installation of equipment for our Intelligent Transportation Systems (ITS) project. This multi-million dollar, multi-year project incorporates several technology applications to allow for improved operational efficiency and effectiveness, as well as enhancements to the customer experience. This year we installed equipment on every bus in the fleet and retrofitted our dispatch center with equipment to monitor the fleet in real-time. We are currently testing this equipment and we expect to introduce the customer facing components in the first quarter of FY22.

This year also saw the beginning of the District's introduction of zero emission buses into the fleet. Cherriots staff, in conjunction with our technical consultant, completed planning work and the board approved a contract with Gillig Corporation for the manufacture of our first five (5) zero emission battery-electric buses. These buses will be deployed on our "Electric Corridor" on Route 11 from Keizer Transit Center to the Marion County Correctional Facility running primarily on Lancaster Drive.

Another key initiative is to strengthen our commitment to fairness and equity and ensure we are serving all of our communities. The board established a Diversity, Equity, Inclusion, and Access committee that is currently preparing a DEIA strategic plan. This plan will guide board and staff actions to ensure the citizens in our community feel safe and welcome every time they use a Cherriots service or visit any one of our properties. The board also publicly solidified its commitment to achieve racial equity, community unity, and tolerance.

With the introduction of renewable natural gas in November, it was announced that Cherriots operates the cleanest public transit fleet in the state of Oregon. The District's fixed route fleet operates a 100% alternative fuel fleet with half the buses operating on renewable natural gas and the other half on biodiesel.

The District also procured three (3) ADA-paratransit vehicles, four (4) regional service vehicles and one (1) Shop and Ride vehicle. These replaced vehicles that have exceeded their useful life benchmarks and will ultimately improve service reliability.

The District also modified its retirement plan offerings by closing its current non-represented retirement plans and introducing a new defined contribution plan for new employees. This move is designed to help control the long-term costs associated with the District's compensation programs.

The District also received recognition from the Government Finance Officers Association (GFOA) earning its eighth consecutive Certificate for Excellence in Financial Reporting for its Consolidated Annual Financial Report (CAFR) for the fiscal year ending June 30, 2020.

Fiscal Year 2022 Review

General Fund

The FY 2022 General Fund budget includes total operating resources of \$47.5 million, an increase of 21.4% from the current year adopted budget. It also includes total operating requirements of \$37.3 million, an increase of 7.8% from the current year adopted budget. In addition, the fund's budget for contingency is \$1.5 million, same as last year.

Personnel services in the FY 2022 budget are expected to increase by \$2.3 million, about 8.3%, to \$29.7 million. Personnel services include wages, payroll taxes, insurance benefits and retirement benefits. Medical insurance is budgeted to increase by 10% and wages increase by 3% in accordance with the District's collective bargaining agreement with the Amalgamated Transit Union.

Materials and Services in the proposed Budget are expected to increase by \$167,538 about 2.3% to approximately \$7.3 million.

Transportation Programs Fund

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

The funding sources for these programs include fares, and federal and state grants. Overall, the Transportation Programs Fund resources are expected to increase by 5.4 percent, to just over \$11.9 million in FY22.

The FY 22 Budget for the Transportation Programs Fund provides for:

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

The primary goal of the District’s general and transportation fund budgets is to ensure the resources are available and requirements accounted for to provide a comprehensive array of public transit services and major associated projects and activities. The following major associated projects are included in the FY22 budget:

- Conduct a strategic planning process
- Develop the District’s DEIA strategic plan
- Implementation of the Health & Safety Commitments Program
- Conduct RFP process for contracted services
- Conduct research for contracted services software upgrade
- Begin Long Range Transit Plan Project
- Complete Albany-Salem Feasibility Study
- Update the District’s Equal Employment Opportunity (EEO) plan

Capital Project Fund

The District leverages federal and state funding with local sources to maintain and expand our capital assets. The FY 22 Budget provides for the following major projects:

- Completion of the Transit ITS Project
- Procurement of the District's first zero emission buses
- MUNIS Finance and Human Resource Software Implementation
- South Salem Transit Center

Summary

The FY22 Budget will provide the resources to implement a full year of service, as approved by the board prior to the COVID-19 pandemic. While revenue is estimated at normal levels to ensure a balanced budget, the District intends to use the COVID-19 relief funding to ensure all expenses incurred during the fiscal year are funded.

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



MISSION:

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

VISION:

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

VALUES:

- Safety
- Service Excellence
- Communication
- Innovation
- Accountability

Strategic Priority: Provide an exceptional customer experience

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

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

Strategic Priority: Team Cherriots: Culture of Excellence

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

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

Strategic Priority: Enhance Community Engagement

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

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

Strategic Priority: Ensure Organizational Viability

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

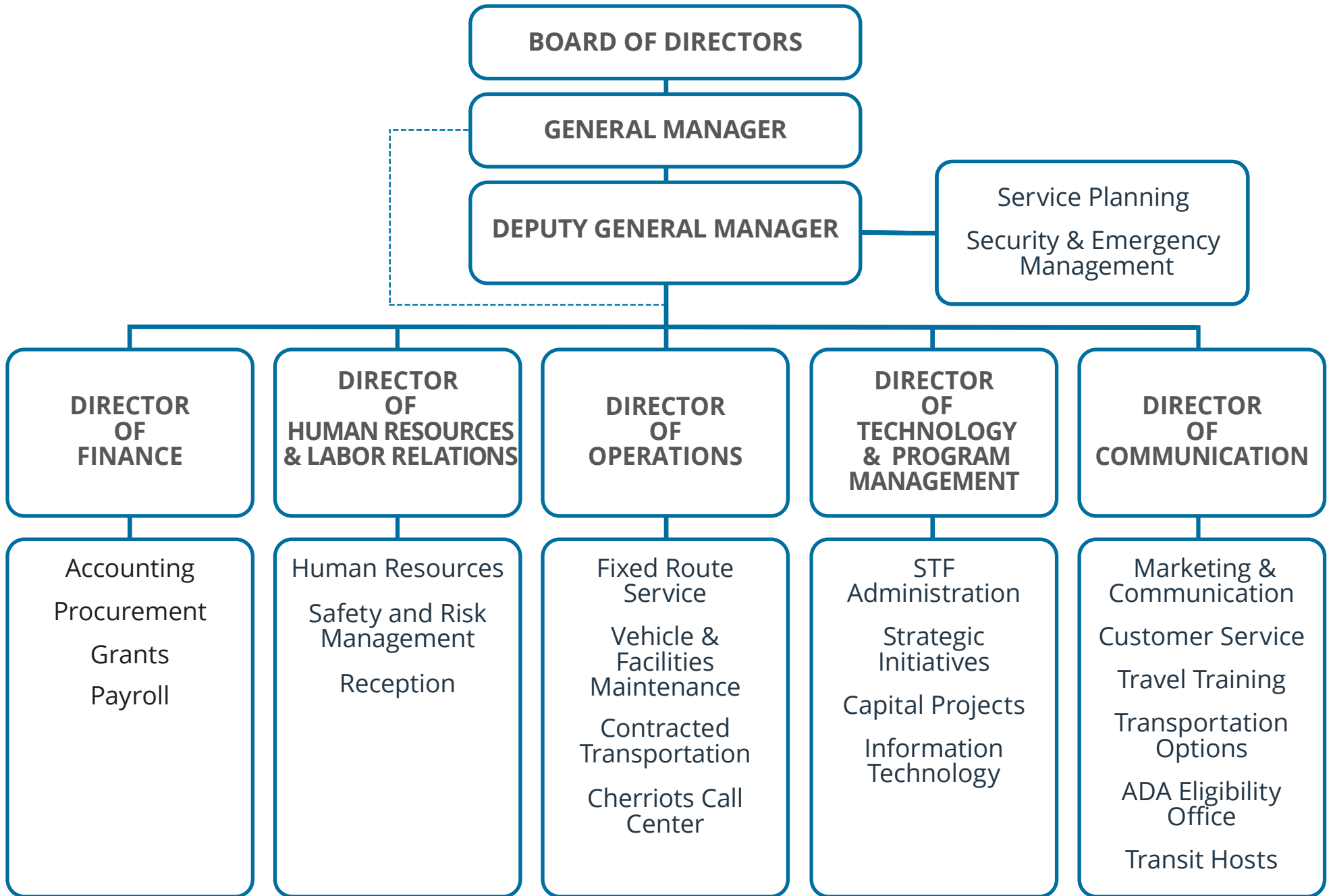
Goal: To ensure the public trust through the wise use of resources: human, capital and financial

Strategic Priority: Be an environmentally responsible organization

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

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

SALEM AREA MASS TRANSIT DISTRICT

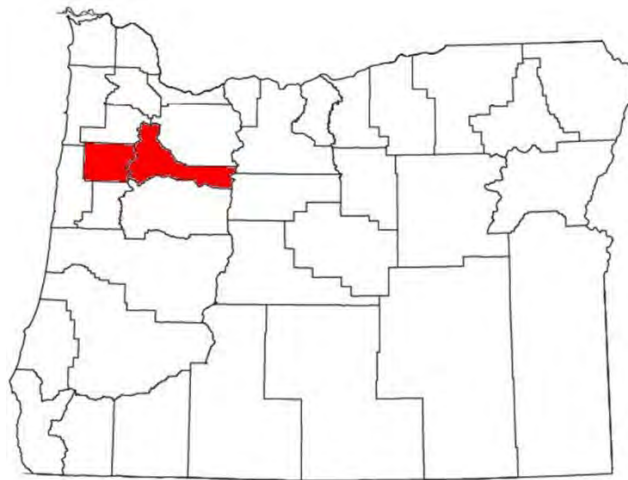


District Profile

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

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

Counties in Oregon (Salem MSA in Red)



Population

The Population Research Center at Portland State University estimates population every July 1 for all of Oregon's cities, counties, and Metropolitan Statistical Areas (MSA). The table below shows the area's growth since the 2010 U.S. Census. The two largest cities in the MSA are Salem and Keizer. Salem ranks as the third largest city and Keizer as the 14th largest city in Oregon. However, the Salem MSA has the second largest population in the state at July 1, 2020.

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Salem MSA	394,115	397,120	399,945	403,885	408,340	413,680	420,200	426,135	430,700	432,925
Marion County	318,150	320,495	322,880	326,150	329,770	333,950	339,200	344,035	347,760	349,120
Polk County	75,965	76,625	77,065	77,735	78,570	79,730	81,000	82,100	82,940	83,805

Communities Served

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

<u>City</u>	<u>Population</u>	<u>County</u>	<u>City</u>	<u>Population</u>	<u>County</u>
Aumsville	4,215	Marion	Mt. Angel	3,520	Marion
Dallas	16,555	Polk	Salem	168,970	Marion/Polk
Gates	540	Marion/Linn	Silverton	10,520	Marion
Gervais	2,620	Marion	Stayton	7,870	Marion
Independence	9,675	Polk	Turner	2,410	Marion
Keizer	38,585	Marion	Wilsonville	25,635	Clackamas
Mill City	1,915	Marion/Linn	Woodburn	25,185	Marion
Monmouth	9,940	Polk			

Employment

Job growth had been projected to continue through 2027 for the Salem MSA, according to the State of Oregon Employment Department's 2nd quarter forecast. However, since that time the COVID-19 pandemic has brought most businesses to a standstill and caused record unemployment. Economists differ on the length of recession and whether the recovery will be in the form of a U (slower) or V (faster). For the most recent calendar year, 2020, the annual unemployment rate stood at 6.3%. Because Salem is the state capital and also the county seat, government jobs make up the largest sector of the job base, followed by trade, transportation, and utilities, and educational and health services.

<u>Employment Sector</u>	2020	
	<u>Employees</u>	<u>% of Total</u>
Government	41,800	24.36%
Educational and health services	29,700	17.31%
Trade, transportation, and utilities	28,900	16.84%
Leisure and hospitality	15,800	9.21%
Professional and business services	15,500	9.03%
Manufacturing	13,200	7.69%
Construction	12,200	7.11%
Financial activities	7,100	4.14%
Other services	5,400	3.15%
Information	1,400	0.82%
Mining and logging	600	0.35%
Total Salem MSA Non-Farm Payroll Employment	171,600	100.00%

Climate

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

	January	July	Annual Average
Average High Temperature (F)	50.0	85.0	77.0
Average Low Temperature (F)	36.0	56.0	54.0
Average Precipitation (inches)	7.6	0.3	45.0
Average Precipitation Days	17.7	2.9	152.0
Average Days with Heavy Fog	6	0	33

¹Source: NowData - NOAA Online Weather Data normals from 1981-2020

Weekday Service Levels

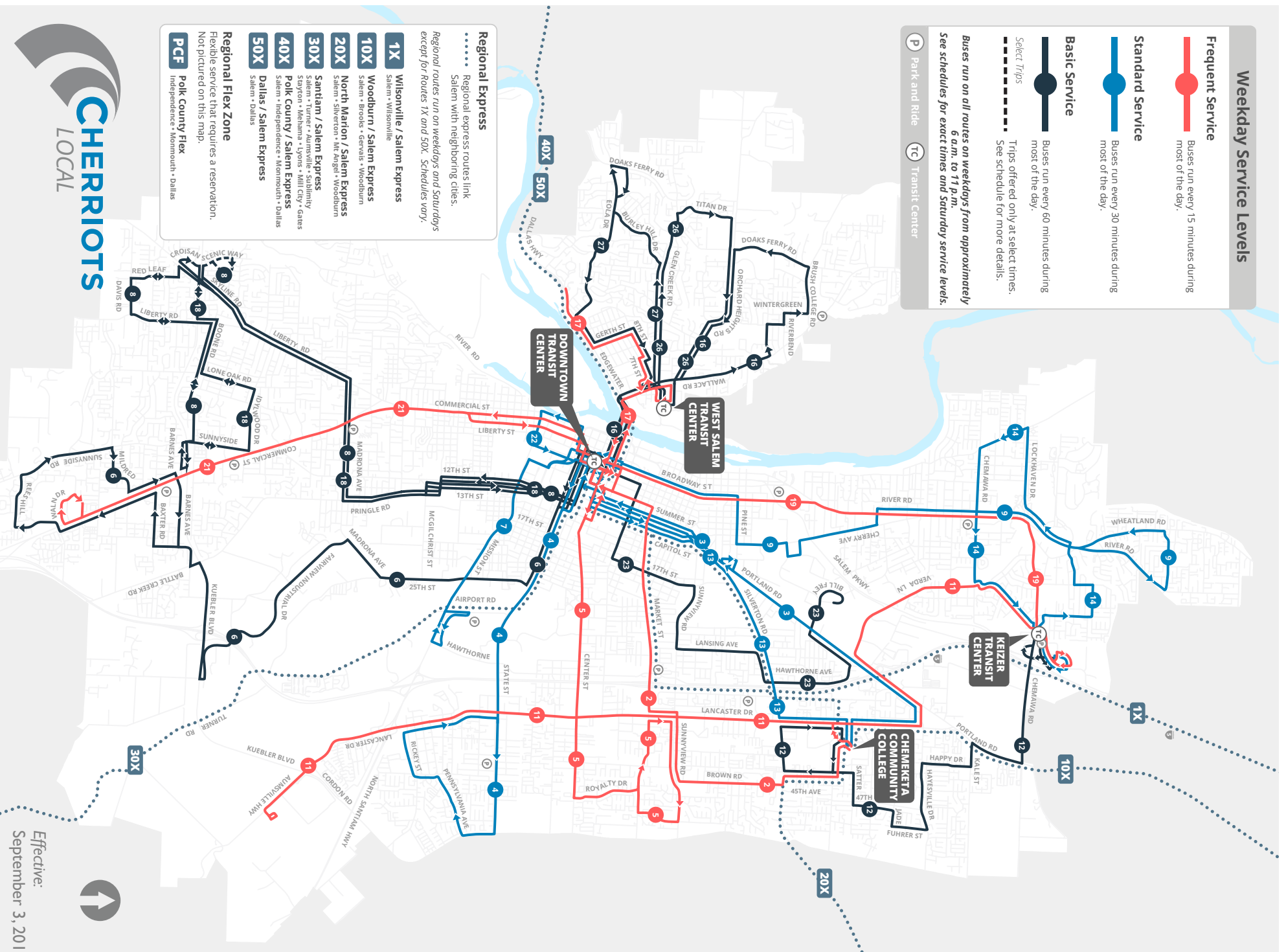
- Frequent Service**
Buses run every 15 minutes during most of the day.
 - Standard Service**
Buses run every 30 minutes during most of the day.
 - Basic Service**
Buses run every 60 minutes during most of the day.
 - Select Trips**
Trips offered only at select times. See schedule for more details.
- Buses run on all routes on weekdays from approximately 6 a.m. to 11 p.m. See schedules for exact times and Saturday service levels.*

P Park and Ride **TC** Transit Center

Regional Express

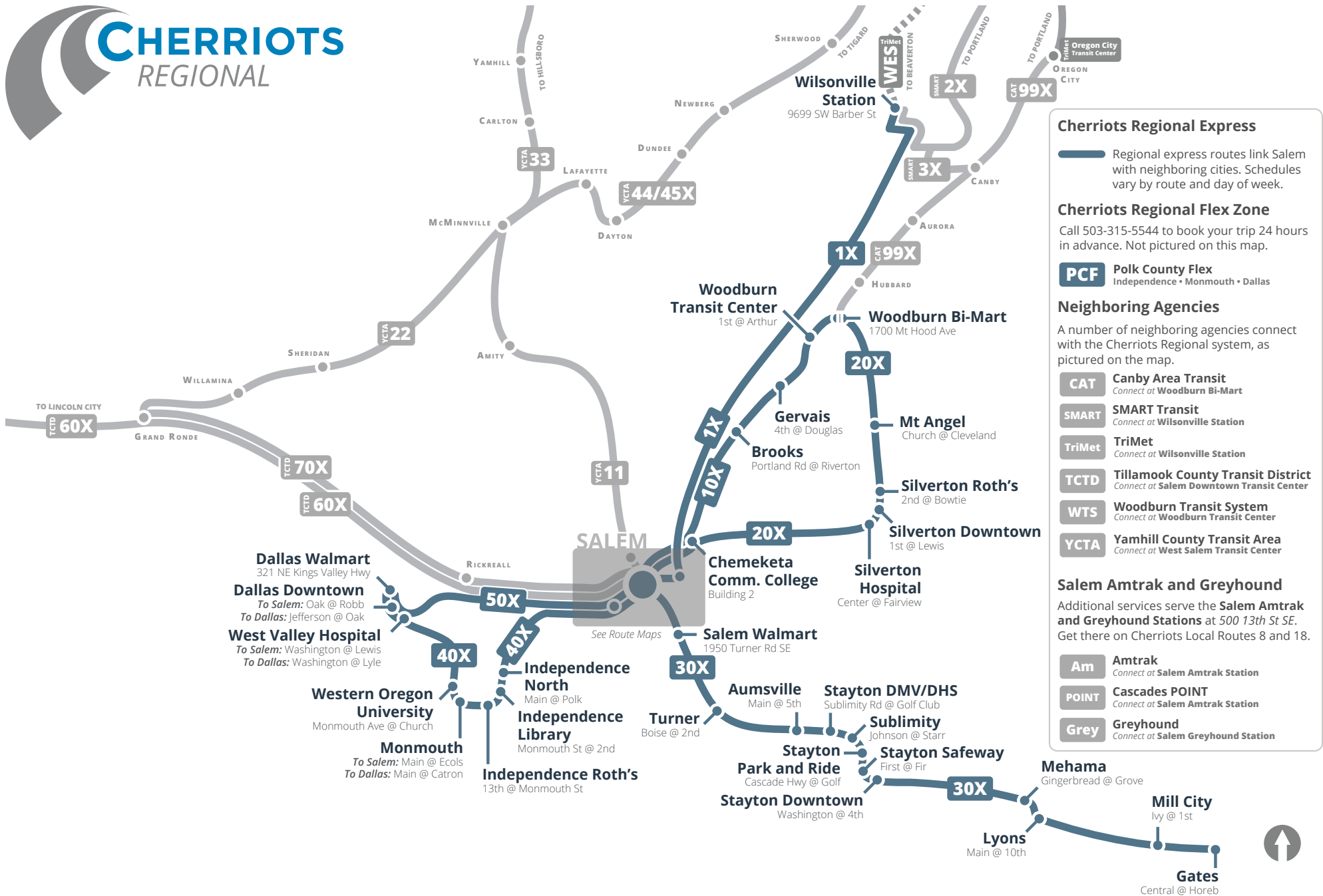
- Regional express routes link Salem with neighboring cities.
- Regional routes run on weekdays and Saturdays except for Routes 1X and 50X. Schedules vary.

- 1X** Wilsonville / Salem Express
Salem - Wilsonville
 - 10X** Woodburn / Salem Express
Salem - Brooker - Geneva - Woodburn
 - 20X** North Marion / Salem Express
Salem - Silverton - Mt. Angel - Woodburn
 - 30X** Santiam / Salem Express
Salem - Turner - Astoria - St. Helens - Seaside - Madras - Milwaukie - Gresham
 - 40X** Polk County / Salem Express
Salem - Independence - Monmouth - Dallas
 - 50X** Dallas / Salem Express
Salem - Dallas
- Regional Flex Zone**
Flexible service that requires a reservation. Not pictured on this map.
- PCF** Polk County Flex
Independence - Monmouth - Dallas



Effective:
September 3, 2019





I move that the Budget Committee approve the proposed budget for the 2021-22 fiscal year in the amount of \$111,730,803; and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

General Fund	
General Manager/Board/Sustainability	\$ 1,036,252
Deputy General Manager	\$ 2,665,239
Human Resources and Labor Relations	929,039
Finance	1,797,704
Technology & Program Management	2,194,242
Communication	2,281,654
Operations	25,140,584
Unallocated - General Administration	1,252,425
Transfers	7,467,236
Contingency	1,500,000
Total	\$ 46,264,375

Capital Project Fund	
Finance & Technology	\$ 500,000
General Manager/Board/Sustainability	-
Technology & Program Management	3,957,363
Operations	14,200,773
Transfers	-
Total	\$ 18,658,136

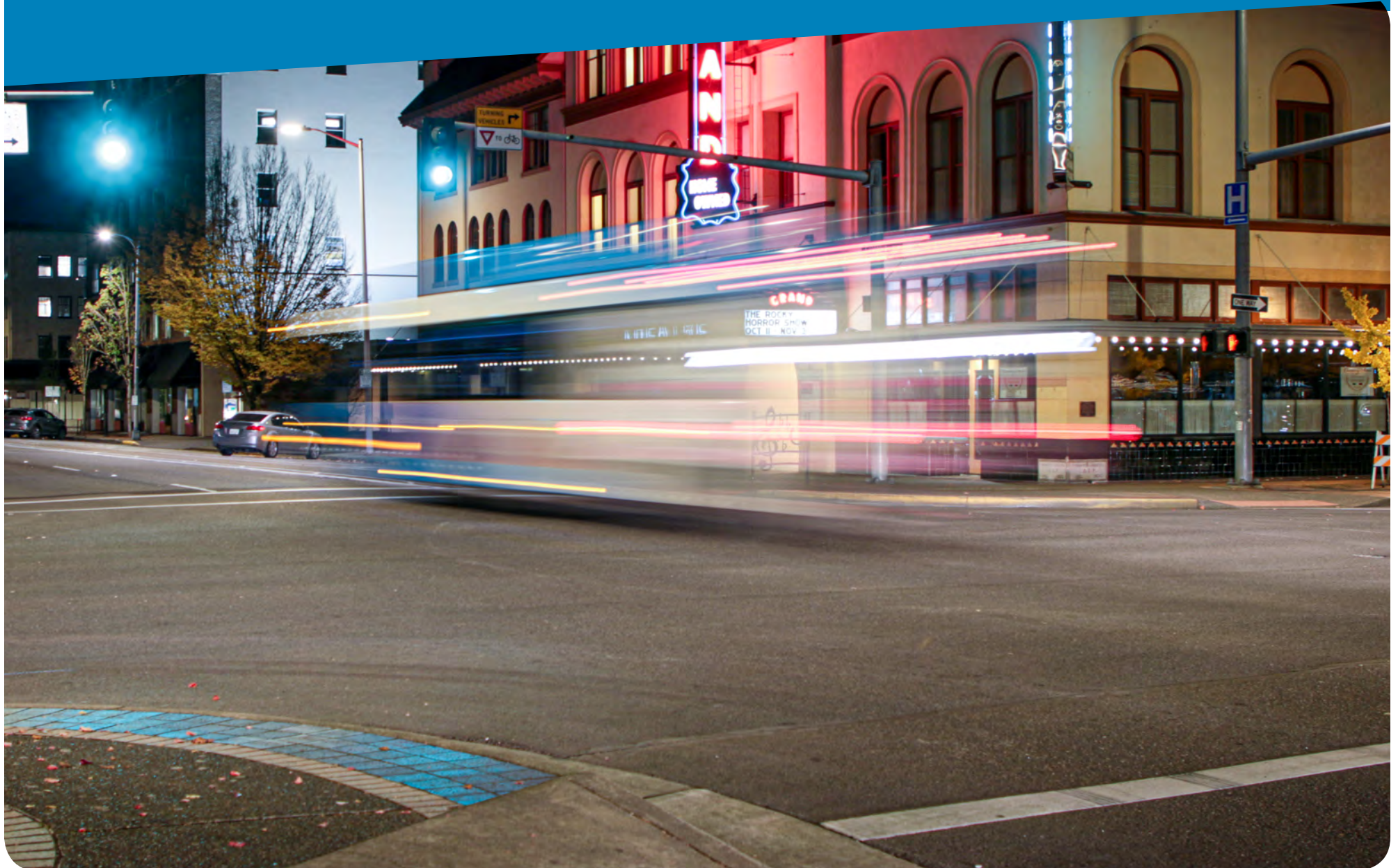
Transportation Programs Fund	
General Manager/Board/SIPM	\$ -
Technology & Program Management	\$ 718,648
Operations	9,002,270
Communication	688,976
Transfers	-
Total	\$ 10,409,894

Total Appropriations, All Funds	\$ 75,332,405
Total Unappropriated and Reserve Amounts, All Funds	\$ 36,398,398
TOTAL APPROVED BUDGET	\$ 111,730,803

Excluded from Limitation
\$0.00

X _____
Secretary
Board of Directors

REVENUE AND EXPENDITURES - ALL FUNDS





Revenue/Resource Definitions

Passenger Fares – Funds collected from passengers.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Interest on Investments – Interest received from our cash deposits with the Oregon State Treasury's Local Government Investment Pool. As of April 2021 the interest rate is .6 percent, down 1.15 percentage point from the same period last year.

