



# ADOPTED BUDGET

SALEM AREA MASS TRANSIT DISTRICT

FISCAL YEAR  
**2024-2025**

## Budget Committee Guidelines

Prior to the Budget Committee meeting, the Budget Committee **MAY:**

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

Prior to the Budget Committee meeting, the Budget Committee **MAY NOT:**

- Discuss Revenue Estimates
- Discuss Proposed Expenditures
- Discuss Whether to Fund a Program or Activity

## Overview of District's Financial Structure

Revenues can be classified into unrestricted and restricted:

- Unrestricted revenues can be used for operations, preventive maintenance, administration, and other programs and activities of the District. Examples include property taxes, Oregon State in Lieu (state paid payroll tax on its employees), general fund fares, etc...
- Restricted revenues can on be used for the program or project that they were intended. This includes passenger fares collected by programs such as Cherriots Lift.

## Funds

We have 3 funds:

- The General Fund is the main operating fund and are all transactions not in a restricted fund.
- The Capital Programs Fund is a special fund to record revenues and expenses relating to the District's engineering, construction, facility improvements, purchases of rolling stock, or other major capital acquisitions.
- The Transportation Programs Fund is used to segregate Purchased Transportation programs, which are Cherriots Regional, Cherriots Lift, and Cherriots Shop N Ride.



## Budget Document Layout

- Budget Committee Meeting Agenda
- Budget Message, presented by General Manager Pollock.
- Series of graphs displaying Total District Resources and Requirements, in addition to Resources and Requirements for each fund.
- Detailed Budget

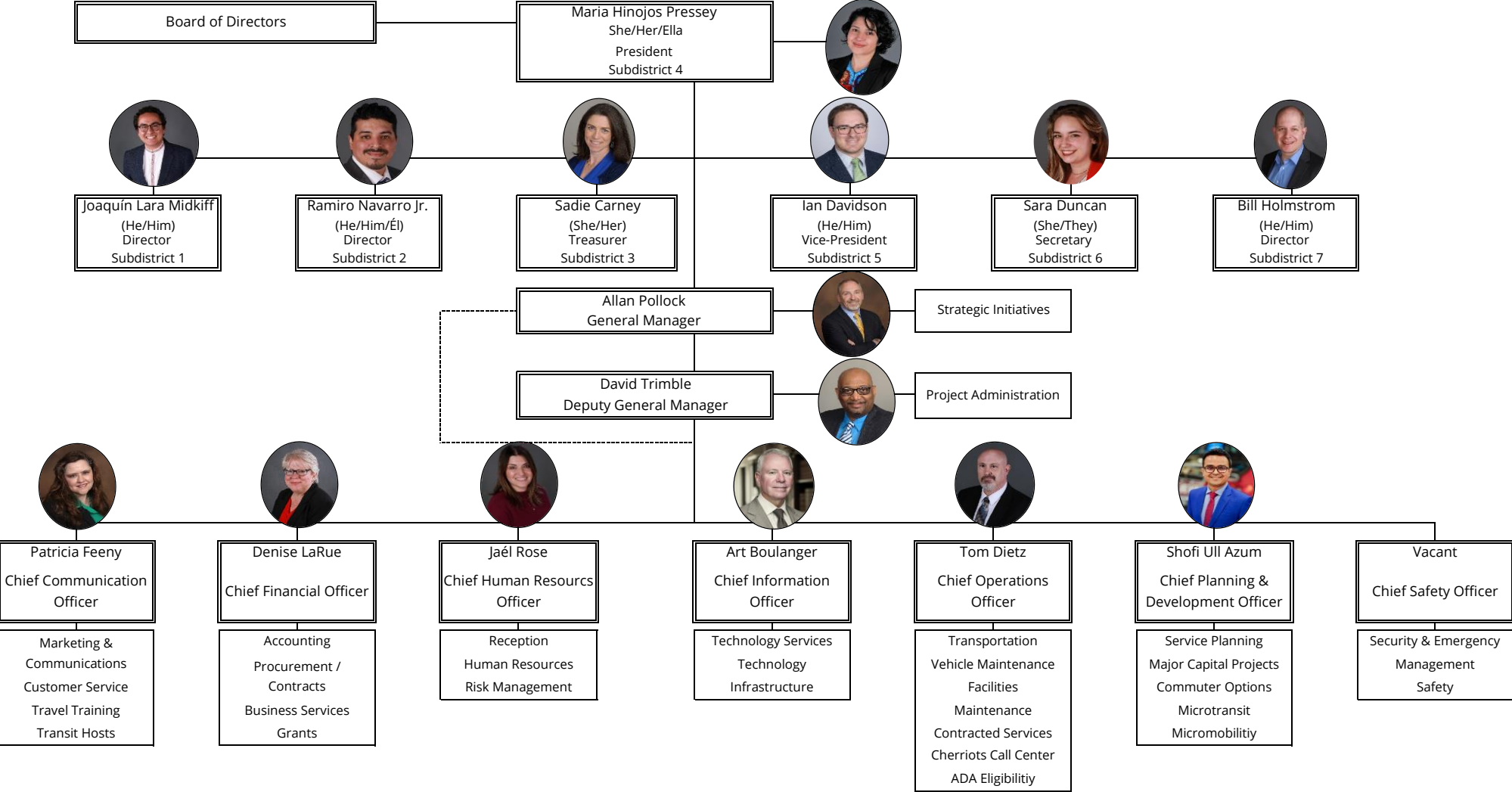
## In Summary...

3 meetings are scheduled, although the budget may be approved by the Committee at the first meeting. After Committee approval, the budget is scheduled for a public hearing for adoption at the June meeting of the Board of Directors.