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

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

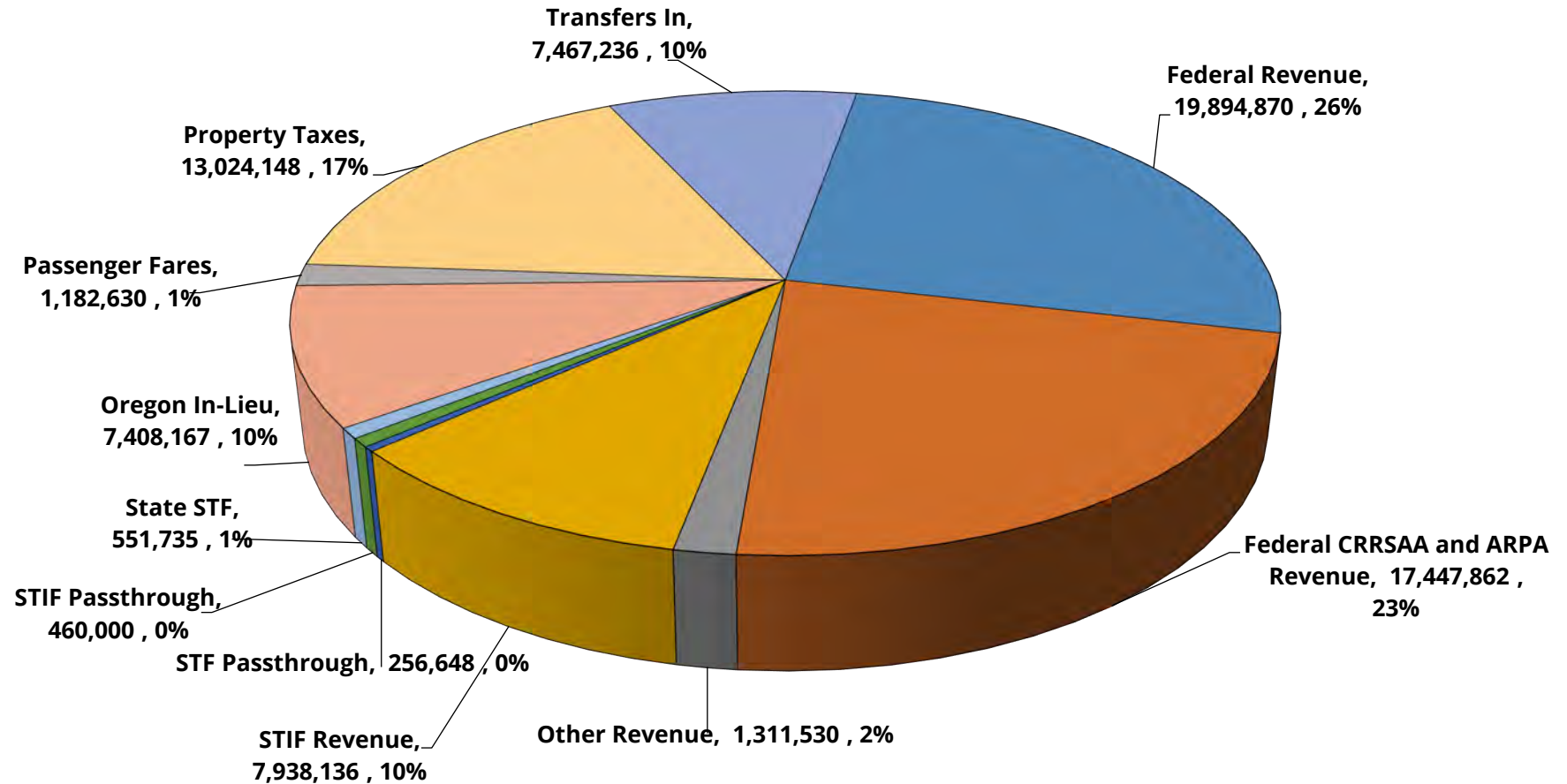
Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

District Wide Revenues/Resources & Expenses/Requirements Resolution Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 2,598,276	\$ 2,056,138	\$ 1,005	\$ 1,844,110	\$ 1,182,630	\$ (661,480)	-35.9%	1
2	Federal FEMA Assistance	-	-	-	100,000	-	(100,000)	-100.0%	2
3	Federal STP Funds	6,330,297	1,699,528	1,039,832	4,245,907	2,980,678	(1,265,229)	-29.8%	3
4	Federal Direct 5310 Funds	221,126	256,156	156,433	245,231	252,228	6,997	2.9%	4
5	Federal 5310 Funds Through State	1,088,898	910,199	1,382,286	1,471,316	1,195,007	(276,309)	-18.8%	5
6	Federal 5311 Funds	393,057	325,137	448,165	391,787	334,373	(57,414)	-14.7%	6
7	Federal 5311 CARES ACT Through State	-	73,947	252,845	272,739	-	(272,739)	-100.0%	7
8	Federal 5303 Planning Grant	113,761	120,729	120,903	120,000	120,000	-	0.0%	8
9	DD53 Revenues	2,257,875	1,850,146	187,155	1,762,350	881,175	(881,175)	-50.0%	9
10	FTA 5339 Funds	2,610,616	2,477,924	111,016	1,064,700	4,733,928	3,669,228	344.6%	10
11	CRRSAA 5307	-	-	-	-	12,447,862	12,447,862		11
12	CARES ACT Revenues	-	3,362,418	12,398,571	9,751,920	-	(9,751,920)	-100.0%	12
13	Federal 5307 Discretionary	-	-	-	2,094,298	2,094,298	-	0.0%	13
14	Federal 5307	5,289,630	5,602,314	1,275,665	7,452,699	6,270,480	(1,182,219)	-15.9%	14
15	ARPA 5307	-	-	-	-	5,000,000	5,000,000		15
16	Corona Relief Funds	-	199,895	50,093	-	-	-		16
17	Flex Funds	123,225	98,032	-	-	-	-		17
18	Federal 5309 Funds	940,771	538,774	-	-	-	-		18
19	TripChoice Grant	216,626	189,301	172,447	275,062	216,172	(58,890)	-21.4%	19
20	In-Kind Match	-	-	24,473	38,869	39,703	834	2.1%	20
21	TDM Grant	177,103	154,883	150,549	180,330	320,556	140,226	77.8%	21
22	State 5339 Discretionary Funds	-	-	-	495,975	495,975	-	0.0%	22
23	STF Pass Through Funds	266,434	255,768	300,768	300,764	256,648	(44,116)	-14.7%	23
24	State STF Funds	722,516	740,593	706,290	624,985	551,735	(73,250)	-11.7%	24
25	State STF Discretionary Funds	290,933	-	-	-	-	-		25
26	STIF Pass Through Funds	432,983	308,176	714,400	547,700	460,000	(87,700)	-16.0%	26
27	State STIF Formula Funds	3,139,020	6,229,704	6,253,861	6,295,550	7,189,131	893,581	14.2%	27
28	STIF Discretionary	-	7,881	52,856	972,921	749,005	(223,916)	-23.0%	28
29	Non-Federal or State Grants	3,750	18,894	-	-	-	-		29
30	Advertising	144,187	125,324	92,954	120,000	120,000	-	0.0%	30
31	Miscellaneous	159,061	243,883	828,161	762,213	479,047	(283,166)	-37.2%	31
32	Insurance Settlement	-	10,023	-	-	-	-		32
33	Property Taxes	12,868,092	12,962,119	13,260,000	12,950,000	13,024,148	74,148	0.6%	33
34	Oregon State In-Lieu	6,250,829	7,193,870	7,605,260	7,118,000	7,408,167	290,167	4.1%	34
35	Interest on Investments	431,753	314,596	176,111	292,000	227,780	(64,220)	-22.0%	35
36	Energy Tax Credit	-	-	470,000	225,000	225,000	-	0.0%	36

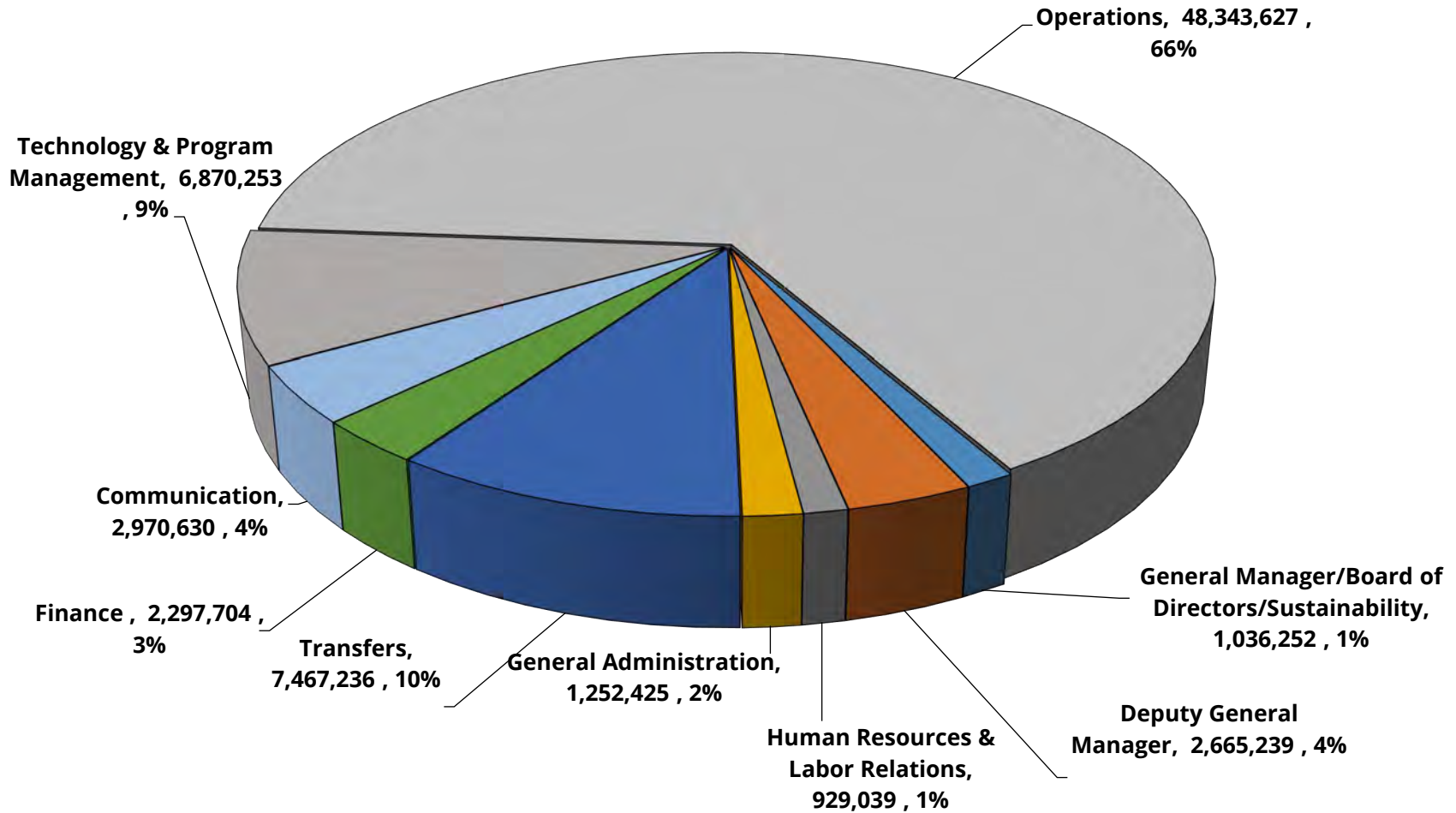
Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

District Wide Revenues/Resources & Expenses/Requirements Resolution Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	Proposed Budget	Change from FY2020-21 Budget	Percent Change
37	Renewable Natural Gas Credit	-	88,763	161,636	220,000	220,000	-	
38	Transfers In	335,448	1,569,609	2,431,122	3,904,138	7,467,236	3,563,098	91.3%
39	Operating Revenues/Resources Total	\$ 47,406,267	\$ 49,984,724	\$ 50,824,857	\$ 66,140,564	\$ 76,942,962	\$ 10,802,398	16.3%
Operating Expenses/Requirements								
40	General Manager/Board of Directors/Sustainability	\$ 587,320	\$ 2,656,274	\$ 2,650,995	\$ 5,830,674	\$ 1,036,252	\$ (4,794,422)	-82.2%
41	Deputy General Manager	-	-	-	-	\$ 2,665,239		
42	Human Resources & Labor Relations	990,898	916,987	732,012	855,391	929,039	73,648	8.6%
43	Communication	1,518,945	2,132,337	1,913,689	2,740,525	2,970,630	230,105	8.4%
44	Finance	1,161,178	2,786,060	3,490,375	4,447,578	2,297,704	(2,149,874)	-48.3%
Technology & Program Management								
45	Transportation Development	4,547,722	-	-	-	-	-	
46	Operations	38,421,306	35,342,407	30,820,048	44,630,601	48,343,627	3,713,026	8.3%
47	Unallocated General Administration	1,003,128	1,090,989	1,044,746	1,142,550	1,252,425	109,875	9.6%
48	Operating Expenses/Requirements Total	\$ 48,230,497	\$ 44,925,054	\$ 40,651,865	\$ 59,647,319	\$ 66,365,169	\$ 6,717,850	11.3%
Operating Revenue/Resources less Operating Expenses/Requirements								
49	Transfers to Other Funds	(824,230)	5,059,670	10,172,992	6,493,245	10,577,793	4,084,548	62.9%
51	Transfer to Transportation Programs Fund	(335,448)	(1,557,609)	(1,555,000)	(1,585,600)	(4,204,192)	(2,618,592)	165.1%
52	Transfer to Capital Fund	-	(12,000)	(876,122)	(2,318,538)	(3,263,044)	(944,506)	40.7%
53	Transfers to Other Funds Total	\$ (335,448)	\$ (1,569,609)	\$ (2,431,122)	\$ (3,904,138)	\$ (7,467,236)	\$ (3,563,098)	91.3%
54	Net Operating & Transfers to Other Funds Total	(1,159,678)	3,490,061	7,741,870	2,589,107	3,110,557	521,450	20.1%
Other Designations								
55	Contingency	-	-	-	(1,500,000)	(1,500,000)	-	0.0%
56	Reserved Working Capital	-	-	-	(26,843,862)	(36,398,398)	(9,554,536)	35.6%
57	Other Designations Total	\$ -	\$ -	\$ -	\$ (28,343,862)	\$ (37,898,398)	\$ (9,554,536)	33.7%
Net Operating, Transfers to Other Funds & Other								
58	Designations Total	(1,159,678)	3,490,061	7,741,870	(25,754,755)	(34,787,841)	(9,033,086)	35.1%
59	Beginning Working Capital	24,715,588	23,555,910	27,045,971	30,105,202	34,787,841	4,682,639	15.6%
60	Ending Working Capital	\$ 23,555,910	\$ 27,045,971	\$ 34,787,841	\$ 4,350,447	\$ -	\$ (4,350,447)	-100.0%

District Wide Revenues/Resources FY2021-22



District Wide Expenses/Requirements FY2021-22





PERSONNEL SERVICES





Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Personnel Services Comparison		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year- End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
District Wide									
1	Wages	\$ 12,142,872	\$ 14,576,443	\$ 15,191,548	\$ 16,770,284	\$ 17,672,643	\$ 902,359	5.4%	1
2	Medical	4,382,460	4,951,841	5,314,865	5,743,634	6,474,593	730,959	12.7%	2
3	Retirement	3,278,172	3,753,917	3,986,384	4,402,751	4,825,897	423,146	9.6%	3
4	Workers Compensation	197,643	248,353	106,086	295,305	311,387	16,082	5.4%	4
5	Other	2,552,343	1,306,945	1,328,324	1,397,256	1,547,105	149,849	10.7%	5
6	District Wide Total	\$ 22,553,490	\$ 24,837,499	\$ 25,927,207	\$ 28,609,230	\$ 30,831,625	\$ 2,222,395	7.8%	6
General Fund									
General Manager									
7	General Manager	\$ 400,630	\$ 399,846	\$ 400,828	\$ 383,122	\$ 418,594	\$ 35,472	9.3%	7
8	Board of Directors	-	-	-	-	62,000	\$ 62,000		8
9	Sustainability	-	194,201	199,579	356,201	135,058	(221,143)	-62.1%	9
10	General Manager Total	\$ 400,630	\$ 594,047	\$ 600,407	\$ 739,323	\$ 615,652	\$ (123,671)	-16.7%	10
Deputy General Manager									
11	Deputy General Manager	-	-	-	-	333,753	333,753		11
12	Planning	-	-	-	-	587,626	587,626		12
13	Security & Emergency Management	-	-	-	-	444,198	444,198		13
14	Deputy General Manager Total	\$ -	\$ -	\$ -	\$ -	\$ 1,365,577	\$ 1,365,577	0.0%	14
Human Resources & Labor Relations									
15	Human Resources	468,825	512,160	476,025	455,853	556,432	100,579	22.1%	15
16	Human Resources Safety/Loss Control	135,348	138,250	79,126	138,488	116,554	(21,934)	-15.8%	16
17	Human Resources & Labor Relations Total	\$ 604,173	\$ 650,410	\$ 555,151	\$ 594,341	\$ 672,986	\$ 78,645	13.2%	17
Finance									
18	Finance	789,795	1,099,089	1,149,704	1,261,611	1,342,935	81,324	6.4%	18
19	Procurement	239,764	270,961	295,721	284,301	313,819	29,518	10.4%	19
20	Information Technology	-	742,125	863,816	864,059	-	(864,059)	-100.0%	20
21	Finance Total	\$ 1,029,559	\$ 2,112,175	\$ 2,309,241	\$ 2,409,971	\$ 1,656,754	\$ (753,217)	-31.3%	21
Technology & Program Management									
22	Information Technology	-	-	-	-	925,667	925,667		22
23	Program Management	-	-	-	-	250,175	250,175		23
24	Technology & Program Management Total	\$ -	\$ -	\$ -	\$ -	\$ 1,175,842	\$ 1,175,842	0.0%	24

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Personnel Services Comparison		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year- End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Communication									
25	Marketing & Communication	\$ 529,843	\$ 558,548	\$ 581,312	\$ 572,186	\$ 602,167	\$ 29,981	5.2%	25
26	Travel Trainer	41,009	58,839	55,917	53,217	170,445	117,228	220.3%	26
27	Customer Service	583,525	696,778	619,128	791,806	773,842	(17,964)	-2.3%	27
28	Communication Total	\$ 1,154,377	\$ 1,314,165	\$ 1,256,357	\$ 1,417,209	\$ 1,546,454	\$ 129,245	9.1%	28
Transportation Development									
29	Transportation Development Administration	\$ 701,418	\$ -	\$ -	\$ -	\$ -	\$ -		29
30	Information Technology	757,616	-	-	-	-	-		30
31	Transportation Development Total	\$ 1,459,034	\$ -	\$ -	\$ -	\$ -	\$ -		31
Operations									
32	Operations Administration	\$ 599,919	\$ 630,944	\$ 517,624	\$ 658,499	\$ 521,684	\$ (136,815)	-20.8%	32
33	Operations Planning	-	514,106	546,948	549,281	-	(549,281)	-100.0%	33
34	Vehicle Maintenance	2,617,369	3,161,424	3,230,405	3,367,835	3,622,320	254,485	7.6%	34
35	Facilities Maintenance	777,850	820,908	1,006,908	844,196	1,253,354	409,158	48.5%	35
36	Security & Emergency Management	154,383	160,905	249,859	387,568	-	(387,568)	-100.0%	36
37	Cherriots Local Service	12,292,071	13,531,360	14,419,886	16,178,887	16,922,158	743,271	4.6%	37
38	West Salem Connector Operations	-	-	-	-	-	-		38
39	West Salem Connector Vehicle Maintenance	-	-	-	-	-	-		39
40	Operations Total	\$ 16,441,592	\$ 18,819,647	\$ 19,971,630	\$ 21,986,266	\$ 22,319,516	\$ 333,250	1.5%	40
Unallocated									
41	General Administration	\$ 347,578	\$ 287,384	\$ 219,579	\$ 295,000	\$ 370,000	\$ 75,000	25.4%	41
42	Unallocated Total	\$ 347,578	\$ 287,384	\$ 219,579	\$ 295,000	\$ 370,000	\$ 75,000	25.4%	42
43	General Fund Total	\$ 21,436,943	\$ 23,777,828	\$ 24,912,365	\$ 27,442,110	\$ 29,722,781	\$ 2,280,671	8.3%	43
Transportation Programs Fund									
Communication									
44	Cherriots TripChoice	\$ -	\$ 287,370	\$ 292,322	\$ 300,505	\$ 344,246	\$ 43,741	14.6%	44
45	Communication Total	-	287,370	292,322	300,505	344,246	43,741	14.6%	45
Operations									
46	Cherriots LIFT	\$ 348,951	\$ 384,871	\$ 361,368	\$ 397,626	\$ 414,344	\$ 16,718	4.2%	46
47	Cherriots Shop & Ride	30,887	29,511	25,748	35,421	36,151	730	2.1%	47
48	Cherriots Regional	129,713	171,760	183,658	236,507	240,238	3,731	1.6%	48
49	Non-Emergent Medical Transportation	(1)	-	-	-	-	-		49
50	Cherriots Call Center	19,503	7,411	2,929	1,300	1,320	20	1.5%	50
51	Mobility Management	185,874	163,441	143,453	192,761	70,545	(122,216)	-63.4%	51

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Personnel Services Comparison	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year- End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
52 Operations Total General Manager/Board of Directors/SIPM	\$ 714,927	\$ 756,994	\$ 717,156	\$ 863,615	\$ 762,598	\$ (101,017)	-11.7%
53 Special Transportation Coordination	\$ 2,000	\$ 272	\$ 2,000	\$ 3,000	\$ 2,000	\$ (1,000)	-33.3%
54 Cherrlots TripChoice	\$ 329,607	-	-	-	-	-	
55 General Manager/Board of Directors/SIPM Total	\$ 331,607	\$ 272	\$ 2,000	\$ 3,000	\$ 2,000	\$ (1,000)	-33.3%
56 Transportation Programs Fund Total	\$ 1,046,534	\$ 1,044,636	\$ 1,011,478	\$ 1,167,120	\$ 1,108,844	\$ (58,276)	-5.0%
57 Capital Projects Fund Total	\$ 70,013	\$ 15,034	\$ 3,365	\$ -	\$ -	\$ -	
58 District Wide Total	\$ 22,553,490	\$ 24,837,498	\$ 25,927,208	\$ 28,609,230	\$ 30,831,625	\$ 2,222,395	7.8%



GENERAL FUND





Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year- End Estimate	FY2020-21 Amended Budget	FY2021-22		Percent Change	
						Proposed Budget	Change from FY2020-21 Budget		
Operating Revenues/Resources									
1	Passenger Fares	\$ 2,196,271	\$ 1,771,170	\$ 555	\$ 1,565,910	\$ 949,046	\$ (616,864)	-39.4%	1
2	FEMA Assistance	-	-	-	100,000	-	(100,000)	-100.0%	2
3	Corona Virus Relief Fund	-	140,314	50,093	-	-	-		3
4	Planning Grant	113,761	120,729	120,903	120,000	120,000	-	0.0%	4
5	Federal 5307 CRRSAA	-	-	-	-	12,405,398	12,405,398		5
6	Federal 5307 CARES ACT	-	2,849,841	10,425,998	7,862,995	-	(7,862,995)	-100.0%	6
7	Federal 5307 ARPA	-	-	-	-	5,000,000			7
8	Federal 5307	3,632,223	4,397,196	-	3,078,040	2,327,687	(750,353)	-24.4%	8
9	Federal 5311 CARES ACT	-	6,478	-	14,385	-	(14,385)	-100.0%	9
10	State STIF Formula Fund	2,569,251	5,100,201	5,171,000	5,171,000	5,234,159	63,159	1.2%	10
11	State STIF Discretionary Funds	-	-	52,856	52,856	-	(52,856)	-100.0%	11
12	Non-Federal or State Grants	3,750	18,894	-	-	-	-		12
13	Advertising	144,187	125,324	92,954	120,000	120,000	-	0.0%	13
14	Miscellaneous	151,938	242,364	498,890	224,850	210,365	(14,485)	-6.4%	14
15	Property Taxes	12,868,092	12,962,119	13,260,000	12,950,000	13,024,148	74,148	0.6%	15
16	Oregon State In-Lieu	6,250,829	7,193,870	7,605,260	7,118,000	7,408,167	290,167	4.1%	16
17	Interest on Investments	431,753	313,677	172,566	292,000	222,280	(69,720)	-23.9%	17
18	Energy Tax Credit	-	-	470,000	225,000	225,000	-	0.0%	18
19	Renewable Natural Gas Credit	-	88,763	161,636	220,000	220,000	-	0.0%	19
20	Operating Revenues/Resources Total	\$ 28,362,055	\$ 35,330,940	\$ 38,082,711	\$ 39,115,036	\$ 47,466,250	\$ 8,351,214	21.4%	20

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

General Fund Revenues/Resources & Expenses/Requirements Summary						FY2021-22		Percent Change	
		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	Proposed Budget	Change from FY2020-21 Budget		
Operating Expenses/Requirements									
General Manager/Board of									
21	Directors/Sustainability	587,320	790,816	815,463	1,366,223	1,036,252	(329,971)	-24.2%	21
22	Deputy General Manager	-	-	-	-	2,665,239	2,665,239		22
23	Human Resources & Labor Relations	834,894	916,987	732,012	855,391	929,039	73,648	8.6%	23
24	Finance	1,161,178	2,684,117	3,067,309	3,156,021	1,797,704	(1,358,317)	-43.0%	24
25	Technology & Program Management	-	-	-	-	2,194,242	2,194,242		25
26	Communication	1,514,056	1,788,153	1,566,220	2,246,264	2,281,654	35,390	1.6%	26
27	Transportation Development	2,179,474	-	-	-	-	-		27
28	Operations	19,171,334	21,713,351	23,017,535	25,832,481	25,140,584	(691,897)	-2.7%	28
29	Unallocated General Administration	1,003,128	1,090,989	1,044,746	1,142,550	1,252,425	109,875	9.6%	29
30	Operating Expenses/Requirements Total	\$ 26,451,384	\$ 28,984,413	\$ 30,243,285	\$ 34,598,930	\$ 37,297,139	\$ 2,698,209	7.8%	30
Operating Revenues/Resources less Operating									
31	Expenditures/Requirements	1,910,671	6,346,527	7,839,426	4,516,106	10,169,111	5,653,005	125.2%	31
32	Transfers to Other Funds								32
33	Transfer to Transportation Programs Fund	(335,448)	(1,569,609)	(1,555,000)	(1,585,600)	(4,204,192)	(2,618,592)	165.1%	33
34	Transfer to Capital Fund	-	-	(876,122)	(2,318,538)	(3,263,044)	(944,506)	40.7%	34
35	Transfers to Other Funds Total	\$ (335,448)	\$ (1,569,609)	\$ (2,431,122)	\$ (3,904,138)	\$ (7,467,236)	\$ (3,563,098)	91.3%	35
36	Net Operating & Transfers to Other Funds Total	1,575,223	4,776,918	5,408,304	611,968	2,701,875	2,089,907	341.5%	36
37	Other Designations								37
38	Contingency	-	-	-	(1,500,000)	(1,500,000)	-	0.0%	38
39	Reserved Working Capital	-	-	-	(25,711,980)	(33,545,921)	(7,833,941)	30.5%	39
40	Other Designations Total	\$ -	\$ -	\$ -	\$ (27,211,980)	\$ (35,045,921)	\$ (7,833,941)	28.8%	40
Net Operating, Transfers to Other Funds &									
41	Other Designations Total	1,575,223	4,776,918	5,408,304	(26,600,012)	(32,344,046)	(5,744,034)	21.6%	41
42	Beginning Working Capital	20,583,601	22,158,824	26,935,742	29,259,248	32,344,046	3,084,798	10.5%	42
43	Ending Working Capital	\$ 22,158,824	\$ 26,935,742	\$ 32,344,046	\$ 2,659,236	\$ -	\$ (2,659,236)	-100.0%	43

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

General Fund Department		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Expenses/Requirements Summary									
General Manager/Board of Directors/Sustainability									
1	General Manager	\$ 571,136	\$ 581,824	\$ 554,154	\$ 636,722	\$ 671,194	\$ 34,472	5.4%	1
2	Board of Directors	16,184	10,348	850	32,500	202,400	169,900	522.8%	2
3	Sustainability	-	-	-	-	162,658	162,658		3
4	Strategic Initiatives & Project Management	-	198,644	260,459	697,001	-	(697,001)	-100.0%	4
5	Total	\$ 587,320	\$ 790,816	\$ 815,463	\$ 1,366,223	\$ 1,036,252	\$ (329,971)	-24.2%	5
Deputy General Manager									
6	Deputy General Manager	\$ -	\$ -	\$ -	\$ -	\$ 351,353	\$ 351,353		6
7	Planning	-	-	-	-	833,688	\$ 833,688		7
8	Security & Emergency Management	-	-	-	-	1,480,198	\$ 1,480,198		8
9	Total	\$ -	\$ -	\$ -	\$ -	\$ 2,665,239	\$ 2,665,239		9
Human Resources & Labor Relations									
10	Human Resources	\$ 634,029	\$ 693,056	\$ 589,208	\$ 605,603	\$ 736,460	\$ 130,857	21.6%	10
11	Human Resources Safety/Labor Relations	200,865	223,931	142,804	249,788	192,579	(57,209)	-22.9%	11
12	Total	\$ 834,894	\$ 916,987	\$ 732,012	\$ 855,391	\$ 929,039	\$ 73,648	8.6%	12
Finance									
13	Procurement	\$ 241,877	\$ 275,145	\$ 301,797	\$ 316,051	\$ 346,919	\$ 30,868	9.8%	13
14	Finance	919,301	1,189,389	1,314,001	1,373,611	1,450,785	77,174	5.6%	14
15	Information Technology	-	\$1,219,583	1,451,511	1,466,359	-	(1,466,359)	-100.0%	15
16	Total	\$ 1,161,178	\$ 2,684,117	\$ 3,067,309	\$ 3,156,021	\$ 1,797,704	\$ (1,358,317)	-43.0%	16
Technology & Program Management									
17	Information Technology	\$ -	\$ -	\$ -	\$ -	\$ 1,719,667	\$ 1,719,667		17
18	Program Management	-	-	-	-	474,575	\$ 474,575		18
19	Total	\$ -	\$ -	\$ -	\$ -	\$ 2,194,242	\$ 2,194,242		19

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

General Fund Department			FY2019-20	FY2020-21 Year-	FY2020-21	FY2021-22	Change from		
Expenses/Requirements Summary		FY2018-19 Actual	Actual	End Estimate	Amended Budget	Proposed Budget	FY2020-21 Budget	Percent Change	
Communication									
20	Marketing & Communication	\$ 869,138	\$ 818,078	\$ 781,454	\$ 1,079,766	\$ 1,044,667	\$ (35,099)	-3.3%	20
21	Customer Service	603,046	707,070	624,918	858,606	837,992	(20,614)	-2.4%	21
22	Van Pool Lease	-	203,099	103,115	250,000	225,000	(25,000)	-10.0%	22
23	Travel Trainer	41,872	59,906	56,733	57,892	173,995	116,103	200.6%	23
24	Total	\$ 1,514,056	\$ 1,788,153	\$ 1,566,220	\$ 2,246,264	\$ 2,281,654	\$ 35,390	1.6%	24
Transportation Development									
25	Transportation Development Administration	\$ 731,676	\$ -	\$ -	\$ -	\$ -	\$ -		25
26	Information Technology	1,241,118	-	-	-	-	-		26
27	Van pool Lease	206,680	-	-	-	-	-		27
28	Total	\$ 2,179,474	\$ -	\$ -	\$ -	\$ -	\$ -		28
Operations									
29	Operations Administration	\$ 663,833	\$ 635,965	\$ 546,999	\$ 695,499	\$ 542,184	\$ (153,315)	-22.0%	29
30	Operations Planning	-	530,939	584,186	846,181	-	\$ (846,181)	-100.0%	30
31	Vehicle Maintenance	4,464,349	5,098,866	5,083,322	5,675,350	5,974,638	299,288	5.3%	31
32	Facility Maintenance	1,027,246	1,133,620	1,330,841	1,158,296	1,567,304	409,008	35.3%	32
33	Security & Emergency Management	608,440	711,267	981,499	1,159,968	-	(1,159,968)	-100.0%	33
34	Cherriots Local Service	12,407,466	13,602,694	14,490,688	16,297,187	17,056,458	759,271	4.7%	34
35	Total	\$ 19,171,334	\$ 21,713,351	\$ 23,017,535	\$ 25,832,481	\$ 25,140,584	\$ (691,897)	-2.7%	35
Unallocated									
36	General Administration	\$ 1,003,128	\$ 1,090,989	\$ 1,044,746	\$ 1,142,550	\$ 1,252,425	\$ 109,875	9.6%	36
37	Contingency	-	-	-	1,500,000	1,500,000	-	0.0%	37
38	Total	1,003,128	1,090,989	1,044,746	2,642,550	2,752,425	109,875	4.2%	38
39	Total General Fund Requirements	\$ 26,451,384	\$ 28,984,413	\$ 30,243,285	\$ 36,098,930	\$ 38,797,139	\$ 2,698,209	7.5%	39

General Manager/Board of Directors Division

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

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

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

Strategic Priorities

Provide an Exceptional Customer Experience

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

- Model and effectively communicate the guiding principles and brand promise throughout the organization.

Team Cherriots: Foster a Culture of Excellence

Ensure that all members of Team Cherriots conduct themselves within a culture of excellence mindset.

- Foster a work environment of collaboration and teamwork.
- Instill a sense of ethos that all employees model organizational values in their behaviors and actions.
- Conduct an employee engagement survey.

Enhance Community Engagement

A thriving community has a strong public transportation service. We must ensure our services continue to match community needs.

- Establish a DEIA Plan and incorporate community involvement strategies into all major projects.
- Ensure community input occurs as a normal part of District activities.
- Maintain an active community presence.

Ensure Organizational Viability

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

- Conduct a Board strategic planning retreat and develop a District strategic plan.
- Conduct a Board orientation for new members.
- Review, update, and establish Board policies.

Be an Environmentally Responsible Organization

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

- Actively contribute to the City of Salem's Climate Action Plan Task Force.
- Complete the recruitment for the position that will oversee the District's sustainability program.
- Reactivate the sustainability committee.

General Manager/Board of Directors/Sustainability*

General Manager		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
1	Personnel Services	\$ 400,630	\$ 399,846	\$ 400,828	\$ 383,122	\$ 418,594	\$ 35,472	9.3%	1
	Materials & Services								
2	Other Professional & Technical	142,180	151,425	141,000	225,000	225,000	-	0.0%	2
3	Temporary Help	-	15,049	-	-	-	-		3
4	Office Supplies	873	451	1,000	1,000	1,000	-	0.0%	4
5	Other Materials & Supplies	17	-	-	-	-	-		5
6	Utilities	576	576	576	600	600	-	0.0%	6
7	Dues & Subscriptions	920	1,200	750	1,000	1,000	-	0.0%	7
8	Travel, Meetings, Training, Education	25,896	13,277	10,000	26,000	25,000	(1,000)	-3.8%	8
9	Printing	44	-	-	-	-	-		9
10	Materials & Services Total	\$ 170,506	\$ 181,978	\$ 153,326	\$ 253,600	\$ 252,600	\$ (1,000)	-3.8%	10
11	General Manager Total	\$ 571,136	\$ 581,824	\$ 554,154	\$ 636,722	\$ 671,194	\$ 34,472	5.4%	11
	Board of Directors								
12	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 62,000	\$ 62,000		12
	Materials & Services								
13	Advertising Fees	-	-	-	2,000	1,000	(1,000)	-50.0%	13
14	Other Professional & Technical	130	-	100	10,000	125,000	115,000	1150.0%	14
15	Legal Services	-	-	-	2,000	1,000	(1,000)	-50.0%	15
16	Parts, Equipment & Tools	764	-	-	-	-	-		16
17	Uniforms	-	-	-	1,400	1,400	-	0.0%	17
18	Office Supplies	791	1,527	500	1,600	1,500	(100)	-6.3%	18
19	Travel, Meetings, Training, Education	14,499	8,239	-	15,000	10,000	(5,000)	-33.3%	19
20	Printing	-	-	250	500	500	-	0.0%	20
21	Other Misc. Expenses	-	582	-	-	-	-		21
22	Materials & Services Total	16,184	10,348	850	32,500	140,400	107,900	1010.4%	22
23	Board of Directors Total	\$ 16,184	\$ 10,348	\$ 850	\$ 32,500	\$ 202,400	\$ 169,900	522.8%	23

General Manager/Board of Directors/Sustainability - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Strategic Initiatives & Project Management*								
24 Personnel Services	\$ -	\$ 194,201	\$ 199,579	\$ 356,201	\$ -	\$ (356,201)	-100.0%	24
Materials & Services								
25 Other Professional & Technical	-	156	56,854	321,500	-	(321,500)	-100.0%	25
26 Parts, Equipment & Tools	-	-	-	2,100	-	(2,100)	-100.0%	26
27 Office Supplies	-	163	81	1,200	-	(1,200)	-100.0%	27
28 Utilities	-	603	576	1,200	-	(1,200)	-100.0%	28
29 Dues & Subscriptions	-	-	-	600	-	(600)	-100.0%	29
30 Travel, Meetings, Training, Education	-	3,477	3,034	13,100	-	(13,100)	-100.0%	30
31 Other Misc. Expenses	-	44	335	1,100	-	(1,100)	-100.0%	31
32 Materials & Services Total	\$ -	\$ 4,443	\$ 60,880	\$ 340,800	\$ -	\$ (340,800)	-100.0%	32
33 Strategic Initiatives & Project Management Total*	\$ -	\$ 198,644	\$ 260,459	\$ 697,001	\$ -	\$ (697,001)	-100.0%	33
Sustainability Program*								
34 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 135,058	\$ 135,058		34
Materials & Services								
35 Other Professional & Technical	-	-	-	-	15,000	15,000		35
36 Parts, Equipment & Tools	-	-	-	-	2,000	2,000		36
37 Office Supplies	-	-	-	-	1,000	1,000		37
38 Other Materials & Supplies	-	-	-	-	2,000	2,000		38
39 Utilities	-	-	-	-	600	600		39
40 Dues & Subscriptions	-	-	-	-	500	500		40
41 Travel, Meetings, Training, Education	-	-	-	-	5,500	5,500		41
42 Other Misc. Expenses	-	-	-	-	1,000	1,000		42
43 Materials and Services Total	-	-	-	-	27,600	27,600		43
44 Sustainability Program Total	\$ -	\$ -	\$ -	\$ -	\$ 162,658	\$ 162,658		44
General Manager/Board of Directors/Sustainability								
45 Total*	\$ 587,320	\$ 790,816	\$ 815,463	\$ 1,366,223	\$ 1,036,252	\$ (329,971)	-24%	45

*FY22 Separates Sustainability Program within GM Division and creates new Technology & Program Management Division

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

FTE									
46	General Manager	1.0	1.0	1.0	1.0	1.0	1.0	-	46
47	Strategic Initiatives & Project Management Director	-	1.0	1.0	1.0	-	(1.0)	①	47
48	Sustainability Program Administrator	-	-	1.0	1.0	1.0	-	48	
49	Executive Assistant	1.0	1.0	1.0	1.0	1.0	-	49	
50	Administrative Assistant, Fin/Strategic Planning	-	-	0.5	0.5	-	(0.5)	①	50
Total General Manager/Board of									
51	Directors/Sustainability FTEs	2.0	3.0	4.5	4.5	3.0	(1.5)		51
① Positions move to Technology & Program Management Division									



Deputy General Manager Division

Deputy General Manager Division

The Deputy General Manager Division is responsible for directing all strategic management of the Service Planning and Security and Emergency Management departments. The division works in partnership with all divisions across the District.

Service Planning

The Service Planning department is responsible for workforce planning, route and run information, system schedule implementation, and project planning. The department is also responsible for performance monitoring and reporting, and providing ongoing communication with leaders in cities and towns within our service area.

Security and Emergency Management

The Security and Emergency Management department is responsible for providing a safe and secure system for our employees, riders, and other community stakeholders. The department is responsible for agency emergency planning and preparedness for all external and internal situations.

Strategic Priorities

Provide an Exceptional Customer Experience

The Deputy General Manager Division is responsible for managing the day-to-day operations of the agency under the direction of the General Manager/CEO. The DGM ensures the strategic objectives are being met and that the District delivers on its brand promise of delivering a world-class customer experience for all its stakeholders. This is accomplished through the following set of activities:

- Effectively communicating the District's strategic objectives throughout all divisions.
- Work with all divisions to plan for future expansion of services through analyses and performance management.
- Continually research ways to increase training and development of staff regarding system safety and security methods for service delivery.

Team Cherriots: Culture of Excellence

The Deputy General Manager Division works with all divisions to establish performance metrics to ensure goals are being met throughout the District. Activities will include:

- Allow all levels of staff to take ownership of their activities.
- Hold district staff and all contractors accountable for safety and service excellence.

Enhance Community Engagement

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

- Work with the Citizens Advisory Committee on transportation-related matters.
- Provide follow up to customer inquiries.

Ensure Organizational Viability

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

- Leverage technologies and new ideas in order to control rising operating costs.
- Ensure implementation and administration of the Safety Management System (SMS).
- In cooperation with the General Manager update the Strategic Plan.

Be an Environmentally Responsible Organization

The Deputy General Manager Division is committed to look for ways to enhance our efforts regarding sustainability through technology and equipment procurement. Activities include:

- Continue to work with the District's Sustainability Committee.
- Promote bus ridership to lower greenhouse gas emissions.
- Work with the Operations Division on evaluating different fuel types in our vehicle strategy.

Deputy General Manager

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Deputy General Manager							
1 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 333,753	\$ 333,753	1
Materials & Services							
2 Other Professional & Technical	-	-	-	-	10,000	10,000	2
3 Office Supplies	-	-	-	-	1,000	1,000	3
4 Utilities	-	-	-	-	600	600	4
5 Travel, Meetings, Training, Education	-	-	-	-	4,500	4,500	5
6 Other Misc. Expenses	-	-	-	-	1,500	1,500	6
7 Materials & Services Total	\$ -	\$ -	\$ -	\$ -	\$ 17,600	\$ 17,600	7
8 Deputy GM Total	\$ -	\$ -	\$ -	\$ -	\$ 351,353	\$ 351,353	8

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Planning*							
9 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 587,626	\$ 587,626	9
Materials & Services							
10 Other Professional & Technical	-	-	-	-	232,512	232,512	10
11 Other Services	-	-	-	-	4,000	4,000	11
12 Parts, Equipment & Tools	-	-	-	-	300	300	12
13 Operating Supplies	-	-	-	-	200	200	13
14 Office Supplies	-	-	-	-	250	250	14
15 Utilities	-	-	-	-	2,300	2,300	15
16 Travel, Meetings, Training, Education	-	-	-	-	6,500	6,500	16
17 Materials & Services Total	\$ -	\$ -	\$ -	\$ -	\$ 246,062	\$ 246,062	17
18 Planning Total	\$ -	\$ -	\$ -	\$ -	\$ 833,688	\$ 833,688	18

*FY22 Budget moves Planning from Operations Division to Deputy General Manager Division

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Security & Emergency Management *							
19 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 444,198	\$ 444,198	19
Materials & Services							
20 Other Professional & Technical	-	-	-	-	998,000	998,000	20
21 Other Services	-	-	-	-	1,500	1,500	21
22 Parts, Equipment & Tools	-	-	-	-	4,800	4,800	22
23 Operating Supplies	-	-	-	-	12,500	12,500	23
24 Office Supplies	-	-	-	-	1,000	1,000	24
25 Utilities	-	-	-	-	5,000	5,000	25
26 Dues & Subscriptions	-	-	-	-	1,000	1,000	26
27 Travel, Meetings, Training, Education	-	-	-	-	10,200	10,200	27
28 Printing	-	-	-	-	1,000	1,000	28
29 Other Misc. Expenses	-	-	-	-	1,000	1,000	29
30 Materials & Services Total	\$ -	\$ -	\$ -	\$ -	\$ 1,036,000	\$ 1,036,000	30
31 Security & Emergency Management Total	\$ -	\$ -	\$ -	\$ -	\$ 1,480,198	\$ 1,480,198	31
*FY22 Budget moves Security & Emergency Management from Operations Division to Deputy General Manager Division							
32 Deputy General Manager Division Total	\$ -	\$ -	\$ -	\$ -	\$ 2,665,239	\$ 2,665,239	32
Deputy General Manager is a new division for FY22.							
FTE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	
33 Deputy General Manager	-	-	-	-	1.0	1.0	② 33
34 Executive Assistant	-	-	-	-	1.0	1.0	② 34
35 Security & Emergency Management Manager	-	-	-	-	1.0	1.0	② 35
36 Emergency Coordinator	-	-	-	-	1.0	1.0	② 36
37 Security Coordinator	-	-	-	-	1.0	1.0	② 37
38 Service Planning Manager	-	-	-	-	1.0	1.0	② 38
39 Transit Planner II (Programs)	-	-	-	-	1.0	1.0	② 39
40 Transit Planner II (Scheduling)	-	-	-	-	1.0	1.0	② 40
41 Transit Planner I	-	-	-	-	1.0	1.0	② 41
42 Total Deputy General Manager FTEs	-	-	-	-	9.0	9.0	42

② These positions were in Operations in FY21

Human Resources/Safety and Labor Relations

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

Strategic Priorities

Provide an Exceptional Customer Experience

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

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

Team Cherriots: Culture of Excellence

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

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

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

Enhance Community Engagement

The Human Resources and Labor Relations Division is frequently the first point of contact for members of the community.

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

Ensure Organizational Viability

The Human Resources and Labor Relations Division's activities advance and support the District's goal of being an employer of choice. Attracting qualified applicants, motivating the existing workforce, and inspiring long-term commitment are essential to meeting turnover and retention goals.

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

Be an Environmentally Responsible Organization

This Division has begun implementing an electronic human resources information system.

Human Resources & Labor Relations

Human Resources		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
1	Personnel Services	\$ 468,825	\$ 512,160	\$ 476,025	\$ 455,853	\$ 556,432	\$ 100,579	22.1%	1
Materials & Services									
2	Advertising Fees	19,284	13,824	15,205	15,000	20,000	5,000	33.3%	2
3	Other Professional & Technical	88,463	62,933	50,086	52,900	80,078	27,178	51.4%	3
4	Legal Services	20,252	79,792	35,000	35,000	40,000	5,000	14.3%	4
5	Temporary Help	-	7,038	-	1,500	-	(1,500)	-100.0%	5
6	Other Services	1,159	101	-	-	-	-		6
7	Training/Incentive	22,962	8,409	2,650	35,000	25,000	(10,000)	-28.6%	7
8	Uniforms	-	-	-	-	300	300		8
9	Office Supplies	2,520	1,589	250	2,000	2,000	-	0.0%	9
10	Other Materials & Supplies	90	150	-	-	-	-		10
11	Utilities	-	576	576	600	600	-	0.0%	11
12	Dues & Subscriptions	2,168	3,982	4,100	3,350	4,050	700	20.9%	12
13	Travel, Meetings, Training, Education	2,148	278	2,060	2,400	2,000	(400)	-16.7%	13
14	Printing	6,119	2,171	3,256	2,000	6,000	4,000	200.0%	14
15	Other Misc. Expenses	39	53	-	-	-	-		15
16	Materials & Services Total	\$ 165,204	\$ 180,896	\$ 113,183	\$ 149,750	\$ 180,028	\$ 30,278	20.2%	16
17	Human Resources Total	\$ 634,029	\$ 693,056	\$ 589,208	\$ 605,603	\$ 736,460	\$ 130,857	21.6%	17

Human Resources & Labor Relations - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Human Resources Safety/Loss Control								
18 Personnel Services	\$ 135,348	\$ 138,250	\$ 79,126	\$ 138,488	\$ 116,554	\$ (21,934)	-15.8%	18
Materials & Services								
19 Software Licensing Annual Maintenance	-	-	-	5,000	-	(5,000)	-100.0%	19
20 Legal Services	23	-	-	-	-	-		20
21 Parts, Equipment & Tools	-	-	606	-	-	-		21
22 Safety & Wellness	36,845	66,078	45,000	45,000	41,000	(4,000)	-8.9%	22
23 Office Supplies	170	-	-	-	-	-		23
24 Utilities	576	528	576	600	600	-	0.0%	24
25 Other Losses & Settlements	18,800	15,757	14,906	50,000	25,000	(25,000)	-50.0%	25
26 Dues & Subscriptions	1,190	1,020	1,105	1,200	1,340	140	11.7%	26
27 Travel, Meetings, Training, Education	7,913	2,298	1,439	9,500	8,085	(1,415)	-14.9%	27
28 Other Misc. Expenses	-	-	46	-	-	-		28
29 Materials & Services Total	\$ 65,517	\$ 85,681	\$ 63,678	\$ 111,300	\$ 76,025	\$ (35,275)	-31.7%	29
30 Human Resources Safety/Loss Control Total	\$ 200,865	\$ 223,931	\$ 142,804	\$ 249,788	\$ 192,579	\$ (57,209)	-22.9%	30
31 Human Resources & Labor Relations Total	\$ 834,894	\$ 916,987	\$ 732,012	\$ 855,391	\$ 929,039	\$ 73,648	8.6%	31

Human Resources & Labor Relations - Continued

FTE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	
Human Resources & Labor Relations							
32 Director of Human Resources & Labor Relations	-	-	-	-	1.0	1.0	③ 32
33 Director of Administration	1.0	1.0	1.0	1.0	-	(1.0)	③ 33
34 Human Resources Specialist	1.0	-	-	-	-	-	34
35 Payroll Specialist		-	-	-	-	-	35
36 Safety & Loss Control Specialist	1.0	1.0	1.0	1.0	1.0	-	36
37 Human Resources Assistant-Reception		-	-	-	-	-	37
38 Administrative Assistant, Human Resources	1.0	1.0	1.0	1.0	1.0	-	38
39 Receptionist	1.8	1.8	1.8	1.8	1.8	-	39
40 Benefits and Leave Administrator	-	1.0	1.0	1.0	1.0	-	40
41 Total Administration FTE	5.8	5.8	5.8	5.8	5.8	-	41

③ Director of Administration renamed Director of Human Resources & Labor Relations due to change in Division title.



Finance Division

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

Strategic Priorities

Provide an Exceptional Customer Experience

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

- Grants Administration seeks out funding opportunities to help fund operational and capital costs. These grants help fund projects and activities that provide a safe and reliable ride for our customers when using Cherriots services, such as purchasing new vehicles, improving bus stops, and maintaining vehicles and facilities.
- Finance continues to improve the experience of its internal customers by accepting feedback and by applying best practices, e.g. streamlining processes, updating procedures, and improving transparency and accountability through timely reporting.

Team Cherriots: Culture of Excellence

Finance continuously works to update and improve services by implementing industry best practices in accounting, budgeting, reporting, and grant administration.

- Finance strives annually for the Certificate of Achievement for Excellence in Finance Reporting for the District's Comprehensive Annual Financial Report.
- Finance encourages its staff to take advantage of training opportunities to improve skills and stay current with federal, state, and industry regulations and practices.

Enhance Community Engagement

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

- Procurement maintains compliance with the Federal Department of Transportation's DBE regulations.
- Procurement participates in community outreach by exhibiting at the Governor's Marketplace and other events that encourage access to a diverse supplier network.

Ensure Organizational Viability

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

- Grants Administration, working with managers, applies existing grant funding to best insure the viability of the District's programs.
- Finance works with managers and the Budget Committee to produce a balanced budget each fiscal year, allocating the District's resources in a fiscally responsible manner.
- Finance provides analysis, costing information, and forecasting for various service changes, service expansion proposals, operating proposals, and capital projects.

Be an Environmentally Responsible Organization

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

- Finance tracks and reports on the District's credits in the Oregon Clean Fuels Program and, when appropriate, negotiates transfer of credits to obligated parties.
- Finance participates in the Cherriots Sustainability Committee and is developing a sustainable products and services purchasing policy.

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Finance

Procurement	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
1 Personnel Services	\$ 239,764	\$ 270,961	\$ 295,721	\$ 284,301	\$ 313,819	\$ 29,518	10.4%
Materials & Services							
2 Advertising Fees	230	-	1,600	1,600	1,800	200	12.5%
3 Other Professional & Technical	-	900	-	12,500	12,750	250	2.0%
4 Legal Services	52	-	-	4,000	4,000	-	
5 Office Supplies	881	632	1,200	800	1,200	400	50.0%
6 Dues & Subscriptions	100	100	1,000	1,000	1,000	-	0.0%
7 Travel, Meetings, Training, Education	850	2,120	1,200	9,000	9,500	500	5.6%
8 Utilities	-	432	576	600	600	-	0.0%
9 Other Misc. Expenses	-	-	500	2,250	2,250	-	0.0%
10 Materials & Services Total	\$ 2,113	\$ 4,184	\$ 6,076	\$ 31,750	\$ 33,100	\$ 1,350	4.3%
11 Procurement Total	\$ 241,877	\$ 275,145	\$ 301,797	\$ 316,051	\$ 346,919	\$ 30,868	9.8%

Finance - Continued

Finance	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
12 Personnel Services	\$ 789,795	\$ 1,099,089	\$ 1,149,704	\$ 1,261,611	\$ 1,342,935	\$ 81,324	6.4%
Materials & Services							
13 Advertising Fees	3,110	2,969	3,500	3,500	3,500	-	0.0%
14 Other Professional & Technical	85,030	56,932	147,072	60,000	60,000	-	0.0%
15 Legal Services	546	-	-	250	-	(250)	-100.0%
16 Parts, Equipment & Tools	162	-	500	500	500	-	0.0%
17 Operating Supplies	735	425	-	450	450	-	0.0%
18 Office Supplies	3,499	2,574	3,536	3,250	3,500	250	7.7%
19 Dues & Subscriptions	1,992	1,162	1,818	1,900	1,475	(425)	-22.4%
20 Travel, Meetings, Training, Education	5,530	3,159	815	12,000	7,650	(4,350)	-36.3%
21 Utilities	434	1,357	1,758	1,650	1,775	125	
22 Printing	821	817	914	2,500	1,000	(1,500)	-60.0%
23 Other Misc. Expenses	27,647	20,905	4,384	26,000	28,000	2,000	7.7%
24 Materials & Services Total	\$ 129,506	\$ 90,300	\$ 164,297	\$ 112,000	\$ 107,850	\$ (4,150)	-3.7%
25 Finance Total	\$ 919,301	\$ 1,189,389	\$ 1,314,001	\$ 1,373,611	\$ 1,450,785	\$ 77,174	5.6%

Finance - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Information Technology *								
26 Personnel Services	\$ -	\$ 742,125	\$ 863,816	\$ 864,059	\$ -	\$ (864,059)	-100.0%	26
Materials and Services								
27 Software Licensing Annual Maintenance	-	232,890	287,149	234,900	-	(234,900)	-100.0%	27
28 Other Professional & Technical	-	32,359	39,425	34,000	-	(34,000)	-100.0%	28
29 Contract Maintenance Services	-	93,271	92,127	117,100	-	(117,100)	-100.0%	29
30 Other Services	-	45,045	83,770	78,750	-	(78,750)	-100.0%	30
31 Parts, Equipment & Tools	-	64,265	78,889	101,500	-	(101,500)	-100.0%	31
32 Operating Supplies	-	225	1,095	1,500	-	(1,500)	-100.0%	32
33 Office Supplies	-	311	196	100	-	(100)	-100.0%	33
34 Utilities	-	3,263	3,456	3,500	-	(3,500)	-100.0%	34
35 Dues & Subscriptions	-	600	200	200	-	(200)	-100.0%	35
36 Travel, Meetings, Training, Education	-	5,229	1,388	30,750	-	(30,750)	-100.0%	36
37 Materials and Services Total	\$ -	\$ 477,458	\$ 587,695	\$ 602,300	\$ -	\$ (602,300)	-100.0%	37
38 Information Technology Total	\$ -	\$ 1,219,583	\$ 1,451,511	\$ 1,466,359	\$ -	\$ (1,466,359)	-100.0%	38
39 Finance Division Total	\$ 1,161,178	\$ 2,684,117	\$ 3,067,309	\$ 3,156,021	\$ 1,797,704	\$ (1,358,317)	-43.0%	39

***FY22 Budget moves Information Technology to Technology & Program Management Division**

FTE							
Procurement							
40 Procurement/Contracts Manager	1.0	1.0	1.0	1.0	1.0	-	40
41 Procurement/Contracts Specialist	1.0	1.0	1.0	1.0	1.0	-	41
42 Procurement/Contracts Analyst	-	-	-	-	-	-	42
43 Grants Administrator	-	-	-	-	-	-	43
44 Total Procurement	2.0	2.0	2.0	2.0	2.0	-	44

Finance - Continued

FTE - Continued	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	
Finance							
45 Director of Finance/CFO	1.0	1.0	1.0	1.0	1.0	-	④ 45
46 Finance Manager	-	-	-	-	1.0	1.0	46
47 Accounting Manager	-	-	1.0	1.0	1.0	-	47
48 Accounting Supervisor	1.0	1.0	-	-	-	-	48
49 Accountant	1.0	1.0	2.0	2.0	1.0	(1.0)	49
50 Grants Administrator	1.0	1.0	1.0	1.0	1.0	-	50
51 Business Performance Analyst	-	1.0	1.0	1.0	1.0	-	51
52 Contracts/Procurement Manager	-	0.3	-	-	-	-	52
53 Contracts/Procurement Specialist	-	0.3	-	-	-	-	53
54 Contracts/Procurement Analyst	-	-	-	-	-	-	54
55 Payroll Specialist	1.0	1.0	1.0	1.0	1.0	-	55
56 Accounting Specialist	1.0	1.0	1.0	1.0	1.0	-	56
57 Accounting Technician	1.0	1.0	1.0	1.0	1.0	-	57
58 Receptionist	0.3	-	-	-	-	-	58
59 Administrative Assistant - Finance, Tech & Prog Mgmt	-	0.5	0.5	0.5	0.5	-	④ 59
60 Total Finance	7.3	9.1	9.5	9.5	9.5	-	60
Information Technology							
61 Information Technology Manager	-	1.0	1.0	1.0	-	(1.0)	⑤ 61
62 Network Administrator	-	2.0	1.0	1.0	-	(1.0)	⑤ 62
63 Intelligent Transportation Systems Administrator	-	1.0	1.0	1.0	-	(1.0)	⑤ 63
64 Database Administrator	-	-	-	-	-	-	64
65 Support Analyst	-	1.0	0.9	0.9	-	(0.9)	⑤ 65
66 Web Systems Administrator	-	1.0	1.0	1.0	-	(1.0)	⑤ 66
67 Systems Administrator	-	-	1.0	1.0	-	(1.0)	67
68 Total Information Technology	-	6.0	5.9	5.9	-	(5.9)	68
69 Total Finance & Technology FTE	9.3	17.1	17.4	17.4	11.5	(5.9)	69

- ④ Renamed due to reorganization
- ⑤ Transferred to Technology & Program Management Division due to reorganization

Technology and Program Management Division (TPM)

The Technology and Program Management (TPM) Division contains one distinct department and is responsible for the oversight of four district essential programs. These include:

- Information Technology Department: Responsible for the implementation and support of all computer systems, and telecommunications. This includes everything from managing district-wide network and systems management, transit Intelligent Transportation Systems (ITS) technology, to desktop support, teleworking support, virtual meeting technology, facility security camera systems, radio communication systems, and call center phone systems. The IT staff serve as the coordinators between SAMTD and Marion County IT who manages the phone systems outside of the call center.
- Capital Project Development: Oversees and coordinates the development and construction of capital projects from large to small.
- Special Transportation Fund (STF) Administration: Manages the District's role as the STF Agency in Marion and Polk counties, project solicitation and selection process for the STF funds distributed by ODOT – PTD. Oversees the role and function of the STF Advisory Committee (STFAC). Conducts sub recipient oversight as required by ODOT – PTD.
- Statewide Transportation Improvement Fund (STIF) Administration: Manages the District's role as the STIF Qualified Entity in Marion and Polk counties, project solicitation and selection process for the STIF funds distributed by ODOT – PTD. Oversees the role and function of the STIF Advisory Committee (STIFAC). Conducts sub recipient oversight as required by ODOT – PTD.
- Coordination of cross divisional projects and functions as the primary coordinator of relationships with partner agencies and jurisdictions.

It is through this department and four programs that the Technology and Program Management Division supports the Strategic Priorities of Salem Area Mass Transit District in the following ways:

Strategic Priorities for TPM

Provide an Exceptional Customer Experience

- IT provides an exceptional customer experience through its effective communication with staff and the tools it employs to streamline the process by which someone can engage our services. We routinely review processes to look for ways to improve agency operations and service delivery.
- For capital projects these experiences to be exceptional for the customer, staff and contractors involved with these projects must understand and listen to the customer's needs and wants, and then meet those needs with the final product.
- Providing excellent customer service by engaging all parts of the agency in the planning, development, and implementation of cross divisional projects and programs.

Team Cherriots: Culture of Excellence

- IT supports a culture of excellence through maintaining systems as processes, procedures, and tools that enable effective information and data management. We consistently work together as a team to support our shared mission, making sure that we are perceived as not just individuals working on technology, but as a team committed to providing the best possible technology solutions.
- In the development of capital projects, whether it is in design, environmental assessment, or construction, good enough is never acceptable. The only acceptable answer is the best product with the resources available.
- Understanding the need and importance of involving internal and external partners in making Cherriots a world class organization. Helping everyone in the organization and all affected by Cherriots understand the benefits of investing in sustainable business practices.

Enhance Community Engagement

- We support community engagement through our support of, and participation in outreach events and public meetings. IT also provides technical support for online systems used for public outreach and meetings.
- Partnering with the community and our jurisdictional counterparts in delivering consistent programs supporting public transportation through practice, policy, and attitude. Delivering excellent customer

service to our community by actively engaging our jurisdictional partners in building communities that are well coordinated with public transportation services.

Ensure Organizational Viability

- IT supports the mission of the district by maintaining internal infrastructure at a level that permits the efficient and effective operations. We take stewardship of data needed to serve the public very seriously and employ industry best practice safeguards to ensure the integrity of ongoing operations.
- When capital projects are developed, it is critical to ensure that the best value for the dollar spent is achieved. It is also important to work cooperatively with other divisions to ensure local match has been appropriately identified, and that long-term ongoing maintenance costs are considered.
- Engaging always in a mindset that clearly evaluates potential long-term impacts on Cherriot's ability to provide service, its financial stability, and environmental impact.

Be an Environmentally Responsible Organization

- IT actively engages in environmentally responsible recycling of all technology components and efficient utilization of resources.
- As a means to achieving this endeavor, capital projects are designed with environmentally friendly and energy efficient elements. Construction activities adhere to all requirement practices designed to minimize the impact on the local environment, both now and in the future.
- In every project, program, policy, and plan, keeping the environmental impact, both immediately and in the future, top of mind. Proactively seeking out new ways to improve Cherriot's sustainability, and minimize the impact on the environment. Ensuring that our efforts to provide world-class customer service is done in the most environmentally friendly and sustainable manner.

Technology & Program Management

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Technology							
1 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 925,667	\$ 925,667	1
Materials & Services							
2 Software Licensing Annual Maintenance	-	-	-	-	364,400	364,400	2
3 Other Professional & Technical	-	-	-	-	64,400	64,400	3
4 Contract Maintenance Services	-	-	-	-	98,000	98,000	4
5 Other Services	-	-	-	-	139,200	139,200	5
6 Parts, Equipment & Tools	-	-	-	-	98,000	98,000	6
7 Operating Supplies	-	-	-	-	1,500	1,500	7
8 Utilities	-	-	-	-	3,500	3,500	8
9 Dues & Subscriptions	-	-	-	-	300	300	9
10 Travel, Meetings, Training, Education	-	-	-	-	24,700	24,700	10
11 Materials & Services Total	\$ -	\$ -	\$ -	\$ -	\$ 794,000	\$ 794,000	11
12 Technology Total	\$ -	\$ -	\$ -	\$ -	\$ 1,719,667	\$ 1,719,667	12
Program Management							
13 Personnel Services	\$ -	\$ -	\$ -	\$ -	250,175	\$ 250,175	13
Materials & Services							
14 Other Professional & Technical	-	-	-	-	215,000	215,000	14
15 Parts, Equipment & Tools	-	-	-	-	100	100	15
16 Office Supplies	-	-	-	-	300	300	16
17 Utilities	-	-	-	-	600	600	17
18 Dues & Subscriptions	-	-	-	-	100	100	18
19 Travel, Meetings, Training, Education	-	-	-	-	8,000	8,000	19
20 Other Misc. Expenses	-	-	-	-	300	300	20
21 Materials & Services Total	\$ -	\$ -	\$ -	\$ -	\$ 224,400	\$ 224,400	21
22 Program Management	\$ -	\$ -	\$ -	\$ -	\$ 474,575	\$ 474,575	22
Total							
23 Technology & Program Management Division Total	\$ -	\$ -	\$ -	\$ -	\$ 2,194,242	\$ 2,194,242	23

Technology - Continued		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
FTE								
Technology								
24	Information Technology Manager	-	-	-	-	1.0	1.0	⑥ 24
25	Network Administrator	-	-	-	-	1.0	1.0	⑥ 25
26	Intelligent Transportation Systems Administrator	-	-	-	-	1.0	1.0	⑥ 26
27	Support Analyst	-	-	-	-	0.9	0.9	⑥ 27
28	Web Systems Administrator	-	-	-	-	1.0	1.0	⑥ 28
29	System Administrator	-	-	-	-	1.0	1.0	⑥
30	Total Technology	-	-	-	-	5.9	5.9	30
⑥ Transferred from Finance Division due to reorganization								
Program Management								
31	Technology & Program Management Director	-	-	-	-	1.0	1.0	⑦ 31
32	Administrative Assistant - Finance, Tech & Prog Mgmt	-	-	-	-	0.5	0.5	⑦ 32
33	Total Program Management	-	-	-	-	1.5	1.5	33
34	Total Technology & Program Management Division	-	-	-	-	7.4	7.4	34
⑦ Reclassified/renamed due to reorganization: located in GM budget in FY21.								

Transportation Development*

Transportation Development Administration		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
1	Personnel Services	\$ 701,418	\$ -	\$ -	\$ -	\$ -	\$ -	1
	Materials & Services							
2	Software Licensing Annual Maintenance	1,200	-	-	-	-	-	2
3	Advertising Fees	849	-	-	-	-	-	3
4	Other Professional & Technical	16,900	-	-	-	-	-	4
5	Legal Services	180	-	-	-	-	-	5
6	Other Services	308	-	-	-	-	-	6
7	Office Supplies	239	-	-	-	-	-	7
8	Utilities	2,053	-	-	-	-	-	8
9	Dues & Subscriptions	95	-	-	-	-	-	9
10	Travel, Meetings, Training, Education	8,434	-	-	-	-	-	10
11	Materials & Services Total	\$ 30,258	\$ -	\$ -	\$ -	\$ -	\$ -	11
12	Transportation Development Administration Total	\$ 731,676	\$ -	\$ -	\$ -	\$ -	\$ -	12

Transportation Development* - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Information Technology							
13 Personnel Services	\$ 757,616	\$ -	\$ -	\$ -	\$ -	\$ -	13
Materials & Services							
14 Software Licensing Annual Maintenance	239,523	-	-	-	-	-	14
15 Other Professional & Technical	46,492	-	-	-	-	-	15
16 Contract Maintenance Services	60,662	-	-	-	-	-	16
17 Other Services	25,472	-	-	-	-	-	17
18 Parts, Equipment & Tools	89,132	-	-	-	-	-	18
19 Operating Supplies	1,965	-	-	-	-	-	19
20 Office Supplies	80	-	-	-	-	-	20
21 Utilities	3,456	-	-	-	-	-	21
22 Dues & Subscriptions	100	-	-	-	-	-	22
23 Travel, Meetings, Training, Education	16,620	-	-	-	-	-	23
24 Materials & Services Total	\$ 483,502	\$ -	\$ -	\$ -	\$ -	\$ -	24
25 Information Technology Total	\$ 1,241,118	\$ -	\$ -	\$ -	\$ -	\$ -	25
Van pool Lease							
26 Van pool Lease	\$ 206,680	\$ -	\$ -	\$ -	\$ -	\$ -	26
27 Total Transportation Development*	\$ 2,179,474	\$ -	\$ -	\$ -	\$ -	\$ -	27

Transportation Development* - Continued

FTE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	
Transportation Development Administration							
28	Director of Transportation Development	1.0	-	-	-	-	28
29	Transit Planner I	1.0	-	-	-	-	29
30	Transit Planner II (Scheduler)	1.0	-	-	-	-	30
31	Transit Planner II	1.0	-	-	-	-	31
32	Senior Planner	1.0	-	-	-	-	32
33	Administrative Assistant	1.0	-	-	-	-	33
34	Total Transportation Development Admin.	6.0	-	-	-	-	34
Information Technology							
35	Information Technology Manager	1.0	-	-	-	-	35
36	Network Administrator	0.9	-	-	-	-	36
37	Intelligent Transportation Systems Administrator	0.9	-	-	-	-	37
38	Database Administrator	0.8	-	-	-	-	38
39	Technology Services Support Analyst	1.4	-	-	-	-	39
40	Total Information Technology	5.0	-	-	-	-	40
41	Total Transportation Development FTE	11.0	-	-	-	-	41

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

Communication Division

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

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

Strategic Priorities

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

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

- Implements the American Public Transportation Association's Health & Safety Commitments Program through a robust, cohesive, and strategically driven promotional plan.
- Supports employees by listening and advising them on the best communication strategy, including promotional materials to educate and inform others about their work.
- Ensures internal customers have the communication tools they need, including fact sheets and response materials, so that external customers receive the information they need.
- Practices the ECHO philosophy: Every Contact Holds Opportunity.

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

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

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

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

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

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

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

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

- Executes an agency communication strategy that engages and aligns people to the vision, mission, and values; communicates agency success stories and employee wins; translates the values into execution and performance.

- Defends, and protects the brand; safeguards the organization's character; promotes and enhances the brand.
- Provides quality control for communication and media activities: develops guides for producing and publishing agency collaterals.

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

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

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

Communication

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Marketing & Communication								
1 Personnel Services	\$ 529,843	\$ 558,548	\$ 581,312	\$ 572,186	\$ 602,167	\$ 29,981	5.2%	1
Materials & Services								
2 Advertising Fees	1,242	1,605	-	1,000	-	(1,000)	-100.0%	2
3 Other Professional & Technical	168,302	62,455	117,715	200,000	150,000	(50,000)	-25.0%	3
4 Parts, Equipment & Tools	1,233	634	-	1,500	4,000	2,500	166.7%	4
5 Uniforms	-	-	-	500	1,500	1,000	200.0%	5
6 Operating Supplies	151	-	-	2,000	2,000	-	0.0%	6
7 Office Supplies	2,615	2,646	705	1,500	1,000	(500)	-33.3%	7
8 Other Materials & Supplies	22,916	2,557	8,861	25,000	15,000	(10,000)	-40.0%	8
9 Utilities	1,732	2,335	3,093	3,580	3,000	(580)	-16.2%	9
10 Dues & Subscriptions	752	800	942	2,500	6,000	3,500	140.0%	10
11 Advertising/Promotion Media	8,012	41,936	8,115	35,000	35,000	-	0.0%	11
12 Travel, Meetings, Training, Education	16,636	17,184	5,856	30,000	30,000	-	0.0%	12
13 Printing	111,690	100,992	19,128	165,000	165,000	-	0.0%	13
14 Other Misc. Expenses	4,014	26,386	35,727	40,000	30,000	(10,000)	-25.0%	14
15 Materials & Services Total	\$ 339,295	\$ 259,530	\$ 200,142	\$ 507,580	\$ 442,500	\$ (65,080)	-12.8%	15
16 Marketing & Communication Total	\$ 869,138	\$ 818,078	\$ 781,454	\$ 1,079,766	\$ 1,044,667	\$ (35,099)	-3.3%	16

Communication Continued

Customer Service		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
17	Personnel Services	\$ 583,525	\$ 696,778	\$ 619,128	\$ 791,806	\$ 773,842	\$ (17,964)	-2.3%	17
	Materials & Services								
18	Other Professional & Technical	-	706	-	40,000	-	(40,000)	-100.0%	18
19	Temporary Help	10,562	-	-	8,000	8,000	-		19
20	Uniforms	100	-	-	2,500	3,500	1,000	40.0%	20
21	Operating Supplies	4,195	6,062	1,153	8,000	8,000	-	0.0%	21
22	Office Supplies	95	333	286	750	750	-	0.0%	22
23	Utilities	528	628	611	650	1,400	750	115.4%	23
24	Travel, Meetings, Training, Education	1,515	784	-	4,400	36,000	31,600	718.2%	24
25	Other Misc. Expenses	2,526	1,779	3,740	2,500	6,500	4,000	160.0%	25
26	Materials & Services Total	\$ 19,521	\$ 10,292	\$ 5,790	\$ 66,800	\$ 64,150	\$ (2,650)	-4.0%	26
27	Customer Service Total	\$ 603,046	\$ 707,070	\$ 624,918	\$ 858,606	\$ 837,992	\$ (20,614)	-2.4%	27
Van pool Lease									
28	Van pool Lease	\$ -	\$ 203,099	\$ 103,115	\$ 250,000	\$ 225,000	\$ (25,000)	-10.0%	28

Communication - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Travel Training								
29 Personnel Services	\$ 41,009	\$ 58,839	\$ 55,917	\$ 53,217	\$ 170,445	\$ 117,228	220.3%	29
Materials & Services								
30 Uniforms	-	-	-	300	300	-	0.0%	30
31 Office Supplies	-	-	-	75	-	(75)	-100.0%	31
32 Utilities	863	816	816	950	950	-	0.0%	32
33 Advertising/Promotion Media	-	-	-	300	-	(300)	-100.0%	33
34 Travel, Meetings, Training, Education	-	-	-	1,250	500	(750)	-60.0%	34
35 Printing	-	251	-	1,500	1,500	-	0.0%	35
36 Other Misc. Expenses	-	-	-	300	300	-	0.0%	36
37 Materials & Services Total	\$ 863	\$ 1,067	\$ 816	\$ 4,675	\$ 3,550	\$ (1,125)	-24.1%	37
38 Travel Training Total	\$ 41,872	\$ 59,906	\$ 56,733	\$ 57,892	\$ 173,995	\$ 116,103	200.6%	38
39 Communication Division Total	\$ 1,514,056	\$ 1,788,153	\$ 1,566,220	\$ 2,246,264	\$ 2,281,654	\$ 35,390	1.6%	39

Communication - Continued

FTE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget		
Marketing & Communication								
40	Director of Communication	1.0	1.0	1.0	1.0	1.0	-	40
41	Marketing Coordinator	1.0	1.0	1.0	1.0	1.0	-	41
42	Digital Marketing Coordinator	1.0	1.0	1.0	1.0	1.0	-	42
43	Marketing Assistant	1.0	1.0	1.0	1.0	1.0	-	43
44	Customer Experience Specialist	-	-	0.3	0.3	0.3	-	44
45	Total Marketing & Communication	4.0	4.0	4.3	4.3	4.3	-	45
Customer Service								
46	Customer Service Manager	0.9	0.9	1.0	1.0	1.0	-	46
47	Customer Service Representative	8.0	7.9	7.0	7.0	7.0	-	47
48	Customer Experience Specialist	-	-	0.3	0.3	0.3	-	48
49	Total Customer Service	8.9	8.8	8.3	8.3	8.3	-	49
Travel Trainer								
50	Outreach Representative (Travel Trainer)	0.3	0.4	0.4	0.4	0.8	0.4	50
51	Mobility Management Coordinator					0.4	0.4	⑧ 51
52	Total Travel Trainer	0.3	0.4	0.4	0.4	1.2	0.8	52
53	Total Communication FTE	13.2	13.2	13.0	13.0	13.8	0.8	53

⑧ New position in FY22



Operations Division

Operations Division

The Operations Division is responsible for providing safe, reliable, and courteous transit services for our community stakeholders, customers, and employees. The Division is comprised of three (3) departments:

Transportation

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

Maintenance

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

Contracted Services

The Contracted Services Department is responsible for monitoring all contracted staff for the delivery of our Cherriots LIFT, Cherriots Regional, and Cherriots Shop & Ride services. The department also has oversight of the Cherriots Call Center.

Strategic Priorities

Provide an Exceptional Customer Experience

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

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

Team Cherrits: Culture of Excellence

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

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

Enhance Community Engagement

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

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

Ensure Organizational Viability

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

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

Be an Environmentally Responsible Organization

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

Activities include:

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

Operations

Operations Administration		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
1	Personnel Services	\$ 599,919	\$ 630,944	\$ 517,624	\$ 658,499	\$ 521,684	\$ (136,815)	-20.8%	1
	Materials & Services								
2	Other Professional & Technical	44,251	-	25,000	30,000	10,000	(20,000)	-66.7%	2
3	Legal Services	-	-	415	-	-	-		3
4	Office Supplies	520	183	214	500	500	-	0.0%	4
5	Utilities	434	463	434	500	500	-	0.0%	5
6	Dues & Subscriptions	(180)	-	-	-	-	-		6
7	Travel, Meetings, Training, Education	15,140	2,403	1,229	4,500	7,000	2,500	55.6%	7
8	Printing	176	-	-	-	-	-		8
9	Other Misc. Expenses	3,573	1,972	2,083	1,500	2,500	1,000	66.7%	9
10	Materials & Services Total	\$ 63,914	\$ 5,021	\$ 29,375	\$ 37,000	\$ 20,500	\$ (16,500)	-44.6%	10
11	Operations Administration Total	\$ 663,833	\$ 635,965	\$ 546,999	\$ 695,499	\$ 542,184	\$ (153,315)	-22.0%	11
FTE									
12	Deputy General Manager/COO	-	1.0	1.0	1.0	-	(1.0)	⑨	12
13	Chief Operating Officer	1.0	-	-	-	-	-		13
14	Director of Operations	-	-	-	-	1.0	1.0	⑩	14
15	Transportation Manager	1.0	1.0	1.0	1.0	1.0	-		15
16	Assistant Transportation Manager	1.0	1.0	1.0	1.0	1.0	-		16
17	Operations Programs Administrator	0.1	0.1	0.1	0.1	-	(0.1)	⑪	17
18	Administrative Assistant, Operations	1.0	1.0	1.0	1.0	-	(1.0)	⑨	18
19	Total Operations Administration FTE	4.1	4.1	4.1	4.1	3.0	(1.1)		19

⑨ Transferred to Deputy GM Division due to reorganization

⑩ Position added due to reorganization

⑪ Transferred to Communication Division due to reorganization

Operations - Continued

Planning*	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
20 Personnel Services	\$ -	\$ 514,106	\$ 546,948	\$ 549,281	\$ -	\$ (549,281)	-100.0%	20
Materials & Services								
21 Advertising Fees	-	752	-	-	-	-		21
22 Other Professional & Technical	-	-	35,000	284,000	-	(284,000)	-100.0%	22
23 Other Services	-	3,961	-	3,000	-	(3,000)	-100.0%	23
24 Parts, Equipment & Tools	-	-	-	300	-	(300)	-100.0%	24
25 Operating Supplies	-	-	-	300	-	(300)	-100.0%	25
26 Office Supplies	-	58	74	250	-	(250)	-100.0%	26
27 Utilities	-	1,884	2,064	2,300	-	(2,300)	-100.0%	27
28 Dues & Subscriptions	-	95	100	250	-	(250)	-100.0%	28
29 Travel, Meetings, Training, Education	-	10,083	-	6,500	-	(6,500)	-100.0%	29
30 Materials & Services Total	\$ -	\$ 16,833	\$ 37,238	\$ 296,900	\$ -	\$ (296,900)	-100.0%	30
31 Planning Total	\$ -	\$ 530,939	\$ 584,186	\$ 846,181	\$ -	\$ (846,181)	-100.0%	31

***FY22 Budget moves Planning from Operations Division to Deputy General Manager**

32 FTE								32
33 Service Planning Manager	-	-	1.0	1.0	-	(1.0)	⑫	33
34 Transit Planner II (Programs)	-	-	1.0	1.0	-	(1.0)	⑫	34
35 Transit Planner II (Scheduling)	-	-	1.0	1.0	-	(1.0)	⑫	35
36 Transit Planner I	-	-	1.0	1.0	-	(1.0)	⑫	36
37 Total Planning	-	-	4.0	4.0	-	(4.00)		37

⑫ Positions moved to Deputy General Manager Division due to reorganization

Operations - Continued

Vehicle Maintenance	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
38 Personnel Services	\$ 2,617,369	\$ 3,161,424	\$ 3,230,405	\$ 3,367,835	\$ 3,622,320	\$ 254,485	7.6%	38
Materials & Services								
39 Other Professional & Technical	16,584	24,460	22,000	22,000	22,000	-	0.0%	39
40 Contract Maintenance Services	1,706	412	-	1,500	1,500	-	0.0%	40
41 Towing & Collision Repairs	4,177	7,083	4,558	16,000	13,000	(3,000)	-18.8%	41
42 Legal Services	858	-	-	-	-	-		42
43 Radio Charges	44,352	48,787	59,896	48,800	53,668	4,868	10.0%	43
44 Other Services	47	-	-	-	-	-		44
45 Fuel-Cars & Other	17,591	6,001	17,934	4,150	5,000	850	20.5%	45
46 Fuel-Diesel	524,789	377,342	230,009	650,400	538,450	(111,950)	-17.2%	46
47 Fuel-CNG	228,386	230,551	249,706	346,415	330,000	(16,415)	-4.7%	47
48 Lubricant & Coolant	58,001	47,463	59,896	60,000	62,000	2,000	3.3%	48
49 Tires & Tire Supplies	129,253	235,657	125,950	214,000	210,000	(4,000)	-1.9%	49
50 Parts, Equipment & Tools	722,682	873,577	838,720	831,550	812,500	(19,050)	-2.3%	50
51 Uniforms	53,483	26,994	25,689	30,000	30,000	-	0.0%	51
52 Training/Incentive	431	-	-	-	-	-		52
53 Safety & Wellness	587	-	164,092	1,500	196,500	195,000	13000.0%	53
54 Operating Supplies	29,588	47,369	45,913	50,000	48,000	(2,000)	-4.0%	54
55 Office Supplies	1,676	600	125	1,000	-	(1,000)	-100.0%	55
56 Other Materials & Supplies	262	1,306	1,179	2,000	1,500	(500)	-25.0%	56
57 Utilities	544	560	634	700	700	-	0.0%	57
58 Travel, Meetings, Training, Education	7,336	2,636	1,398	21,500	21,500	-	0.0%	58
59 Advertising/Promotion Media	650	952	50	1,000	1,000	-	0.0%	59
60 Printing	3,935	5,634	5,000	4,500	4,500	-	0.0%	60
61 Other Misc. Expenses	62	58	168	500	500	-	0.0%	61
62 Materials & Services Total	\$ 1,846,980	\$ 1,937,442	\$ 1,852,917	\$ 2,307,515	\$ 2,352,318	\$ 44,803	1.9%	62
63 Vehicle Maintenance Total	\$ 4,464,349	\$ 5,098,866	\$ 5,083,322	\$ 5,675,350	\$ 5,974,638	\$ 299,288	5.3%	63

Operations - Continued

FTE	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	
64 Maintenance Manager	0.9	0.9	0.9	0.9	0.9	-	64
65 Vehicle Maintenance Supervisor	3.8	3.8	3.8	3.8	3.8	-	65
66 Maintenance Training Supervisor	1	1.0	0.9	0.9	0.9	-	66
67 Administrative Assistant, Maintenance	0.6	0.6	0.7	0.7	0.7	-	67
68 Purchasing Agent	0.9	0.9	0.9	0.9	0.9	-	68
69 Journey Mechanic	10.1	10.1	10.1	10.1	10.1	-	69
70 Parts & Supply Clerk	0.9	0.9	0.9	0.9	0.9	-	70
71 Service Technician	6.4	6.4	5.5	5.5	5.5	-	71
72 Service Worker	7.4	7.4	7.4	7.4	7.4	-	72
73 Total Vehicle Maintenance FTE	32.0	32.0	31.1	31.1	31.1	-	73

Operations - Continued

Facility Maintenance		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
74	Personnel Services	\$ 777,850	\$ 820,908	\$ 1,006,908	\$ 844,196	\$ 1,253,354	\$ 409,158	40.6%	74
	Materials & Services								
75	Other Professional & Technical	8,844	23,190	7,455	11,000	11,000	-	0.0%	75
76	Contract Maintenance Services	69,899	97,814	114,774	72,000	75,000	3,000	4.2%	76
77	Legal Services	450	-	-	-	-	-		77
78	Other Services	-	20	-	-	-	-		78
79	Fuel-Cars & Other	-	7,050	-	7,800	7,250	(550)	-7.1%	79
80	Parts, Equipment & Tools	2,207	1,763	5,586	3,150	3,150	-	0.0%	80
81	Uniforms	1,333	1,372	2,883	3,000	3,000	-	0.0%	81
82	Operating Supplies	24,515	33,213	48,565	40,000	35,000	(5,000)	-12.5%	82
83	Office Supplies	106	-	-	-	-	-		83
84	Other Materials & Supplies	4,422	1,446	450	8,000	8,000	-	0.0%	84
85	Utilities	137,573	145,766	144,213	168,500	170,850	2,350	1.4%	85
86	Travel, Meetings, Training, Education	-	150	7	-	-	-		86
87	Dues & Subscriptions	-	-	-	250	300	50	20.0%	87
88	Printing	-	-	-	250	250	-	0.0%	88
89	Other Misc. Expenses	47	928	-	150	150	-	0.0%	89
90	Materials & Services Total	\$ 249,396	\$ 312,712	\$ 323,933	\$ 314,100	\$ 313,950	\$ (150)	0.0%	90
91	Facility Maintenance	\$ 1,027,246	\$ 1,133,620	\$ 1,330,841	\$ 1,158,296	\$ 1,567,304	\$ 409,008	35.3%	91
Total									
FTE									
92	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0	1.0	-		92
93	Facilities Maintenance Worker	8.0	8.0	12.0	8.0	12.0	4.0	⑬	93
94	Total Facilities Maintenance FTE	9.0	9.0	13.0	9.0	13.0	4.0		94

⑬ Additional limited term positions added

Operations - Continued

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Security & Emergency Management *								
95 Personnel Services	\$ 154,383	\$ 160,905	\$ 249,859	\$ 387,568	\$ -	\$ (387,568)	-100.0%	95
Materials & Services								
96 Other Professional & Technical	435,681	532,473	683,877	751,000	-	(751,000)	-100.0%	96
97 Other Services	1,230	-	-	1,500	-	(1,500)	-100.0%	97
98 Parts, Equipment & Tools	7,500	3,341	6,360	2,000	-	(2,000)	-100.0%	98
99 Operating Supplies	1,675	9,353	29,000	3,500	-	(3,500)	-100.0%	99
100 Office Supplies	351	1,142	750	700	-	(700)	-100.0%	100
101 Utilities	1,941	2,300	9,000	4,200	-	(4,200)	-100.0%	101
102 Dues & Subscriptions	669	669	783	1,000	-	(1,000)	-100.0%	102
103 Travel, Meetings, Training, Education	4,680	398	120	6,500	-	(6,500)	-100.0%	103
104 Printing	186	571	550	1,000	-	(1,000)	-100.0%	104
105 Other Misc. Expenses	144	115	1,200	1,000	-	(1,000)	-100.0%	105
106 Materials & Services Total	\$ 454,057	\$ 550,362	\$ 731,640	\$ 772,400	\$ -	\$ (772,400)	-100.0%	106
107 Security Total	\$ 608,440	\$ 711,267	\$ 981,499	\$ 1,159,968	\$ -	\$ (1,159,968)	-100.0%	107
*FY22 Budget moves Security & Emergency Management from Operations Division to Deputy General Manager								
FTE								
108 Security Coordinator	1.0	1.0	-	-	-	-		108
109 Security and Emergency Management Manager	-	-	1.0	1.0	-	(1.0)	(14)	109
110 Security Coordinator	-	-	1.0	1.0	-	(1.0)	(14)	110
111 Emergency Coordinator	-	-	1.0	1.0	-	(1.0)	(14)	111
112 Total Security & Emergency Management FTE	1.0	1.0	3.0	3.0	-	(3.0)		112

(14) Positions moved to Deputy General Manager Division due to reorganization

Operations - Continued

Cherriots Local Service		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
113	Personnel Services	\$ 12,292,071	\$ 13,531,360	\$ 14,419,886	\$ 16,178,887	\$ 16,922,158	\$ 743,271	4.6%	113
	Materials & Services								
114	Other Professional & Technical	79	9,035	-	5,000	5,000	-	0.0%	114
115	Fuel-Cars & Other	-	3,267	-	4,000	4,000	-	0.0%	115
116	Parts, Equipment & Tools	719	1,284	786	2,000	1,750	(250)	-12.5%	116
117	Uniforms	77,730	33,887	49,200	68,000	72,500	4,500	6.6%	117
118	Safety & Wellness	2,863	4,092	479	5,000	6,500	1,500	30.0%	118
119	Operating Supplies	1,125	744	472	2,000	1,500	(500)	-25.0%	119
120	Office Supplies	4,051	5,882	4,036	6,000	6,000	-	0.0%	120
121	Utilities	4,288	5,550	7,500	8,000	10,500	2,500	31.3%	121
122	Travel, Meetings, Training, Education	22,096	3,211	1,500	13,700	21,900	8,200	59.9%	122
123	Printing	-	600	225	600	650	50	8.3%	123
124	Other Misc. Expenses	2,444	3,782	6,604	4,000	4,000	-	0.0%	124
125	Materials & Services Total 1	\$ 115,395	\$ 71,334	\$ 70,802	\$ 118,300	\$ 134,300	\$ 16,000	13.5%	125
26	Cherriots Local Service Total	\$ 12,407,466	\$ 13,602,694	\$ 14,490,688	\$ 16,297,187	\$ 17,056,458	\$ 759,271	4.7%	126
			(1)						
	FTE								
127	Operations Supervisor	8.0	11.0	12.0	12.0	11.0	(1.0)		127
128	Operations Training Supervisor	1.0	1.0	1.0	1.0	1.0	-		128
129	Transportation Administrator	-	-	-	-	1.0	1.0	Ⓜ	129
130	Administrative Assistant, Transportation	-	1.0	1.0	1.0	1.0	-		130
131	Transit Operator	109.0	124.0	133.5	133.5	133.8	0.3		131
132	Total Cherriots Fixed Route Service FTE	118.0	137.0	147.5	147.5	147.8	0.3		132
	Ⓜ Reclassified from Operations Supervisor								
133	Operations Division Total	\$ 19,171,334	\$ 21,713,351	\$ 23,017,535	\$ 25,832,481	\$ 25,140,584	\$ (691,897)	-2.7%	133
134	Total Operations Division FTE	164.1	183.1	202.7	198.7	194.9	(3.8)		134

General Administration

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

Personnel Services

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

Materials and Services

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

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

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
General Administration								
1 Personnel Services	\$ 347,578	\$ 287,384	\$ 219,579	\$ 295,000	\$ 370,000	\$ 75,000	25.4%	1
Materials and Services								
2 Other Professional & Technical	106,497	142,762	137,592	104,000	131,300	27,300	26.3%	2
3 Contract Maintenance Services	30,675	34,195	32,435	31,000	31,000	-	0.0%	3
4 Legal Services	18,789	33,189	19,843	25,000	25,000	-	0.0%	4
5 Parts, Equipment & Tools	-	346	-	300	-	(300)	-100.0%	5
6 Office Supplies	3,116	3,618	3,367	4,000	4,000	-	0.0%	6
7 Other Materials & Supplies	9,361	7,771	3,710	9,200	9,500	300	3.3%	7
8 Utilities	31,940	32,649	31,777	33,000	34,000	1,000	3.0%	8
9 Condo Assn Courthouse Square	118,803	120,956	131,800	131,800	137,100	5,300	4.0%	9
10 Premium for General Liability	202,674	291,557	310,620	341,500	341,500	-	0.0%	10
11 Retail Space Property Taxes	1,050	2,119	2,196	2,150	2,275	125	5.8%	11
12 Dues & Subscriptions	59,325	72,098	72,699	73,400	73,400	-	0.0%	12
13 Travel, Meetings, Training, Education	-	1	-	-	-	-	-	13
14 Passthrough	14,261	12,446	22,049	25,000	25,000	-	0.0%	14
15 Other Misc. Expenses	54,194	42,290	54,259	62,400	62,650	250	0.4%	15
16 Lease	4,865	7,608	2,820	4,800	5,700	900	18.8%	16
17 Materials and Services Total	\$ 655,550	\$ 803,605	\$ 825,167	\$ 847,550	\$ 882,425	\$ 34,875	4.1%	17
18 General Administration Total	\$ 1,003,128	\$ 1,090,989	\$ 1,044,746	\$ 1,142,550	\$ 1,252,425	\$ 109,875	9.6%	18
19 Total General Fund	\$ 26,451,384	\$ 28,984,413	\$ 30,243,285	\$ 34,598,930	\$ 37,297,139	\$ 2,698,209	7.8%	19
20 Total General Fund FTE	205.4	222.2	243.4	239.4	245.4	6.0		20



TRANSPORTATION PROGRAMS FUND





Transportation Programs Fund

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

Cherriots LIFT

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

Cherriots Shop & Ride

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

Cherriots Regional

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

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

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

Cherriots Call Center

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

Mobility Management

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

Special Transportation Coordination

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

TripChoice

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

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 402,005	\$ 284,968	\$ 450	\$ 278,200	\$ 233,584	\$ (44,616)	-16.0%	1
2	Federal Direct 5310 Funds	221,126	256,156	156,433	245,231	252,228	6,997	2.9%	2
3	Federal 5311 Funds	393,057	325,137	448,165	391,787	334,373	(57,414)	-14.7%	3
4	Federal New Freedom	-	-	-	-	-	-		4
5	Federal 5310 Funds Through State	958,864	703,016	1,231,718	1,229,045	1,195,007	(34,038)	-2.8%	5
6	TripChoice Grant	216,626	189,301	172,447	275,062	216,172	(58,890)	-21.4%	6
7	In-Kind Match	-	-	24,473	38,869	39,703	834	2.1%	7
8	TDM Grant	177,103	154,883	150,549	180,330	320,556	140,226	77.8%	8
9	DD53 Revenues	2,257,875	1,850,146	187,155	1,762,350	881,175	(881,175)	-50.0%	9
10	Federal 5307 CARES	-	512,577	1,972,573	1,888,925	-	(1,888,925)		10
11	Corona Virus Relief	-	59,581	-	-	-			11
12	Federal 5307	815,834	775,367	658,858	788,700	630,629	(158,071)	-20.0%	12
13	Federal 5311 CARES ACT Through State	-	67,469	252,845	258,354	-	(258,354)	-100.0%	13
14	Federal 5307 CRRSA	-	-	-	-	42,464			14
15	STF Pass Through Funds	266,434	255,768	300,768	300,764	256,648	(44,116)	-14.7%	15
16	STIF Pass Through Funds	432,983	308,176	714,400	547,700	460,000	(87,700)	-16.0%	16
17	State STF Funds	717,942	740,593	706,290	624,985	551,735	(73,250)	-11.7%	17
18	State STIF Formula Funds	294,769	909,503	917,861	904,550	1,525,927	621,377	68.7%	18
19	Miscellaneous	7,123	1,519	53,297	-	-	-		19
20	Interest on Investments	-	919	3,545	-	5,500			20
21	Transfers from Other Funds	335,448	1,557,609	1,555,000	1,585,600	4,204,192	2,618,592	165.1%	21
22	Transfers from Other Programs	-	-	-	-	763,046	763,046		22
22	Operating Revenues/Resources Total	\$ 7,497,189	\$ 8,952,688	\$ 9,506,827	\$ 11,300,452	\$ 11,912,939	\$ 612,487	5.4%	22

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

	FY2018-19	FY2019-20	FY2020-21 Year-	FY2020-21	FY2021-22	Change from	Percent	
Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary	Actual	Actual	End Estimate	Amended Budget	Proposed Budget	FY2020-21 Budget	Change	
Operating Expenses/Requirements								
23 General Manager/Board of Directors/Sustainability	-	568,550	485,466	885,185	-	(885,185)	-100.0%	23
24 Transportation Development	639,355	-	-	-	-	-		24
25 Technology & Program Management	-	-	-	-	718,648	718,648		25
26 Communication	-	344,184	347,469	494,261	688,976	194,715	39.4%	26
27 Operations	7,981,676	7,890,395	7,209,187	9,243,227	9,002,270	(240,957)	-2.6%	27
28 Operating Expenses/Requirements Total	\$ 8,621,031	\$ 8,803,129	\$ 8,042,122	\$ 10,622,673	\$ 10,409,894	\$ (212,779)	-2.0%	28
Operating Revenue/Resources less Operating								
29 Expenses/Requirements	\$ (1,123,842)	\$ 149,559	\$ 1,464,705	\$ 677,779	\$ 1,503,045	\$ 825,266	121.8%	29
30 Transfers to Other Funds								30
31 Transfer Out from Other Programs	-	-	-	-	(763,046)			31
32 Transfers to Other Funds Total	\$ -	\$ -	\$ -	\$ -	\$ (763,046)	\$ (763,046)		32
33 Net Operating and Transfers to Other Funds Total	\$ (1,123,842)	\$ 149,559	\$ 1,464,705	\$ 677,779	\$ 739,999	\$ 62,220	9.2%	33
34 Reserve Working Capital	-	-	-	-	(2,564,902)	(2,564,902)		34
Net Operating, Transfers to Other Funds, and Reserve								
35 Working Capital Total	\$ (1,123,842)	\$ 149,559	\$ 1,464,705	\$ 677,779	\$ (1,824,903)	\$ (2,502,682)	-369.2%	35
36 Beginning Working Capital	1,334,481	210,639	360,198	799,655	1,824,903	1,025,248	128.2%	36
37 Ending Working Capital	\$ 210,639	\$ 360,198	\$ 1,824,903	\$ 1,477,434	\$ -	\$ (1,477,434)	-100.0%	37

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Transportation Programs Fund Program Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
General Manager/BOD/SIPM/Sustainability Program									
1	Special Transportation Coordination*	\$ -	\$ 568,550	\$ 485,466	\$ 885,185	\$ -	\$ (885,185)	-100.0%	1
2	General Manager/Board of Directors/SIPM	\$ -	\$ 568,550	\$ 485,466	\$ 885,185	\$ -	\$ (885,185)	-100.0%	2
Technology & Program Management									
3	Special Transportation Coordination*	\$ -	\$ -	\$ -	\$ -	\$ 718,648	\$ 718,648		3
4	Technology & Program Management Total	\$ -	\$ -	\$ -	\$ -	\$ 718,648	\$ 718,648	0.0%	4
Transportation Development									
5	Special Transportation Coordination	\$ 246,404	\$ -	\$ -	\$ -	\$ -	\$ -		5
6	TripChoice	392,951	-	-	-	-	-		6
7	Transportation Development Total	\$ 639,355	\$ -	\$ -	\$ -	\$ -	\$ -		7
Communication									
8	TripChoice	\$ -	\$ 344,184	\$ 347,469	\$ 494,261	\$ 576,431	\$ 82,170	16.6%	8
9	Mobility Management	-	-	-	-	112,545	112,545		9
10	Communication Total	\$ -	\$ 344,184	\$ 347,469	\$ 494,261	\$ 688,976	\$ 194,715	39.4%	10
Operations									
11	Cherriots LIFT	\$ 5,938,182	\$ 5,655,097	\$ 4,608,926	\$ 6,396,291	\$ 6,475,129	\$ 78,838	1.2%	11
12	Cherriots Shop & Ride	476,780	444,237	430,844	475,839	464,054	(11,785)	-2.5%	12
13	Cherriots Regional	1,361,849	1,596,124	1,996,229	2,136,586	2,063,087	(73,499)	-3.4%	13
14	OHA/WVCH	(17,826)	-	-	-	-	-		14
15	Cherriots Call Center **	-	-	-	-	-	-		15
16	Mobility Management	222,691	194,937	173,188	234,511	-			16
17	Operations Total	\$ 7,981,676	\$ 7,890,395	\$ 7,209,187	\$ 9,243,227	\$ 9,002,270	\$ (240,957)	-2.6%	17
18	Transportation Programs Fund Total	\$ 8,621,031	\$ 8,803,129	\$ 8,042,122	\$ 10,622,673	\$ 10,409,894	\$ (212,779)	-2.0%	18

*Technology & Programs Management Division was created in FY22 and the Special Transportation Coordination was moved out of the GM/BOD/Sustainability Division.

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

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Cherriots LIFT

Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 222,348	\$ 146,986	\$ -	\$ 140,850	\$ 108,892	\$ (31,958)	-22.7%	1
2	Federal 5307 CARES ACT	-	446,318	1,888,925	1,888,925	-	(1,888,925)	-100.0%	2
3	Federal 5307 CRRSAA	-	-	-	-	42,464	42,464		3
4	Federal Direct 5310 Funds	2,890	8,404	-	500	14,503	14,003	2800.6%	4
5	Federal 5310 Funds Through State	163,674	-	-	176,650	-	(176,650)	-100.0%	5
6	DD53 Revenues	2,257,875	1,850,146	187,155	1,762,350	881,175	(881,175)	-50.0%	6
7	Federal 5307	815,834	775,367	658,858	788,700	630,629	(158,071)	-20.0%	7
8	State STF Funds	249,410	348,996	300,272	150,200	109,341	(40,859)	-27.2%	8
9	State STIF Formula Funds	99,644	400,112	404,719	404,750	483,933	79,183	19.6%	9
10	Miscellaneous	7,123	1,519	53,297	-	-	-		10
11	Transfers from Other Funds	326,800	1,557,609	1,555,000	1,555,000	4,204,192	2,649,192	170.4%	11
12	Transfers from Other Programs	-	-	-	-	763,046	763,046		12
13	Operating Revenues/Resources Total	\$ 4,145,598	\$ 5,535,457	\$ 5,048,226	\$ 6,867,925	\$ 7,238,175	\$ 370,250	5.4%	13
Operating Expenses/Requirements									
14	Personnel services	\$ 348,951	\$ 384,871	\$ 361,368	\$ 397,626	\$ 414,344	\$ 16,718	4.2%	14
Materials & Services									
15	Other Professional & Technical	2,632	4,960	5,000	6,700	5,000	(1,700)	-25.4%	15
16	Contract Maintenance Services	-	54	-	-	-	-		16
17	Contract Eligibility Determination	118,640	118,827	120,026	135,000	137,475	2,475	1.8%	17
18	Towing & Collision Repairs	1,819	1,908	810	2,000	1,500	(500)	-25.0%	18
19	Radio Charges	11,614	12,888	11,884	11,884	12,000	116	1.0%	19
20	Legal Services	-	235	-	500	500	-	0.0%	20
21	Other Services	1,310	1,278	470	3,200	3,500	300.00	9.4%	21
22	Fuel-Cars & Other	330,141	236,178	130,032	353,250	350,000	(3,250)	-0.9%	22

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Cherriots LIFT

Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
23	Lubricant & Coolant	7,373	7,109	8,000	8,000	8,000	-	0.0%	23
24	Tires & Tire Supplies	22,129	19,858	12,445	26,800	21,500	(5,300)	-19.8%	24
25	Parts, Equipment & Tools	38,262	56,966	41,241	71,100	66,100	(5,000)	-7.0%	25
26	Operating Supplies	14,271	389	83	3,000	-	(3,000)	-100.0%	26
27	Office Supplies	317	52	291	500	500	-	0.0%	27
28	Other Materials & Supplies	489	283	-	-	-	-		28
29	Utilities	546	576	576	600	600	-	0.0%	29
30	Contract Transportation	3,578,979	3,375,900	3,023,364	3,928,885	4,152,875	223,990	5.7%	30
31	Dues & Subscriptions	225	225	225	225	225	-	0.0%	31
32	Travel, Meetings, Training, Education	303	87	330	350	4,300	3,950	1128.6%	32
33	Printing	5,509	3,063	4,604	7,200	11,000	3,800	52.8%	33
34	Match Expense	661,178	584,562	46,835	581,750	291,000	(290,750)	-50.0%	34
35	Other Misc. Expenses	125	341	-	450	500	50	11.1%	35
36	Lease-Other	11,243	31,860	31,860	42,366	43,000	634	1.5%	36
37	Call Center Allocation	782,126	812,627	809,482	814,905	951,210	136,305	16.7%	37
38	Materials & Services Total	\$ 5,589,231	\$ 5,270,226	\$ 4,247,558	\$ 5,998,665	\$ 6,060,785	\$ 62,120	1.0%	38
39	Operating Expenses/Requirements Total	\$ 5,938,182	\$ 5,655,097	\$ 4,608,926	\$ 6,396,291	\$ 6,475,129	\$ 78,838	1.2%	39
40	Operating Revenue/Resources less Operating Expenses/Requirements	\$ (1,792,584)	\$ (119,640)	\$ 439,300	\$ 471,634	\$ 763,046	\$ 291,412		40
41	Transfers to Other Funds								41
42	Transfer to Capital Project Fund	-	-	-	-	-	-		42
43	Transfer Out To Other TPF Funds	-	-	-	-	-	-		43
44	Transfers to Other Funds Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		44
41	Net Operating & Transfers to Other Funds Total	\$ (1,792,584)	\$ (119,640)	\$ 439,300	\$ 471,634	\$ 763,046	\$ 291,412		41
42	Other Designations								42
43	Reserved Working Capital	-	-	-	-	153,817	153,817		43
44	Other Designations Total	\$ -	\$ -	\$ -	\$ -	\$ 153,817	\$ 153,817		44
42	Net Operating, Transfers to Other Funds & Other Designations Total	\$ (1,792,584)	\$ (119,640)	\$ 439,300	\$ 471,634	\$ 916,863	\$ 445,229		42
43	Beginning Working Capital	556,061	(1,236,523)	(1,356,163)	(1,026,813)	(916,863)	109,950	-10.7%	43
44	Ending Working Capital	\$ (1,236,523)	\$ (1,356,163)	\$ (916,863)	\$ (555,179)	\$ -	\$ 555,179	-100.0%	44

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Cherriots LIFT

Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
FTE								
45	Maintenance Manager	0.1	0.1	0.1	0.1	0.1	-	45
46	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.1	-	46
47	Contracted Services Manager	0.7	0.7	0.7	0.7	0.7	-	47
48	Intelligent Transportation Systems Administra	0.1	0.1	-	-	-	-	48
49	Administrative Assistant, Contracted Services	0.9	0.9	0.7	0.7	0.7	-	49
50	Administrative Assistant, Maintenance	-	-	0.1	0.1	0.1	-	50
51	Journey Mechanic	0.7	0.7	0.6	0.6	0.6	-	51
52	Purchasing Agent	0.1	0.1	0.1	0.1	0.1	-	52
53	Parts & Supply Clerk	0.1	0.1	0.1	0.1	0.1	-	53
54	Service Technician	0.4	0.4	0.4	0.4	0.4	-	54
55	Service Worker	0.5	0.5	0.4	0.4	0.4	-	55
56	Maintenance Training Supervisor	-	-	0.1	0.1	0.1	-	56
57	Total Cherriots LIFT FTEs	3.7	3.7	3.4	3.4	3.4	-	57

Cherriots Shop & Ride

Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	24,153	11,537	-	11,600	8,700	(2,900)	-25.0%	1
2	Corona Virus Relief Fund	-	45,473	-	-	-	-	-	2
3	Federal Direct 5310 Funds	218,236	232,752	156,433	244,731	237,725	(7,006)	-2.9%	3
4	Federal 5310 Funds Through State	144,661	-	136,080	134,305	157,284	22,979	17.1%	4
5	Federal 5307 CARES ACT	-	66,259	83,648	-	-	-	-	5
6	State STF Funds	81,082	78,004	54,683	84,774	85,208	434	0.5%	6
7	Transfers from Other Funds	8,648	-	-	-	-	-	-	7
8	Operating Revenues/Resources Total	\$ 476,780	\$ 434,025	\$ 430,844	\$ 475,410	\$ 488,917	\$ 13,507	2.8%	8
Operating Expenses/Requirements									
9	Personnel Services	\$ 30,887	\$ 29,511	\$ 25,748	\$ 35,421	\$ 36,151	\$ 730	2.1%	9
Materials & Services									
10	Other Professional & Technical	-	677	-	-	630	630.00		10
11	Towing & Collision Repairs	-	216	-	450	450	-	0.0%	11
12	Radio Charges	1,505	1,616	1,704	1,415	1,450	35	2.5%	12
13	Other Services	62	58	-	-	-	-	-	13
14	Fuel-Cars & Other	15,775	10,232	10,333	20,000	18,000	(2,000)	-10.0%	14
15	Lubricant & Coolant	294	188	168	500	500	-	0.0%	15
16	Tires & Tire Supplies	449	417	1,500	1,500	1,500	-	0.0%	16
17	Parts, Equipment & Tools	3,456	2,169	770	5,500	5,500	-	0.0%	17
18	Operating Supplies	1	-	-	-	-	-	-	18
19	Utilities	6	-	-	-	-	-	-	19
20	Contract Transportation	276,447	243,246	235,303	280,643	297,550	16,907	6.0%	20
21	Lease-Other	1,249	3,540	3,540	5,040	5,040	-	0.0%	21
22	Call Center Allocation	146,649	152,367	151,778	125,370	97,283	(28,087)	-22.4%	22
23	Materials & Services Total	\$ 445,893	\$ 414,726	\$ 405,096	\$ 440,418	\$ 427,903	\$ (12,515)	-2.8%	23
24	Operating Expenses/Requirements Total	\$ 476,780	\$ 444,237	\$ 430,844	\$ 475,839	\$ 464,054	\$ (11,785)	-2.5%	24
Operating Revenue/Resources less Operating Expenses/Requirements									
25		\$ -	\$ (10,212)	\$ -	\$ (429)	\$ 24,863	\$ 25,292		25
26	Net Operating & Transfers to Other Funds Total	\$ -	\$ (10,212)	\$ -	\$ (429)	\$ 24,863	\$ 25,292	-5895.6%	26
27	Other Designations								27
28	Reserved Working Capital	\$ -	\$ -	\$ -	\$ -	\$ (51,505)	\$ (51,505)		28
29	Other Designations Total	\$ -	\$ -	\$ -	\$ -	\$ (51,505)	\$ (51,505)		29
Net Operating, Transfers to Other Funds & Other Designations Total									
30		\$ -	\$ (10,212)	\$ -	\$ (429)	\$ (26,642)	\$ (26,213)		30
31	Beginning Working Capital	36,854	36,854	26,642	36,854	26,642	(10,212.00)		31
32	Ending Working Capital	\$ 36,854	\$ 26,642	\$ 26,642	\$ 36,425	\$ -	\$ (36,425)		32

Cherriots Shop & Ride

Revenues/Resources & Expenses/Requirements									
Summary	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change		
33 FTE									33
34 Contracted Services Manager	0.1	0.1	0.1	0.1	0.1	-		34	
35 Administrative Assistant, Contracted Services	0.2	0.1	0.1	0.1	0.1	-		35	
36 Journey Mechanic	0.1	0.1	0.2	0.2	0.2	-		36	
37 Service Technician	-	-	-	-	-	-		37	
38 Service Worker	0.1	-	-	-	-	-		38	
39 Total Cherriots Shop & Ride FTEs	0.5	0.3	0.4	0.4	0.4	-		39	

Cherriots Regional

Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End	FY2020-21 Amended	FY2021-22 Proposed	Change from	Percent Change	
				Estimate	Budget	Budget	FY2020-21 Budget		
Operating Revenues/Resources									
1	Passenger Fares	\$ 155,504	\$ 126,446	\$ 450	\$ 125,750	\$ 115,991	\$ (9,759)	-7.8%	1
	Corona Virus Relief Fund	-	14,108	-	-	-	-		
2	Federal 5311 Funds	393,057	325,137	448,165	391,787	334,373	(57,414)	-14.7%	2
3	Federal 5310 Funds Through State	450,820	528,099	940,237	712,840	936,737	223,897	31.4%	3
4	Federal 5311 CARES ACT Through State	-	67,469	252,845	258,354	-	(258,354)	-100.0%	4
5	State STF Funds	362,468	291,572	331,548	363,511	343,628	(19,883)	-5.5%	5
6	State STIF Formula Funds	195,125	509,391	513,142	499,800	1,041,994	542,194	108.5%	6
7	Transfers from Other Funds	-	-	-	30,600	-	(30,600)	-100.0%	7
8	Operating Revenues/Resources Total	\$ 1,556,974	\$ 1,862,222	\$ 2,486,387	\$ 2,382,642	\$ 2,772,723	\$ 390,081	16.4%	8
Operating Expenses/Requirements									
9	Personnel Services	\$ 129,713	\$ 171,760	\$ 183,658	\$ 236,507	\$ 240,238	\$ 3,731	1.6%	9
Materials & Services									
10	Advertising Fees	-	-	-	-	-	-		10
11	Other Professional & Technical	1,883	2,983	14,794	14,200	23,500	9,300	65.5%	11
12	Contract Maintenance Services	-	-	-	-	-	-		12
13	Towing & Collision Repairs	3,055	5,575	9,362	4,500	4,500	-	0.0%	13
14	Legal Services	-	-	-	-	-	-		14
15	Radio Charges	4,302	4,567	4,166	3,700	4,000	300	8.1%	15
16	Other Services	232	245	100	-	-	-		16
17	Fuel-Cars & Other	131,641	133,189	139,938	167,000	167,000	-	0.0%	17
18	Lubricant & Coolant	5,104	6,865	6,939	6,500	6,500	-	0.0%	18
19	Tires & Tire Supplies	2,115	5,162	6,598	11,500	10,000	(1,500)	-13.0%	19
20	Parts, Equipment & Tools	22,991	43,849	54,348	45,100	45,100	-	0.0%	20
21	Uniforms	-	-	75	300	300	-	0.0%	21
22	Safety & Wellness	-	-	15,700	-	-	-		22
23	Operating Supplies	5,157	246	125	500	500	-	0.0%	23
24	Office Supplies	-	-	-	-	-	-		24
25	Other Materials & Supplies	-	-	2,950	6,800	1,800	(5,000)	-73.5%	25
26	Utilities	24	-	-	900	-	(900)	-100.0%	26
27	Contract Transportation	988,359	1,158,163	1,468,786	1,477,500	1,506,521	29,021	2.0%	27
28	Advertising/Promotion Media	-	-	2,500	5,000	-	(5,000)	-100.0%	28
29	Travel, Meetings, Training, Education	-	-	-	-	1,500	1,500		29
30	Printing	14,635	2,111	5,000	16,000	6,000	(10,000)	-62.5%	30

Cherriots Regional

Resources & Expenses/Requirements Summary	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from		Percent Change
						FY2020-21 Budget	FY2021-22 Budget	
31 Other Misc. Expenses	7	-	11,500	23,000	-	(23,000)	-100.0%	31
32 Lease-Other	3,748	10,620	10,119	13,104	13,200	96	0.7%	32
33 Call Center Allocation	48,883	50,789	59,571	104,475	32,428	(72,047)	-69.0%	33
34 Materials & Services Total	\$ 1,232,136	\$ 1,424,364	\$ 1,812,571	\$ 1,900,079	\$ 1,822,849	\$ (77,230)	-4.1%	34
35 Operating Expenses/Requirements Total	\$ 1,361,849	\$ 1,596,124	\$ 1,996,229	\$ 2,136,586	\$ 2,063,087	\$ (73,499)	-3.4%	35
Operating Revenue/Resources less Operating Expenses/Requirements	\$ 195,125	\$ 266,098	\$ 490,158	\$ 246,056	\$ 709,636	\$ 463,580	188.4%	36
37 Net Operating and Transfers to Other Funds Total	\$ 195,125	\$ 266,098	\$ 490,158	\$ 246,056	\$ 709,636	\$ 463,580		37
38 Other Designations								38
39 Reserved Working Capital	-	-	-	-	(1,661,783)	(1,661,783)		39
40 Other Designations Total	\$ -	\$ -	\$ -	\$ -	\$ (1,661,783)	\$ (1,661,783)		40
Net Operating, Transfers to Other Funds & Other Designations Total	\$ 195,125	\$ 266,098	\$ 490,158	\$ 246,056	\$ (952,147)	\$ (1,198,203)		41
42 Beginning Working Capital	766	195,891	461,989	599,427	952,147	352,720	58.8%	42
43 Ending Working Capital	\$ 195,891	\$ 461,989	\$ 952,147	\$ 845,483	\$ -	\$ (845,483)	-100.0%	43
44 FTE								44
45 Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.1	-		45
46 Contracted Services Manager	-	0.2	0.2	0.2	0.2	-		46
47 Administrative Assistant, Contracted Services	0.1	0.2	0.2	0.2	0.2	-		47
48 Facilities Maintenance Worker	-	-	-	-	1.0	1.0		48
49 Journey Mechanic	0.4	0.2	0.1	0.1	0.1	-		49
50 Service Technician	0.2	0.2	0.1	0.1	0.1	-		50
51 Service Worker	0.2	0.2	0.2	0.2	0.2	-		51
52 Total Cherriots Regional FTEs	1.0	1.1	0.9	0.9	1.9	1.0		52

Cherriots Call Center

Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Operating Expenses/Requirements								
1	Personnel Services	\$ 19,503	\$ 7,411	\$ 2,929	\$ 1,300	\$ 1,320	\$ 20	1.5%
Materials & Services								
2	Software Licensing & Annual Maintenance	\$ 79,926	\$ 109,102	\$ 98,053	\$ 96,000	\$ 103,800	\$ 7,800	8.1%
3	Other Professional & Technical	1,320	1,115	720	750	750	-	0.0%
4	Contract Maintenance Services	1,459	245	-	500	500	-	0.0%
5	Brokerage Contract	778,522	875,315	889,327	924,000	951,720	27,720	3.0%
6	Legal Services	-	-	-	500	500	-	0.0%
7	Other Services	6,352	2,863	-	-	-	-	-
8	Parts, Equipment & Tools	1,966	147	500	500	500	-	0.0%
9	Office Supplies	120	195	200	200	200	-	0.0%
10	Utilities	18,934	19,390	20,124	21,000	21,630	630	3.0%
11	Call Center Allocation	(908,102)	(1,015,783)	(1,011,853)	(1,044,750)	(1,080,920)	(36,170)	3.5%
12	Materials & Services Total	\$ (19,503)	\$ (7,411)	\$ (2,929)	\$ (1,300)	\$ (1,320)	\$ (20)	1.5%
13	Operating Expenses/Requirements Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
FTE								
14	Support Analyst	0.2	0.1	0.1	0.1	0.1	-	
15	Database Administrator	0.1	0.1	-	-	-	-	
16	Network Administrator	0.1	-	-	-	-	-	
17	Accounting Specialist	0.1	0.1	-	-	-	-	
18	Total Call Center FTEs	0.5	0.3	0.1	0.1	0.1	-	

Mobility Management

Revenues/Resources & Expenses/Requirements Summary	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Operating Revenues/Resources							
1 Federal Direct 5310 Funds	-	-	-	-	-	-	
2 Federal 5310 Funds Through State	199,709	174,917	155,401	205,250	100,987	(104,263)	-50.8%
3 State STF Funds	22,982	20,020	17,787	23,500	11,558	(11,942)	-50.8%
4 Transfers from Other Funds	-	-	-	-	-	-	
5 Operating Revenues/Resources Total	\$ 222,691	\$ 194,937	\$ 173,188	\$ 228,750	\$ 112,545	\$ (116,205)	-50.8%
Operating Expenses/Requirements							
6 Personnel Services	\$ 185,874	\$ 163,441	\$ 143,453	\$ 192,761	\$ 70,545	\$ (122,216)	-63.4%
Materials & Services							
7 Advertising Fees	-	-	-	-	-	-	
8 Other Professional & Technical	31,104	24,754	29,235	36,250	38,000	1,750	4.8%
9 Legal Services	383	-	-	-	-	-	
10 Advertising/Promotion Media	2,850	4,452	-	2,000	2,000	-	0.0%
11 Travel, Meetings, Training, Education	2,191	2,290	500	3,500	2,000	(1,500)	-42.9%
12 Other Misc. Expenses	289	-	-	-	-	-	
13 Materials & Services Total	\$ 36,817	\$ 31,496	\$ 29,735	\$ 41,750	\$ 42,000	\$ 250	0.6%
14 Operating Expenses/Requirements Total	\$ 222,691	\$ 194,937	\$ 173,188	\$ 234,511	\$ 112,545	\$ (121,966)	-52.0%
Operating Revenue/Resources less Operating Expenses/Requirements							
15 Transfers to Other Funds							
17 Transfers to Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
18 Transfer Out To STS						\$ -	
19 Transfers to Other Funds Total	-	-	-	-	-	0	
20 Net Operating and Transfers to Other Fund	-	-	-	(5,761)	-	5,761	-100.0%
Other Designations							
22 Reserved Working Capital	-	-	-	-	(17,611)	(17,611)	
23 Other Designations Total	-	-	-	-	(17,611)	(17,611)	
24 Net Operating, Transfers to Other Funds	-	-	-	(5,761)	(17,611)	(11,850)	205.7%
25 Beginning Working Capital	17,611	17,611	17,611	17,611	17,611	-	0.0%
26 Ending Working Capital	\$ 17,611	\$ 17,611	\$ 17,611	\$ 11,850	\$ -	\$ (11,850)	
FTE							
27 Outreach Representative (Travel Trainer)	0.6	0.6	0.6	0.6	0.2	(0.4)	
28 Mobility Coordinator	-	-	-	-	0.4	0.4	①
29 Operations Programs Administrator	0.9	0.9	0.9	0.9	-	(0.9)	①
30 Total Mobility Management FTEs	1.5	1.5	1.5	1.5	0.6	(1)	

① Renamed from Operations Programs Admin due to reorganization

Special Transportation Coordination

Revenues/Resources & Expenses/Requirements Summary		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Operating Revenues/Resources								
1	Federal 5311 Funds	-	-	-	-	-	-	
2	Federal Direct 5310 Funds	\$ -	15,000	\$ -	\$ -	\$ -	\$ -	
3	STF Pass Through Funds	266,434	255,768	300,768	300,764	256,648	(44,116)	-14.7%
4	STIF Pass Through Funds	432,983	308,176	714,400	547,700	460,000	(87,700)	-16.0%
5	State STF Funds	2,000	2,000	2,000	3,000	2,000	(1,000)	-33.3%
6	Interest on Investments	-	919	3,545	-	5,500	5,500	
7	Operating Revenues/Resources Total	\$ 701,417	\$ 581,863	\$ 1,020,713	\$ 851,464	\$ 724,148	\$ (127,316)	-15.0%
Operating Expenses/Requirements								
8	Personnel Services	\$ 2,000	\$ 272	\$ 2,000	\$ 3,000	\$ 2,000	\$ (1,000)	-33.3%
Materials & Services								
9	5310 Pass-through Expense	-	15,000	-	-	-	-	
10	STF Pass-through Expense	244,404	255,765	255,768	289,485	256,648	(32,837)	-11.3%
11	STIF Pass-through Expense	-	297,513	227,698	592,700	460,000	(132,700)	-22.4%
12	Materials & Services Total	\$ 244,404	\$ 568,278	\$ 483,466	\$ 882,185	\$ 716,648	\$ (165,537)	-18.8%
13	Operating Expenses/Requirements Total	\$ 246,404	\$ 568,550	\$ 485,466	\$ 885,185	\$ 718,648	\$ (166,537)	-18.8%
Operating Revenue/Resources less Operating Expenses/Requirements								
14		\$ 455,013	\$ 13,313	\$ 535,247	\$ (33,721)	\$ 5,500	\$ 39,221	
15	Net Operating & Transfers to Other Funds Total	455,013	13,313	535,247	(33,721)	5,500	39,221	
Other Designations								
17	Reserved Working Capital	-	-	-	-	(987,042)	(987,042)	
18	Other Designations Total	\$ -	\$ -	\$ -	\$ -	\$ (987,042)	\$ (987,042)	
Net Operating, Transfers to Other Funds & Other Designations Total								
19		455,013	13,313	535,247	(33,721)	(981,542)	(947,821)	
20	Beginning Working Capital	(22,031)	432,982	446,295	(28,063)	981,542	1,009,605	
21	Ending Working Capital	\$ 432,982	\$ 446,295	\$ 981,542	\$ (61,784)	\$ -	\$ 61,784	
FTE								
22	Strategic Initiatives & Project Management Director	0.1	0.1	0.1	-	-	-	
23	Administrative Assistant	0.1	0.1	0.1	-	-	-	
24	Total Special Transportation Coordination FTEs	0.2	0.2	0.2	-	-	-	

Cherriots TripChoice/Transportation Demand Management

Revenues/Resources & Expenses/Requirements		FY2020-21 Year-End		FY2020-21 Amended		FY2021-22 Proposed		Change from FY2020-		Percent Change
Summary	FY2018-19 Actual	FY2019-20 Actual	Estimate	Budget	Budget	Budget	21 Budget			
Operating Revenues/Resources										
1	TripChoice Grant	\$ 216,626	\$ 189,301	\$ 172,447	\$ 275,062	\$ 216,172	\$ (58,890)	-21.4%	1	
2	In-Kind Match	-	-	24,473	38,869	39,703	834	2.1%	2	
3	TDM Grant	177,103	154,883	150,549	180,330	320,556	140,226	77.8%	3	
4	Operating Revenues/Resources Total	\$ 393,729	\$ 344,184	\$ 347,469	\$ 494,261	\$ 576,431	\$ 82,170	16.6%	4	
Operating Expenses/Requirements										
5	Personnel Services	\$ 329,607	\$ 287,370	\$ 292,322	\$ 300,505	\$ 344,246	\$ 43,741	14.6%	5	
Materials & Services										
6	Advertising Fees	515	14,700	2,760	1,000	-	(1,000)	-100.0%	6	
7	Other Professional & Technical	1,860	1,693	30,365	123,606	191,985	68,379	55.3%	7	
8	Uniforms	-	-	-	1,000	500	(500)	-50.0%	8	
9	Outside Services	655	-	-	-	-	-		9	
10	Legal Services	-	-	-	-	500	500		10	
11	Other Services	34	-	-	-	-	-		11	
12	Parts, Equipment & Tools	-	-	-	1,000	500	(500.00)	-50.0%	12	
13	Operating Supplies	-	274	-	-	-	-		13	
14	Office Supplies	160	755	-	1,000	500	(500.00)	-50.0%	14	
15	Other Materials & Supplies	-	-	47	15,000	-	(15,000)	-100.0%	15	
16	Utilities	2,111	1,994	2,169	3,000	1,200	(1,800)	-60.0%	16	
17	Dues & Subscriptions	1,873	739	4,794	4,500	2,000	(2,500)	-55.6%	17	
18	Advertising/Promotion Media	38,465	19,293	8,796	2,500	20,000	17,500	700.0%	18	
19	Travel, Meetings, Training, Education	12,615	10,407	2,907	21,000	8,000	(13,000)	-61.9%	19	
20	Guarantee Ride Home	1,173	193	903	1,900	1,000	(900)	-47.4%	20	
21	Printing	3,718	6,416	2,406	10,250	1,000	(9,250)	-90.2%	21	
22	Other Misc. Expenses	165	350	-	8,000	5,000	(3,000)	-37.5%	22	
23	Materials & Services Total	\$ 63,344	\$ 56,814	\$ 55,147	\$ 193,756	\$ 232,185	\$ 38,429	19.8%	23	
24	Operating Expenses/Requirements Total	\$ 392,951	\$ 344,184	\$ 347,469	\$ 494,261	\$ 576,431	\$ 82,170	16.6%	24	
Operating Revenue/Resources less										
25	Operating Expenses/Requirements	\$ 778	\$ -	\$ -	\$ -	\$ -	\$ -		25	
Net Operating & Transfers to Other Funds										
26	Total	778	-	-	-	-	-		26	
Other Designations										
28	Reserved Working Capital Other	-	-	-	-	(778)	(778)		28	
29	Designations Total	-	-	-	-	(778)	(778)		29	
Net Operating, Transfers to Other Funds &										
27	Other Designations Total	\$ 778	\$ -	\$ -	\$ -	\$ (778)	\$ (778)		27	
28	Beginning Working Capital	-	778	778	-	778	778		28	
29	Ending Working Capital	\$ 778	\$ 778	\$ 778	\$ -	\$ -	\$ -		29	
FTE										
30	Transportation Options Coordinator	-	-	2.0	2.0	2.0	-		30	
31	Rideshare & Outreach Coordinator	1.0	1.0	-	-	-	-		31	
32	Rideshare Specialist	1.0	1.0	-	-	-	-		32	
33	Rideshare Assistant	0.5	-	-	-	-	-		33	
34	Customer Experience Specialist	-	-	0.4	0.4	0.4	-		34	
35	Total TripChoice/TDM FTEs	2.5	2.0	2.4	2.4	2.4	-		35	

Non-Emergent Medical Transportation (NEMT)

Revenues/Resources & Expenses/Requirements Summary	FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change
Operating Revenues/Resources							
1 OHA/WVCH Revenues	-	-	-	-	-	-	-
2 Operating Revenues/Resources Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Operating Expenses/Requirements							
3 Personnel Services	\$ (1)	\$ -	\$ -	\$ -	\$ -	\$ -	-
4 Contract Transportation	(17,825)	-	-	-	-	-	-
5 Materials and Services Total	\$ (17,825)	\$ -	\$ -	\$ -	\$ -	\$ -	-
6 Operating Expenses/Requirements Total	\$ (17,826)	\$ -	\$ -	\$ -	\$ -	\$ -	-
Operating Revenue/Resources Less							
7 Operating Expenses/Requirements	\$ 17,826	\$ -	\$ -	\$ -	\$ -	\$ -	-
8 Transfers to Other Funds							
9 Transfer to Cherrlots LIFT Program					(763,046)	(763,046)	
10 Transfers to Other Funds Total	-	-	-	-	(763,046)	(763,046)	
Net Operating & Transfers to Other Funds							
11 Total	17,826	-	-	-	(763,046)	(763,046)	
12 Other Designations							
13 Reserved Working Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
14 Other Designations Total	-	-	-	-	-	-	-
Net Operating, Transfers to Other Funds &							
15 Other Designations Total	\$ 17,826	\$ -	\$ -	\$ -	(763,046)	(763,046)	
16 Beginning Working Capital	\$ 745,220	\$ 763,046	\$ 763,046	\$ 763,046	\$ 763,046	\$ -	0.0%
17 Ending Working Capital	\$ 763,046	\$ 763,046	\$ 763,046	\$ 763,046	\$ -	\$ (763,046)	-100.0%
FTE							
18 Chief Operating Officer	-	-	-	-	-	-	-
19 Contracted Transportation Manager	-	-	-	-	-	-	-
20 Accounting Specialist	-	-	-	-	-	-	-
21 Administrative Assistant	-	-	-	-	-	-	-
22 Total NEMT FTEs	-	-	-	-	-	-	-



CAPITAL PROJECTS FUND





Capital Projects Fund

The Capital Projects Fund is used to manage funds and expenditures for major capital acquisitions and projects. Funding for capital acquisitions and projects is a combination of federal, state, and local sources. Federal funding is by far the largest source of funding, providing almost 70% of the total for FY2021-22 capital projects.

The Proposed Budget includes amounts that are expected to be spent during FY2021-22 and includes working capital reserves to help identify total requirements of some projects. Projects from the FY2020-21 Adopted Budget that cover multiple years or were not completed at year-end were re-evaluated by the Capital Projects Committee, and most were carried forward into the FY2021-22 Proposed Capital Projects Fund budget.

The following is a brief description of the major projects included in the Proposed FY2021-22 Budget for each of the Divisions. A complete list of projects are detailed on the following pages.

Finance

- \$500,000 for services of a project management consultant to assist in the successful implementation of the Financial and Human Resource modules from Tyler Munis software.

Technology & Program Management

- \$1,200,000 for a comprehensive ITS solution for District buses
- \$980,000 for professional services to assist with South Salem Transit Center siting and planning
- \$645,000 for Bus Stop Improvement Program
- \$330,000 for an Open Fare Payment System for passengers on District vehicles.
- \$291,060 for Signal Priority

Operations

- \$4,564,650 for Low or No Emission Cherrlots Local Vehicle Project
- \$2,917,500 for replacement of Cherrlots Local Vehicles
- \$1,778,050 for replacement and expansion of the Cherrlots Regional Vehicles
- \$1,519,015 for replacing one of the CNG Fueling Stations at Del Webb property
- \$800,000 for replacement of Cherrlots LIFT Vehicles
- \$610,000 for upgrading the perimeter of Del Webb property with fencing and gates
- \$500,407 Del Webb CNG/Electric Bus Generator
- \$411,395 for the first phase of replacing Del Webb in-ground lifts

Capital Projects Fund Revenues/Resources

Total Capital Projects Fund Revenues/Resources & Expenses/Requirements		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Grants									
1	Federal FHWA STP Funds	6,330,297	1,699,528	1,039,832	4,245,907	2,980,678	(1,265,229)	-29.8%	1
2	Flex Funds	123,225	98,032	-	-	-	-		2
3	Federal FTA 5339 Funds	2,610,616	2,477,924	111,016	1,064,700	4,733,928	3,669,228	344.6%	3
4	Federal FTA 5307 Discretionary Funds	-	-	-	2,094,298	2,094,298	-		4
5	Federal FTA 5307 Funds	841,573	429,751	616,807	3,585,959	3,312,164	(273,795)	-7.6%	5
6	Federal 5309 Funds	940,771	538,774	-	-	-	-		6
7	Total Federal Assistance	10,846,482	5,244,009	1,767,655	10,990,864	13,121,068	2,130,204	19.4%	7
8	Federal 5310 Funds Through State	130,034	207,183	150,568	242,271	-	(242,271)	-100.0%	8
9	State 5339 Discretionary Funds	-	-	-	495,975	495,975	-	0.0%	9
10	State STF Funds	4,574	-	-	-	-	-		10
11	State STF Discretionary Funds	290,933	-	-	-	-	-		11
12	State STIF Formula Funds	275,000	220,000	165,000	220,000	429,045	209,045	95.0%	12
13	State STIF Discretionary Funds	-	7,881	-	920,065	749,005	-	0.0%	13
14	Total State Assistance	700,541	435,064	315,568	1,878,311	1,674,025	(33,226)	-1.8%	14
15	Insurance Settlement	-	10,023	-	-	-	-		15
16	Miscellaneous	-	-	275,974	537,363	268,682	(268,681)	-50.0%	16
17	Transfers from Other Funds	-	12,000	876,122	2,318,538	3,263,044	944,506	40.7%	17
18	Total Other Resources	-	22,023	1,152,096	2,855,901	3,531,726	675,825	23.7%	18
19	Total Capital Project Fund Resources	\$ 11,547,023	\$ 5,701,096	\$ 3,235,319	\$ 15,725,076	\$ 18,326,819	\$ 2,601,743	16.5%	19

Capital Projects Fund Revenues/Resources

Total Capital Projects Fund Revenues/Resources & Expenses/Requirements		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operating Expenses/Requirements									
20	General Manager/Board of Directors/Sustainability	\$ -	\$ 1,296,908	\$ 1,350,066	\$ 3,579,266	\$ -	\$ (3,579,266)	-100.0%	20
21	Human Resources & Labor Relations	156,004	-	-	-	-	-		21
22	Communications	4,889	-	-	-	-	-		22
23	Finance	-	101,943	423,066	1,291,557	500,000	(791,557)	-61.3%	23
24	Technology & Program Management	-	-	-	-	3,957,363	3,957,363		
25	Transportation Development	1,728,893	-	-	-	-	-		25
26	Operations	11,268,296	5,738,661	593,326	9,554,893	14,200,773	4,645,880	48.6%	26
27	Total Capital Projects Fund Requirements	\$ 13,158,082	\$ 7,137,512	\$ 2,366,458	\$ 14,425,716	\$ 18,658,136	\$ 4,232,420	29.3%	27
Operating Revenue/Resources less Operating Expenses/Requirements									
28	Reserved Working Capital	\$ (1,611,059)	\$ (1,436,416)	\$ 868,861	\$ 1,299,360	\$ (331,317)	\$ (1,630,677)	-125%	28
29	Net Operating and Reserve Working Capital Total	\$ (1,611,059)	\$ (1,436,416)	\$ 868,861	\$ 167,478	\$ (618,892)	\$ (786,370)	-470%	30
31	Beginning Working Capital	2,797,506	1,186,447	(249,969)	46,299	618,892	572,593	1237%	31
32	Ending Working Capital	\$ 1,186,447	\$ (249,969)	\$ 618,892	\$ 213,777	\$ -	\$ (213,777)	-100%	32
FTE									
33	Contracts/Procurement Manager	0.2	-	-	-	-	-		33
34	Contracts/Procurement Specialist	0.2	-	-	-	-	-		34
35	Facilities Maintenance Worker	1.2	-	-	-	-	-		35
36	Total FTE	1.6	-	-	-	-	-		36

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary Expenses/Requirements by Division		FY2018-19		FY2020-21	FY2020-21	FY2021-22 Proposed	Change from		Percent Change
		Actual	FY2019-20 Actual	Year-End Estimate	Amended Budget	Budget	FY2020-21 Budget		
General Manager/Board of Directors/Sustainability									
1	Radio & Radio System Upgrade	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	1
2	Del Webb Server Room Remodel	-	-	-	-	-	-	-	2
3	ITS Phase 4 (multiple component integration)	-	176,069	-	1,504,454	-	(1,504,454)	-100%	3
4	KTC Intersection Signalization	-	788,541	36,399	100,000	-	(100,000)	-100%	4
5	Bus Stop Improvement Program	-	153,471	71,357	180,000	-	(180,000)	-100%	5
6	Regional Stop Improvements & PCF	-	9,850	28,019	28,019	-	(28,019)	-100%	6
7	South Salem Transit Center	-	584	70,622	600,000	-	(600,000)	-100%	7
8	ITS Phases 2 & 3 (CAD/AVL & APC)	-	168,393	1,143,669	875,733	-	(875,733)	-100%	8
	Signal Priority	-	-	-	291,060	-	(291,060)	-100%	
9	Total GM/BOD/Sustainability	\$ -	\$ 1,296,908	\$ 1,350,066	\$ 3,579,266	\$ -	\$ (3,579,266)	-100.0%	9
Human Resources & Labor Relations									
10	Finance/HR Software Implementation	\$ 156,004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	10
11	Total Human Resources & Labor Relations	\$ 156,004	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	11
Finance									
12	Back-up Storage	\$ -	\$ 82,283	\$ -	\$ -	\$ -	\$ -	\$ -	12
13	Facilities Camera Replacement (Phase 1)	-	-	-	-	-	-	-	13
14	Tyler Munis Software Implementation	-	19,660	624	300,000	500,000	200,000	66.7%	14
15	IT Switch Replacements & Upgrade	-	-	-	72,000	-	(72,000)	-100.0%	15
16	IT Server Replacements	-	-	187,675	90,000	-	(90,000)	-100.0%	16
17	Electric Vehicle Stations at KTC	-	-	-	22,740	-	(22,740)	-100.0%	17
18	Program Data Integration Software	-	-	-	160,000	-	(160,000)	-100.0%	18
19	Open Fare Payment System	-	-	-	330,000	-	(330,000)	-100.0%	19
20	DW Server Room Architecture	-	-	-	39,800	-	(39,800)	-100.0%	20
21	Radio & Radio System Upgrade	-	-	174,767	174,767	-	(174,767)	-100.0%	21
22	Lifecycle IT Hardware Replacement	-	-	60,000	102,250	-	(102,250)	-100.0%	22
23	Total Finance	\$ -	\$ 101,943	\$ 423,066	\$ 1,291,557	\$ 500,000	\$ (791,557)	-61.3%	23
Communication									
24	POS Customer Service Software	\$ 4,889	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	24
25	Total Communication	\$ 4,889	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	25

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary Expenses/Requirements by Division		FY2018-19		FY2020-21	FY2020-21	FY2021-22 Proposed	Change from		Percent Change	
		Actual	FY2019-20 Actual	Year-End Estimate	Amended Budget	Budget	FY2020-21 Budget			
26	Technology & Program Management									
27	ITS Project / CAD/ADL	\$ -	\$ -	\$ -	\$ -	\$ 139,617	\$ 139,617		27	
28	ITS Project / APC Counter	-	-	-	-	440,769	440,769		28	
29	ITS Project / Comprehensive CAD/AVL	-	-	-	-	660,277	660,277		29	
30	DW Server Room Architecture	-	-	-	-	39,800	39,800		30	
31	DW Server Room Construction	-	-	-	-	76,500	76,500		31	
32	New EV Stations at KTC	-	-	-	-	22,740	22,740		32	
33	Contactless Fare Payment System (FPS)	-	-	-	-	330,000	330,000		33	
34	Bus Stop Improvement Project (HPTC Phase 3)	-	-	-	-	645,000	645,000		34	
35	South Salem Transit Center	-	-	-	-	980,000	980,000		35	
36	Signal Priority	-	-	-	-	291,060	291,060		36	
37	Cradlepoint Router Upgrades	-	-	-	-	130,000	130,000		37	
38	Darktrace	-	-	-	-	51,600	51,600		38	
39	Network Equipment Life Cycle	-	-	-	-	60,000	60,000		39	
40	Network Life Cycle Server Replacements	-	-	-	-	90,000	90,000		40	
41	Total Technology & Program Management	\$ -	\$ -	\$ -	\$ -	\$ 3,957,363	\$ 3,957,363		41	
	Transportation Development*									
42	ITS Phase 4 (multiple component integration)	\$ 20,362		\$ -	\$ -	\$ -	\$ -		42	
43	Hardware -FY18 Budget	-		-	-	-	-		43	
44	Back-up Storage	183,864		-	-	-	-		44	
45	Bus Stop Improvement Program	295,757		-	-	-	-		45	
46	ITS Phases 2 & 3 (CAD/AVL & APC)	47,350		-	-	-	-		46	
47	KTC Intersection Signalization	1,163,961		-	-	-	-		47	
48	South Salem Transit Center	14,291		-	-	-	-		48	
49	Bus Stop Improvement Program	3,308		-	-	-	-		49	
50	Total Transportation Development	\$ 1,728,893	\$ -	\$ -	\$ -	\$ -	\$ -		50	
	*Transportation Development Division was reorganized and amended to divide projects between GM and Finance Budgets in FY19-20									
	Operations									
51	Card Reader	\$ -	\$ 5,794	\$ -	\$ -	\$ -	\$ -		51	
52	Fuel Island Upgrades	-	-	-	-	-	-		52	
53	Air Compressor	-	-	-	-	-	-		53	
54	Cherriots Lift Vehicle Replacements (3)	-	-	-	-	-	-		54	
55	Parts Room Cabinets (2)	6,453	-	-	-	-	-		55	
56	Heated Pressure Washer Replacement	5,863	-	-	-	-	-		56	

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary		FY2018-19	Year-End	Amended	FY2021-22 Proposed	FY2020-21	Percent
Expenses/Requirements by Division		Actual	Estimate	Budget	Budget	Budget	Change
Operations - Continued							
57	Del Webb Exterior Lighting	13,618	3,574	-	-	-	57
58	Post Lift Replacements (2)	11,244	-	-	-	-	58
59	Tire Bay Concrete Work	20,769	-	-	-	-	59
60	Cherriots Revenue Vehicle Replacements (14)	10,698,038	-	-	-	-	60
61	Floor Scrubber	9,509	-	-	-	-	61
62	Visitor Intercom System	13,958	-	-	-	-	62
63	Back up Diesel Pump Generator	-	55,338	-	-	-	63
64	Del Webb Irrigation/Landscape/Monument Project	54,000	240	-	-	-	64
65	Cherriots Shop & Ride Vehicle Replacement	72,474	77,292	-	-	-	65
66	Bus Wash Roof Repair	-	12,230	-	-	-	66
67	Aluminum Wheel Polisher Purchase	-	99,995	-	-	-	67
68	Electrical Room Proximity Card	-	6,096	-	-	-	68
69	Del Webb Elevator Repair	-	5,080	-	-	-	69
70	Fork Lift Replacement	-	24,983	-	-	-	70
71	DW Office Furniture	-	12,561	-	-	-	71
72	Cherriots CNG Replacement Vehicles (9)	-	5,020,370	-	-	-	72
73	DTC Lighting Replacement	-	24,596	-	-	-	73
74	Downtown TC Restroom Remodel	-	53,695	-	-	-	74
75	Del Webb Power Generator (Phase 1)	-	-	239,582	-	-	75
76	CNG Tank Replacement	-	129,125	-	-	-	76
77	Modular Building Step Replacement	-	-	-	-	-	77
78	Maintenance Supervisor Office Remodel	-	-	-	-	-	78
79	CNG Dryer	-	23,757	-	-	-	79
80	Heavy Duty Parts Washer	-	14,848	-	-	-	80
81	Additional Del Webb Maintenance Office	-	-	-	-	-	81
82	DW Driver Report Area Upgrade	-	-	-	-	-	82
83	Cherriots Regional Vehicle Replacement	366	154,338	-	1,115,059	936,256	(178,803) -16.0%
84	In-Ground Lifts (Phase 1)	787	639	-	371,074	411,395	40,321 10.9%
85	Cherriots Lift Vehicle Replacements	361,217	1,163	-	270,000	-	(270,000) -100.0%
86	Maintenance Wash Basin Repair/Replace	-	-	6,285	6,285	-	(6,285) -100.0%
87	Del Webb Camera Replacement	-	-	-	71,000	71,000	- 0.0%
88	CH2 Fire Alarm System Upgrade	-	-	-	50,000	-	(50,000) -100.0%

Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary Expenses/Requirements by Division		FY2018-19 Actual	FY2019-20 Actual	FY2020-21 Year-End Estimate	FY2020-21 Amended Budget	FY2021-22 Proposed Budget	Change from FY2020-21 Budget	Percent Change	
Operations - Continued									
89	Del Webb Overhead Fluid System	-	-	-	80,000	-	(30,000)	-37.5%	89
90	DTC (CH2) Security Cameras	-	-	-	50,000	50,000	791,794	1583.6%	90
91	Del Webb Fence Upgrade (Phase 1)	-	-	-	387,000	610,000	1,132,015	292.5%	91
92	Cherriots Regional Vehicle Expansion	-	-	-	220,000	841,794	(128,185)	-58.3%	92
93	CNG Station Replacement	-	-	-	1,519,015	1,519,015	(1,519,015)	-100.0%	93
94	DT Customer Service Heating/Electrical	-	-	-	91,815	91,815	(91,815)	-100.0%	94
95	DW Maintenance HVAC	-	12,947	-	12,550	-	2,904,950	23147.0%	95
96	Fuel Island Roof Replacement	-	-	49,600	38,500	-	(38,500)	-100.0%	96
97	CNG Bus Replacement (4)	-	-	-	2,334,000	2,917,500	(1,534,000)	-65.7%	97
98	Cherriots LIFT Bus Replacements (5)	-	-	167,801	583,500	-	(83,093)	-14.2%	98
99	Cherriots LIFT Bus Replacements (5)	-	-	-	800,000	800,000	(585,000)	-73.1%	99
101	Del Webb Power Generator (Phase 2)	-	-	-	250,407	500,407	(250,407)	-100.0%	101
102	Facilities Camera Replacement	-	-	-	181,460	215,000	(153,207)	-84.4%	102
103	Wheel Polisher Dust Collection System	-	-	19,975	19,975	-	4,544,676	22751.8%	103
104	DW Administration Bldg. Sprinkler Retrofit	-	-	-	28,253	28,253	131,747	466.3%	104
105	LoNo Electric Bus Project	-	-	110,083	1,075,000	4,564,651	(915,000)	-85.1%	105
106	Program Data Integration Software	-	-	-	-	160,000	60,000		106
107	DW Maintenance Supv Office Expansion	-	-	-	-	68,165	191,007		107
108	Call Center Remodel-Conf Room Work Stations	-	-	-	-	60,000	71,815		108
109	Supervisor Replacement Vehicles	-	-	-	-	191,007	32,000		109
110	DW Maint Interior Lighting Upgrade	-	-	-	-	71,815	-		110
111	Parts Room Cabinets	-	-	-	-	32,000	35,700		111
112	Fixed Route Air Purification System	-	-	-	-	-	-		112
113	Maintenance Shop Door Opener	-	-	-	-	35,700	-		113
114	7 Regional Category B Buses	-	-	-	-	-	25,000		114
115	DW-KTC Facility Rekey	-	-	-	-	-	14,200,773		115
116	Non-Revenue & MV1 Camera System	-	-	-	-	25,000	-		116
117	Total Operations	\$ 11,268,296	\$ 5,738,661	\$ 593,326	\$ 9,554,893	\$ 14,200,773	\$ 4,645,880	48.6%	117
118	Total FY21 Capital Project Fund Requirements					\$ 18,658,136			118

DISTRICT WIDE FTE TOTALS



Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2018-19 Actual	FY2019-20 Amended Budget	FY2020-21 Approved Budget	FY2021-22 Proposed Budget	
General Fund						
General Manager Division						
1	General Manager	1.0	1.0	1.0	1.0	1
2	Executive Assistant	1.0	1.5	1.0	1.0	2
3	Sustainability Program Administrator	-	-	1.0	1.0	3 reclassified from Manager to Administrator
4	Director of Strategic Initiatives/Program Mgmt	-	1.0	1.0	-	4 transferred due to reorganization
5	Administrative Assistant - Fin/Strategic Plg	-	-	0.5	-	5 transferred due to reorganization
6	Total General Manager/Board Division	2.0	3.5	4.5	3.0	6
Deputy General Manager Division						
7	Deputy General Manager	-	-	-	1.0	7 reclassified and transferred due to reorganization
8	Executive Assistant	-	-	-	1.0	8 reclassified and transferred due to reorganization
9	Total Deputy General Manager Admin	-	-	-	2.0	9
Security & Emergency Management						
10	Security & Emergency Management Manager	-	-	-	1.0	10 transferred due to reorganization
11	Emergency Coordinator	-	-	-	1.0	11 transferred due to reorganization
12	Security Coordinator	-	-	-	1.0	12 transferred due to reorganization
13	Total Security & Emergency Management	-	-	-	3.0	13
Planning						
14	Service Planning Manager	-	-	-	1.0	14 transferred due to reorganization
15	Transit Planner II (Programs)	-	-	-	1.0	15 transferred due to reorganization
16	Transit Planner II (Scheduler)	-	-	-	1.0	16 transferred due to reorganization
17	Transit Planner I	-	-	-	1.0	17 transferred due to reorganization
18	Total Planning	-	-	-	4.0	18
19	Total Deputy General Manager Division	-	-	-	9.0	19
Human Resources & Labor Relations Division						
Human Resources						
20	Director of Human Resources & Labor Relations	1.0	1.0	1.0	1.0	20 renamed due to Division name change
21	Benefits and Leave Administrator	-	-	1.0	1.0	21
22	Administrative Assistant - HR	-	1.0	1.0	1.0	22
23	Receptionist	1.8	1.8	1.8	1.8	23
24	Human Resources Specialist	1.0	1.0	-	-	24
25	Human Resources Assistant-Reception	1.0	-	-	-	25
26	Total Human Resources and Labor Relations	4.8	4.8	4.8	4.8	26
Human Resources Safety						
27	Safety & Loss Control Specialist	1.0	1.0	1.0	1.0	27
28	Total Human Resources Safety	1.0	1.0	1.0	1.0	28
	Total Human Resources and Labor Relations Division	5.8	5.8	5.8	5.8	

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2018-19	FY2019-20	FY2020-21	FY2021-22	
		Actual	Amended Budget	Approved Budget	Proposed Budget	
Finance Division						Division renamed due to reorganization
Finance						
29	Director of Finance & Chief Financial Officer	1.0	1.0	1.0	1.0	29 renamed due to reorganization
30	Accounting Manager	-	1.0	1.0	1.0	30
31	Finance Manager	-	-	-	1.0	31 transferred from Temporary Accountant
32	Accountant	1.0	1.0	2.0	1.0	32
33	Grants Administrator	1.0	1.0	1.0	1.0	33
34	Business Performance Analyst	-	1.0	1.0	1.0	34
35	Payroll Specialist	1.0	1.0	1.0	1.0	35
36	Accounting Specialist	1.0	1.0	1.0	1.0	36
37	Accounting Technician	1.0	1.0	1.0	1.0	37 renamed due to reorganization
38	Administrative Assistant - Finance, Tech & Prog Mgmt	-	0.5	0.5	0.5	38
39	Accounting Supervisor	1.0	-	-	-	39
40	Receptionist	0.3	-	-	-	40
41	Total Finance	7.3	8.5	9.5	9.5	41
Procurement						
42	Procurement/Contracts Manager	1.0	1.0	1.0	1.0	42
43	Procurement/Contracts Analyst	-	-	1.0	1.0	43
44	Contracts/Procurement Specialist	1.0	1.0	-	-	44
45	Total Procurement	2.0	2.0	2.0	2.0	45
Information Technology						
46	Information Technology Manager	-	1.0	1.0	-	46 transferred to Technology & Program Management Division due to reorganization
47	Network Administrator	-	1.0	1.0	-	47 transferred to Technology & Program Management Division due to reorganization
48	Intelligent Transportation Systems Administrator	-	1.0	1.0	-	48 transferred to Technology & Program Management Division due to reorganization
49	Database Administrator	-	1.0	-	-	49 transferred to Technology & Program Management Division due to reorganization
50	Systems Administrator	-	-	1.0	-	50 transferred to Technology & Program Management Division due to reorganization
51	Web Systems Administrator	-	-	1.0	-	51 transferred to Technology & Program Management Division due to reorganization
52	Support Analyst	-	2.0	0.9	-	52 transferred to Technology & Program Management Division due to reorganization
53	Total Information Technology	-	6.0	5.9	-	53
54	Total Finance Division	9.3	16.5	17.4	11.5	54

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2018-19 Actual	FY2019-20 Amended Budget	FY2020-21 Approved Budget	FY2021-22 Proposed Budget	
Communication						
Marketing and Communication						
55	Director of Communication	1.0	1.0	1.0	1.0	54
56	Marketing Coordinator	1.0	1.0	1.0	1.0	55
57	Digital Marketing Coordinator	1.0	1.0	1.0	1.0	56
58	Marketing Assistant	1.0	1.0	1.0	1.0	57
59	Customer Experience Specialist	-	-	0.3	0.3	58
60	Total Marketing and Communication	4.0	4.0	4.3	4.3	59
Customer Service						
61	Customer Service Manager	0.9	0.9	1.0	1.0	60
62	Customer Service Representative	8.0	8.0	7.0	7.0	61
63	Customer Experience Specialist	-	-	0.3	0.3	62
64	Total Customer Service	8.9	8.9	8.3	8.3	63
Travel Trainer						
65	Outreach Representative (Travel Trainer)	0.3	0.4	0.4	0.8	64
66	Mobility Management Coordinator	-	-	-	0.4	65 renamed and transfered due to reorganization
67	Total Travel Trainer	0.3	0.4	0.4	1.2	66
68	Total Communication Division	13.2	13.3	13.0	13.8	67
Technology & Progam Management Division						
Technology & Progam Management						
69	Director of Technology & Program Management	-	-	-	1.0	68 reclassified and transfered due to reorganization
70	Administrative Assistant - Finance, Tech & Prog Mgmt	-	-	-	0.5	69 renamed and transfered due to reorganization
71	Total Technology & Program Management	-	-	-	1.5	70
Information Technology						
72	Information Technology Manager	-	-	-	1.0	71 transfered due to reorganization
73	Network Administrator	-	-	-	1.0	72 transfered due to reorganization
74	Intelligent Transportation Systems Administrator	-	-	-	1.0	73 transfered due to reorganization
75	Systems Administrator	-	-	-	1.0	74 transfered due to reorganization
76	Web Systems Administrator	-	-	-	1.0	74 transfered due to reorganization
77	Support Analyst	-	-	-	0.9	75 transfered due to reorganization
78	Total Information Technology	-	-	-	5.9	76
79	Total Technology & Program Management Division	-	-	-	7.4	77

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count	FY2018-19	FY2019-20	FY2020-21	FY2021-22	
	Actual	Amended Budget	Approved Budget	Proposed Budget	
Transportation Development Division					Division dissolved
Transportation Development Administration					
80	Director of Transportation Development	1.0	-	-	- 78
81	Transit Planner I	1.0	-	-	- 79
82	Transit Planner II (Scheduler)	1.0	-	-	- 80
83	Transit Planner II	1.0	-	-	- 81
84	Senior Planner	1.0	-	-	- 82
85	Administrative Assistant	1.0	-	-	- 83
86	Total Transportation Development Administration	6.0	-	-	- 84
Information Technology					
87	Information Technology Manager	1.0	-	-	- 85
88	Network Administrator	0.9	-	-	- 86
89	Intelligent Transportation Systems Administrator	0.9	-	-	- 87
90	Database Administrator	0.8	-	-	- 88
91	Technology Services Support Analyst	1.4	-	-	- 89
92	Total Information Technology	5.0	-	-	- 90
93	Total Transportation Development Division	11.0	-	-	- 91

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2018-19 Actual	FY2019-20 Amended Budget	FY2020-21 Approved Budget	FY2021-22 Proposed Budget	
Operations Division						
Operations Administration						
94	Director of Operations	-	-	-	1.0	92 position added due to reorganization
95	Transportation Manager	1.0	1.0	1.0	1.0	93
96	Assistant Transportation Manager	1.0	1.0	1.0	1.0	94
97	Deputy General Manager/COO	-	-	1.0	-	95 transferred to Deputy GM Division due to reorganization
98	Operations Programs Administrator	0.1	0.1	0.1	-	96 transferred to Communication Division due to reorganization
99	Administrative Assistant - Operations	1.0	1.0	1.0	-	97 transferred to Deputy GM Division due to reorganization
100	Chief Operating Officer	1.0	1.0	-	-	98
101	Total Operations Administration	4.1	4.1	4.1	3.0	99
Vehicle Maintenance						
102	Maintenance Manager	0.9	0.9	0.9	0.9	100
103	Vehicle Maintenance Supervisor	3.8	3.8	3.8	3.8	101
104	Maintenance Training Supervisor	1.0	1.0	0.9	0.9	102
105	Administrative Assistant - Maintenance	0.6	0.8	0.7	0.7	103
106	Purchasing Agent	0.9	0.9	0.9	0.9	104
107	Journey Mechanic	10.1	10.1	10.1	10.1	105
108	Parts & Supply Clerk	0.9	0.9	0.9	0.9	106
109	Service Technician	6.4	5.5	5.5	5.5	107
110	Service Worker	7.4	7.4	7.4	7.4	108
111	Total Vehicle Maintenance	32.0	31.3	31.1	31.1	109
Facility Maintenance						
112	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0	110
113	Facilities Maintenance Worker	8.0	8.0	8.0	12.0	111 additional limited term positions added
114	Total Facilities Maintenance	9.0	9.0	9.0	13.0	112
Cherriots Fixed Route Service (Transportation)						
115	Operations Supervisor	8.0	11.0	12.0	11.0	113
116	Operations Training Supervisor	1.0	1.0	1.0	1.0	114
117	Transportation Administrator	-	-	-	1.0	115 reclassified from Operations Supervisor
118	Administrative Assistant - Transportation	-	1.0	1.0	1.0	116
119	Transit Operator	109.0	124.0	133.5	133.8	117
120	Total Cherriots Fixed Route Service (Transportation)	118.0	137.0	147.5	147.8	118
Security & Emergency Management						
121	Security & Emergency Management Manager	-	1.0	1.0	-	119 transferred to Deputy GM Division due to reorganization
122	Emergency Coordinator	-	-	1.0	-	120 transferred to Deputy GM Division due to reorganization
123	Security Coordinator	1.0	-	1.0	-	121 transferred to Deputy GM Division due to reorganization
124	Total Security & Emergency Management	1.0	1.0	3.0	-	122

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2018-19	FY2019-20	FY2020-21	FY2021-22	
		Actual	Amended Budget	Approved Budget	Proposed Budget	
Cherriots Regional						
155	Contracted Services Manager	-	0.2	0.2	0.2	153
156	Administrative Assistant - Contracted Services	0.1	0.3	0.2	0.2	154
157	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	155
158	Journey Mechanic	0.4	0.5	0.1	0.1	156
159	Service Technician	0.2	0.2	0.1	0.1	157
160	Service Worker	0.2	0.2	0.2	0.2	158
161	Facilities Maintenance Worker	-	-	-	1.0	159 position added
162	Total Cherriots Regional	1.0	1.5	0.9	1.9	160
NEMT (DMAP/WVCH)						
163	Chief Operating Officer	0.1	-	-	-	161
164	Contracted Transportation Manager	0.1	-	-	-	162
165	Accounting Specialist	0.1	-	-	-	163
166	Administrative Assistant	0.7	-	-	-	164
167	Total NEMT (DMAP/WVCH)	1.0	-	-	-	165
Cherriots Call Center						
168	Support Analyst	0.2	0.4	0.1	0.1	166
169	Database Administrator	0.1	0.1	-	-	167
170	Network Administrator	0.1	0.1	-	-	168
171	Accounting Specialist	0.1	0.1	-	-	169
172	Total Cherriots Call Center	0.5	0.7	0.1	0.1	170
Mobility Management						
173	Outreach Representative (Travel Trainer)	-	0.7	0.6	0.2	171
174	Mobility Management Coordinator	-	-	-	0.4	172 renamed from Operations Programs Admin due to reorganization
175	Customer Service Manager	-	0.1	-	-	173
176	Customer Service Representative	-	-	-	-	174
177	Operations Programs Administrator	-	-	0.9	-	175
178	Mobility Coordinator	0.8	0.8	-	-	176
179	Total Mobility Management	0.8	1.6	1.5	0.6	177
Special Transportation Coordination						
180	Long-Range Planning Analyst	0.1	0.2	-	-	178
181	Administrative Assistant	0.1	0.1	-	-	179
182	Total Special Transportation Coordination	0.2	0.3	-	-	180

Salem Area Mass Transit District
Proposed Budget - Fiscal Year 2021-22

Detail FTE Listing by Fund, Division, & Department

		FY2018-19	FY2019-20	FY2020-21	FY2021-22	
Division/Department FTE Detail Count		Actual	Amended Budget	Approved Budget	Proposed Budget	
<u>Cherriots TripChoice/Transportation On Demand Mang</u>						
183	Transportation Options Coordinator	-	-	2.0	2.0	181
184	Customer Experience Specialist	-	-	0.4	0.4	182
185	Rideshare & Outreach Coordinator	1.0	1.0	-	-	183
186	Rideshare Specialist	1.0	1.0	-	-	184
187	Rideshare Assistant	0.5	1.0	-	-	185
Total Cherriots TripChoice/Transportation On Demand Management		2.5	3.0	2.4	2.4	186
189	Total Transportation Programs Fund	9.3	11.5	8.7	8.8	187
<u>Capital Project Fund</u>						
190	Contracts/Procurement Manager	0.2	0.2	-	-	188
191	Contracts/Procurement Specialist	0.2	0.2	-	-	189
192	Facilities Maintenance Worker	1.2	-	-	-	190
193	Total Capital Project Fund	1.6	0.4	-	-	191
194	District Wide	216.3	237.4	248.1	254.2	192



RETIREMENT CONTRIBUTION RATES





Actuarially Calculated Contribution Rates for Retirement Plans

Defined Benefit Retirement Plan for Bargaining Unit Employees	Year Ending 6/30/2016	Year Ending 6/30/2017	Year Ending 6/30/2018	Year Ending 6/30/2019	Year Ending 6/30/20	Year Ending 6/30/21
Normal Cost	9.1%	10.6%	10.6%	12.3%	12.3%	12.4%
Amortization of UAAL	15.5%	16.8%	16.8%	17.2%	17.2%	17.2%
Total Recommended Contribution as Percentage of Payroll for Defined Benefit Plan - Bargaining Employees	24.6%	27.4%	27.4%	29.5%	29.5%	29.6%

Defined Benefit Retirement Plan for Non-Bargaining Unit Employees	Year Ending 6/30/2016	Year Ending 6/30/2017	Year Ending 6/30/2018	Year Ending 6/30/2019	Year Ending 6/30/20	Year Ending 6/30/21
Normal Cost	1.8%	1.7%	1.7%	2.7%	2.7%	2.6%
Amortization of UAAL	9.4%	12.9%	12.9%	12.8%	12.8%	12.8%
Total Recommended Contribution as Percentage of Payroll for Defined Benefit Plan - Non-Bargaining Unit Employees	11.2%	14.6%	14.6%	15.5%	15.5%	15.4%

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

Schedule of Changes in Net Pension Liability and Related Ratios

	Year Ending 6/30/2016	Year Ending 6/30/2017	Year Ending 6/30/2018	Year Ending 6/30/2019	Year Ending 6/30/20	Projection 6/30/21
Defined Benefit Retirement Plan for Bargaining Employees						
DB Employer Contribution	\$ 1,470,050	\$ 1,778,155	\$ 1,846,814	\$ 2,221,893	\$ 2,274,734	\$ 2,530,324
Contrib. as % of Covered Payroll	24.99%	30.07%	27.04%	31.58%	33.63%	31.50%
Total Pension Liability	\$ 20,091,673	\$ 22,319,353	\$ 23,919,367	\$ 25,098,434	\$ 29,026,130	
Plan Fiduciary Net Position	\$ 14,624,748	\$ 17,411,835	\$ 19,397,716	\$ 21,489,986	\$ 23,515,995	
Net Pension Liability (NPL)*	\$ 5,466,925	\$ 4,907,518	\$ 4,521,651	\$ 3,608,448	\$ 5,510,135	
Funded Ratio**	72.79%	78.01%	81.10%	85.62%	81.02%	
Defined Benefit Retirement Plan for Non-Bargaining Employees						
DB Employer Contribution	\$ 472,904	\$ 566,742	\$ 644,325	\$ 701,679	\$ 811,492	\$ 840,416
Contrib. as % of Covered Payroll	13.71%	16.14%	15.43%	16.30%	16.94%	16.20%
Total Pension Liability	\$ 7,660,587	\$ 8,162,002	\$ 8,508,461	\$ 8,463,692	\$ 9,699,966	
Plan Fiduciary Net Position	\$ 5,406,611	\$ 6,060,405	\$ 6,716,310	\$ 7,180,423	\$ 8,136,455	
Net Pension Liability (NPL)*	\$ 2,326,969	\$ 2,101,597	\$ 1,792,150	\$ 1,283,269	\$ 1,563,511	
Funded Ratio**	69.62%	74.25%	78.94%	84.84%	83.88%	
Defined Contribution Retirement Plan for Non-Bargaining Employees						
DC Employer Contribution	\$ 381,925	\$ 414,434	\$ 445,713	\$ 479,353	\$ 493,419	\$ 508,222
Employer Contrib. % of Gross PR	10.00%	10.00%	10.00%	10.00%	10.00%	10.00%

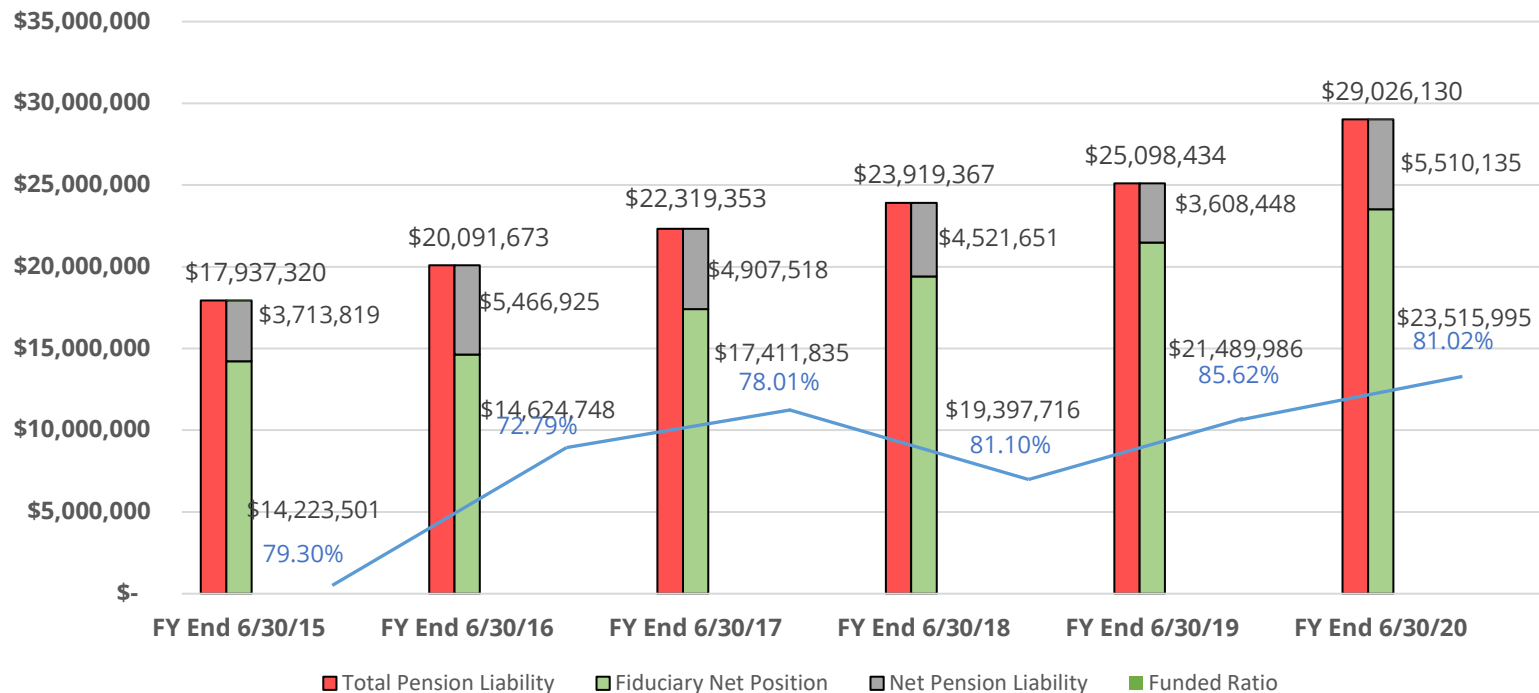
*NPL equals Total Pension Liability minus Fiduciary Net Position; Fiduciary Net Position is the Market Value of the Plan's assets currently held by SAMTD

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

Source: July 1, 2019 Actuarial Valuations prepared by Milliman, Inc., October 2020

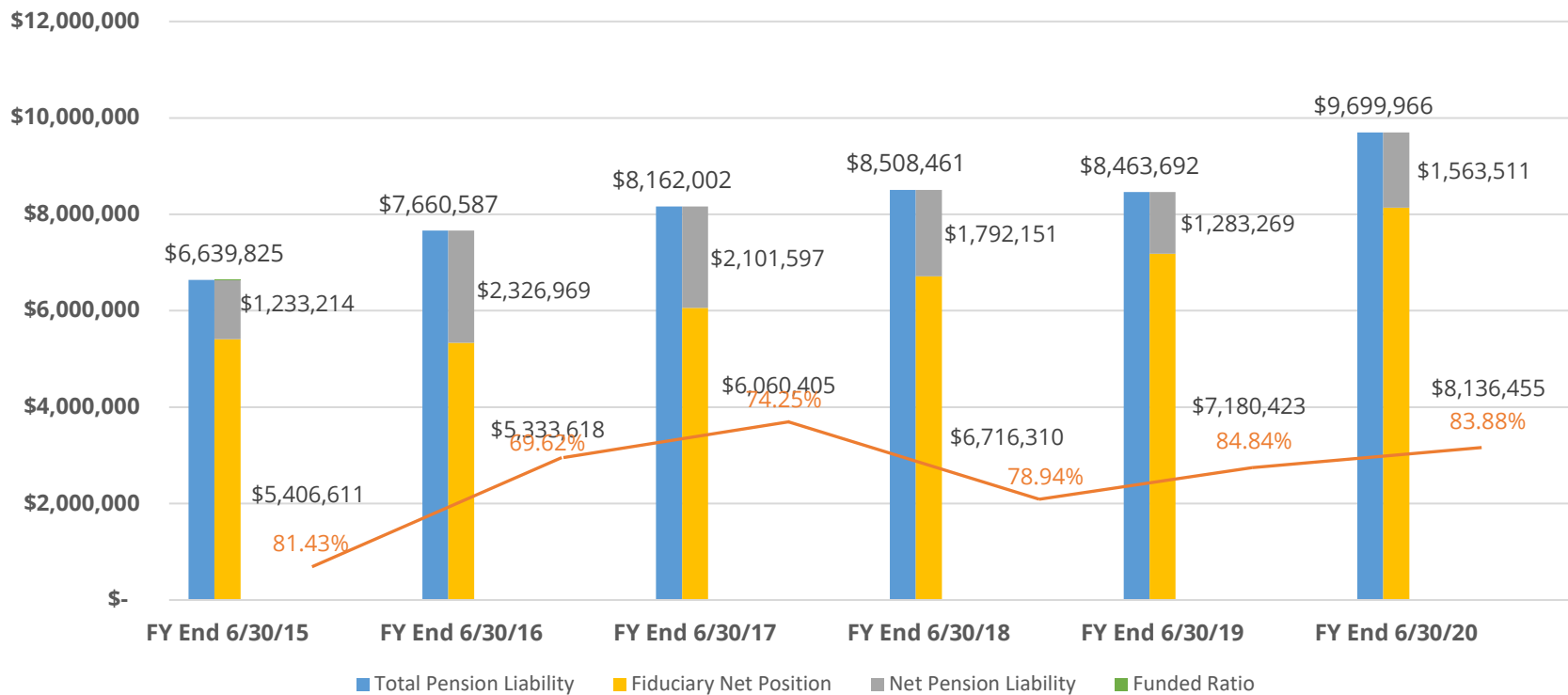
Defined Benefit Plan – Bargaining Employees

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



Defined Benefit Plan – Non-Bargaining Employees

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



ADDITIONAL INFORMATION







Salem Area Mass Transit District

BUDGET COMMITTEE

BOARD MEMBERS	CITIZEN MEMBERS
SUBDISTRICT #1	
CHI NGUYEN <ul style="list-style-type: none">• Term Expires 06/30/23	STEPHEN EVANS <ul style="list-style-type: none">• Appointed 12/12/19; Expires 06/30/22
SUBDISTRICT #2	
COLLEEN BUSCH <ul style="list-style-type: none">• Term Expires 06/30/21	MICHAEL DEBLASI <ul style="list-style-type: none">• Appointed 02/25/16; Expires 06/30/21
SUBDISTRICT #3	
SADIE K. CARNEY <ul style="list-style-type: none">• Term Expires 06/30/23	KATHY LINCOLN <ul style="list-style-type: none">• Appointed 12/17/20; Expires 06/30/22*
SUBDISTRICT #4	
MARIA HINOJOS PRESSEY <ul style="list-style-type: none">• Term Expires 06/30/21	BILL HOLMSTROM <ul style="list-style-type: none">• Appointed 09/27/09; Expires 06/30/21
SUBDISTRICT # 5	
IAN T. DAVIDSON <ul style="list-style-type: none">• Term Expires 06/30/23	CARL F. GARNER <ul style="list-style-type: none">• Appointed 12/12/19; Expires 06/30/22

SUBDISTRICT # 6	
ROBERT KREBS <ul style="list-style-type: none"> • Term Expires 06/30/21 	ASHLEY CARSON COTTINGHAM <ul style="list-style-type: none"> • Appointed 12/17/20; Expires 06/30/23
SUBDISTRICT # 7	
CHARLES H. RICHARDS <ul style="list-style-type: none"> • Term Expires 06/30/23 	SHERONNE BLASI <ul style="list-style-type: none"> • Reappointed 12/17/20; Expires 06/30/23

BUDGET COMMITTEE EMAIL: publictestimony@cherriots.org

- **BUDGET OFFICER**

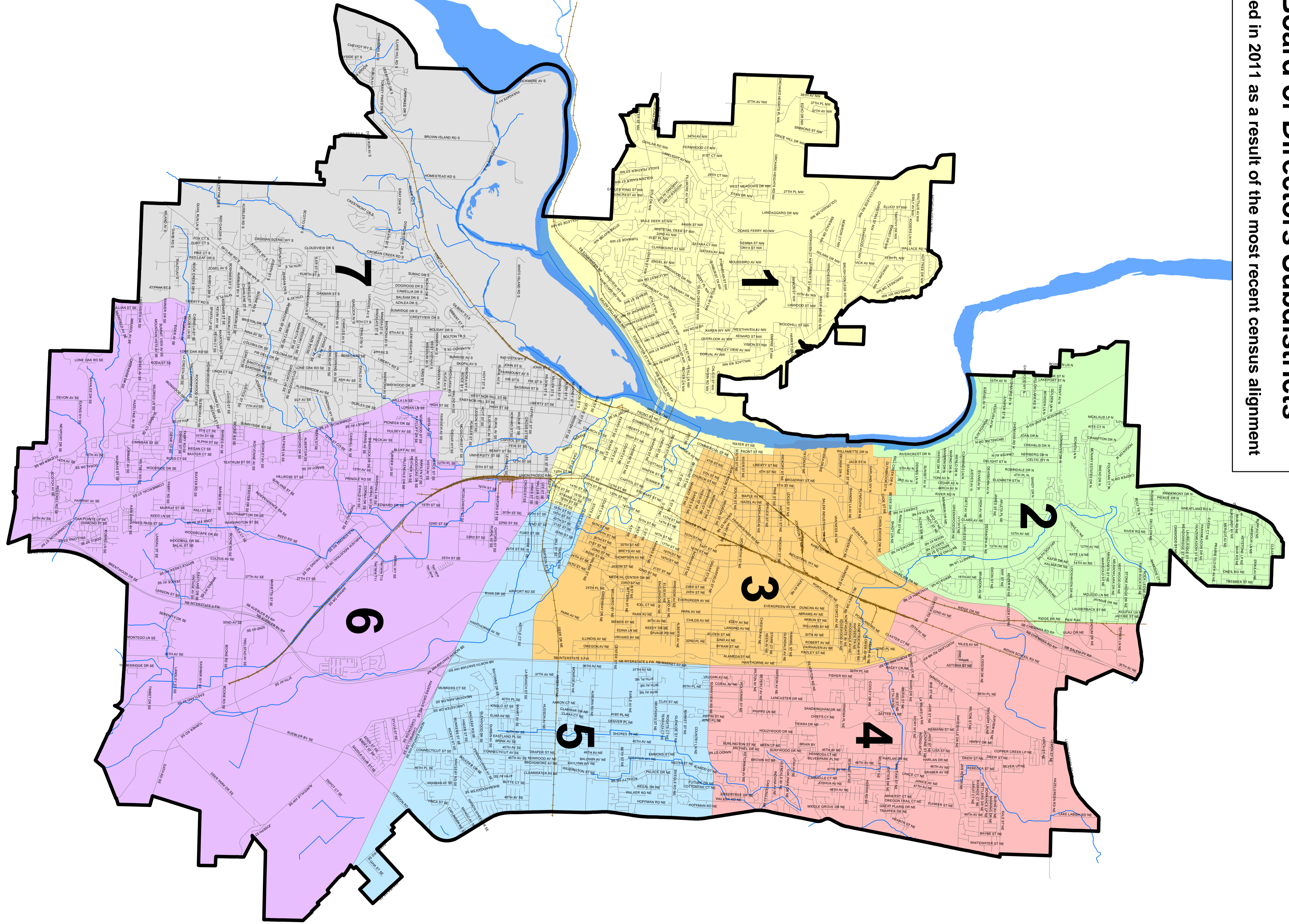
ALLAN POLLOCK, General Manager/CEO
 Phone: (503) 588-2424 | Fax: (503) 566-3933
 Email: allan.pollock@cherriots.org

DENISE LA RUE, Director of Finance/CFO
 Phone: (503) 588-2424 | Fax: (503)361-7542
 Email: denise.larue@cherriots.org

***unexpired term**

Salem Area Mass Transit District Board of Directors Subdistricts

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





Salem Area Mass Transit District
BUDGET CALENDAR
 Fiscal Year 2021-2022

Day	Date	Time	Responsible	Activity
Thursday	October 22, 2020	6:30 PM	Finance	Board adopts FY 2021-2022 Budget Calendar (for FY 2021-22 Budget Process)
Mon - Fri	Week of April 5, 2021		Finance	Publish First Notice of Budget Committee Meeting (10-30 Days)
Mon - Fri	Week of April 12, 2021		Finance	Publish Second Notice of Budget Committee Meeting (5-30 Days)
Wednesday	April 28, 2021		Executive Leadership Team	SAMTD Executive Leadership Team approves draft for Budget Committee consideration
Mon - Fri	Month of April		Finance	Budget Committee Orientation with Committee members upon request
Thursday	May 6, 2021	6:00 PM	Executive Leadership Team	First Budget Committee Meeting - <ul style="list-style-type: none"> Election of Officers & Budget Message
Thursday	May 13, 2021	6:00 PM	Finance	Second Budget Committee Meeting - (if necessary) <ul style="list-style-type: none"> Deliberation & Approval
Thursday	May 20, 2021	6:00 PM	Finance	Third Budget Committee Meeting - (if necessary) <ul style="list-style-type: none"> Deliberation & Approval
Mon - Fri	Week of May 31, 2021		Finance	Publish Budget Summary and Notice of Budget Hearing (5-30 Days)
Thursday	June 24, 2021	6:30 PM	Budget Committee	Board holds Budget Hearing
Thursday	June 24, 2021	6:30 PM	Board	Board adopts FY2021-22 Budget, makes appropriation, levies taxes
Mon - Fri	Week of July 19, 2021		Finance	Adopted budget and levy certification form due to County Assessors <ul style="list-style-type: none"> (submission required by July 30, 2021)

- Budget Calendar adopted at October 22, 2020 Board of Directors Meeting

Salem Area Mass Transit District
~ **Virtual Meeting of the Budget Committee** ~

Thursday, May 06, 2021 at 6:00 PM

PURSUANT TO GOVERNOR BROWN'S EXECUTIVE ORDER TO KEEP THE COMMUNITY SAFE DURING THE CONTINUING COVID-19 PANDEMIC EVENT, THIS MEETING WILL BE ONLINE ONLY. GO TO:

JoinZoomGov Meeting: <https://cherriotsorg.zoomgov.com/j/1605473270?pwd=NWlXd2FjeIFGL0dqMVEvZDZUd29ZQT09>

Meeting ID: 160 547 3270 Passcode: 063929

One tap mobile: +16692545252, 1605473270#,,,,*063929# US

AGENDA

1. CALL TO ORDER AND NOTE OF ATTENDANCE

2. ELECTION OF OFFICERS

- a. Chairperson
- b. Secretary

3. ANNOUNCEMENTS

4. BUDGET MESSAGE Presented by General Manager, Allan Pollock

5. PUBLIC TESTIMONY*

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

6. DISCUSSION OF THE PROPOSED FY2022 BUDGET

- a. General Fund

c. Capital Projects Fund

If the Budget Committee does not complete their review, they will meet again on May 13, 2021 and on May 20, 2021 if necessary, or until they are ready to take action.

7. PROPOSED ACTION

If the Budget Committee completes their review of the proposed budget, they will take action to approve the proposed budget for FY2022 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

I move that the Budget Committee approve the proposed budget for the 2021-2022 fiscal year in the amount of \$_____; and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.

8. OTHER BUSINESS**9. ADJOURN**

The public is encouraged to send testimony on any of the budget items. Public comments can be submitted in writing by 5pm on the day of the meeting; or contact Jolene White at (503) 588-2424 for instructions to testify. Written testimony received will be provided to the Budget Committee and will be included in the public record for the meeting. To submit Written Testimony prior to a budget committee meeting by mail or by email:

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

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

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



AFFIDAVIT OF PUBLICATION

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

PUBLIC NOTICE

NOTICE OF VIRTUAL BUDGET COMMITTEE MEETINGS

Public meetings of the Budget Committee of the Salem Area Mass Transit District of Marion and Polk Counties, State of Oregon, on the budget for the fiscal year July 1, 2021 to June 30, 2022, will be held by phone or webcast only pursuant to Governor Brown's Executive Order to keep the community safe during the continuing COVID-19 pandemic event. The meetings will begin at 6:00 pm on the following dates:

May 6th
Budget Committee Meeting;
Elect committee chair, receive public comment, receive budget, budget deliberation

May 13th (if necessary)
Budget Committee Meeting;
Receive public comment, budget deliberation

May 20th (if necessary)
Budget Committee Meeting;
Receive public comment, budget deliberation

To offer testimony to the Budget Committee on the proposed FY22 Budget or its programs, send an email to: publictestimonly@cherrriots.org by 5:00 p.m., the day of the Budget Committee meeting; or by mail to Cherrriots Budget Committee, 555 Court Street NE, Suite 5230, Salem, OR 97301. Testimony received will be acknowledged at the Budget Committee meeting and will be included in the minutes for public record.

The Budget document may be inspected or obtained on or after May 6th at the Salem Area Mass Transit District (Cherrriots) Administration Office at 555 Court St NE, Suite 5230, Salem, OR 97301, between the hours of 8:00 am and 5:00 pm and is also available at https://www.cherrriots.org/meetings.

For more information, contact Jolene White, Email: jolene.white@cherrriots.org | 503-361-7521

Si desea una copia de este aviso publico en español, por favor visite el sitio web a partir del 6 de abril de 2021 (https://www.cherrriots.org/meetings) o por teléfono: 503-588-2424.
Statesman Journal
April 6, 2021

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

04/06/2021

Dated this 6 day of April, 2021

M Steinhart
Public Notice Clerk

Subscribed and sworn to me this

[Signature]
Notary Public for State of Wisconsin, Brown County

Notary Expires on 8-25-23

Ad#:0004667900
P.O.:

This is not an invoice
of Affidavits 1