**THANK YOU FOR YOUR TIME!**

# SALEM AREA MASS TRANSIT DISTRICT

DISTRICT-WIDE ORGANIZATIONAL CHART







## Salem Area Mass Transit District BUDGET COMMITTEE ROSTER

### Subdistrict: Board Member:

- |   |   |
|---|---|
| 1 | <b>Joaquín Lara Midkiff</b><br>Term Expires: 6/30/2027* |
| 2 | <b>Ramiro Navarro</b><br>Term Expires: 6/30/2025        |
| 3 | <b>Sadie K. Carney</b><br>Term Expires: 6/30/2027       |
| 4 | <b>Maria Hinojos Pressey</b><br>Term Expires: 6/30/2025 |
| 5 | <b>Ian Davidson</b><br>Term Expires: 6/30/2027          |
| 6 | <b>Sara Duncan</b><br>Term Expires: 6/30/2025           |
| 7 | <b>Bill Holmstrom</b><br>* Term Expires: 6/30/2027      |

### Community Member:

- |   |
|---|
| <b>Nick Fortey</b><br>Appointed: 4/27/2023* Expires: 6/30/2025                |
| <b>Andrew Hickey</b><br>Appointed: 12/17/2020 Expires: 6/30/2024              |
| <b>Kathy Lincoln</b><br>Appointed: 12/17/2020* Expires: 6/30/2025             |
| <b>Marie Greene</b><br>Appointed: 3/23/2023* Expires: 6/30/2024               |
| <b>Carl F. Garner</b><br>Appointed: 12/12/2019 Expires: 6/30/2025             |
| <b>Ashley Carson Cottingham</b><br>Reappointed: 10/26/2023 Expires: 6/30/2026 |
| <b>Sheronne Blasi</b><br>Reappointed: 10/26/2023 Expires: 6/30/2026           |

### Budget Officer

**Allan Pollock**, General Manager / CEO  
Phone: (503) 588-2424 | (503) 566-3933  
Email: allan.pollock@cherriots.org

**Denise LaRue**, Chief Financial Officer  
Phone: (503) 588-2424 | (503) 361-7542  
Email: denise.larue@cherriots.org

**Budget Committee Email:** publictestimony@cherriots.org      \* *Unexpired Term*

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# AGENDA







555 Court St NE, Suite 5230, Salem, OR 97301 | 503-588-2424 PH 503-566-3933 FAX | [Cherriots.org](https://Cherriots.org)

Salem Area Mass Transit District  
**BUDGET COMMITTEE MEETING**

Tuesday, May 7, 2024 at 5:30 PM

*This meeting is open to the public, please see page 2 for available formats.*

**AGENDA**

- I. CALL TO ORDER**
  - A. Note the Attendance for a Quorum
  - B. Safety Moment
- II. ELECTION OF OFFICERS**
  - A. Chairperson
  - B. Vice-Chair
- III. ANNOUNCEMENTS**
- IV. BUDGET MESSAGE**
- V. PUBLIC COMMENT \***
- VI. DISCUSSION OF THE PROPOSED FY2025 BUDGET**
  - A. General Fund
  - B. Transportation Programs Fund
  - C. Capital Project Fund
- VII. ACTION ITEMS**
  - A. Approve Minutes from May 2, 2023 Budget Committee Meeting
  - B. Approve the Proposed Budget for the 2024-2025 fiscal year in the amount of \$147,913,847 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund
- VIII. OTHER BUSINESS**
- IX. ADJOURNMENT**

**Available meeting formats:**

- Zoom Gov.: Meeting ID: 161 697 9613 | Passcode: 805965  
Go to: <https://cherriots-org.zoomgov.com/j/1616979613?pwd=RytueWtuR2tqVUIQMjliOTRmdTBsUT09>
- One Tap Mobile: +16692545252,,1612017035#,,,,\*512136# US
- Landline Phone: +1 669 254 5252 US

**\*Public Comment:** Designated time for community members to testify before the Budget Committee on any items pertaining to the FY2025 budget, being limited to *three minutes*. Public Comments are accepted in writing, by email, or by ZoomGov (Written testimony will be submitted and entered in to the record if it is received by 5:00 P.M. on May 6, 2024).

Email: [BudgetCommittee@cherriots.org](mailto:BudgetCommittee@cherriots.org)

Mail: Attn: Salem Area Mass Transit District Budget Committee, 555 Court St. NE, Suite 5230, Salem, OR 97301

**Virtual Meetings:** The Board of Directors Budget Committee meeting is a public meeting and available via ZoomGov.

**Closed Captioning (CC):** ZoomGov's live streaming platform includes Closed Captioning (CC). It is a good tool for aiding viewer participation in the meeting. However, CC does not always translate accurately.

**Alternate Formats:** With 48 hours of notice, ASL services, and alternate formats for individuals with limited English proficiency are available. Requests can be made to the Clerk of the Board by phone at 503-588-2424 or with the assistance of TTY: Oregon Relay Services at 1-800-735-2900 (or 711). Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.

**Electronic Copies** of the Budget Committee's meeting agenda packet is made available at <https://www.cherriots.org/meetings/> 5-7 days prior to the meeting.

**Email Distribution List:** To add your email address to the Board's meeting distribution list, please send your email address to the Clerk of the Board at [publictestimony@cherriots.org](mailto:publictestimony@cherriots.org).



**Formatos de reunión disponibles:**

- Zoom Gov.: ID de la reunión: 161 697 9613 | Passcode: 805965  
<https://cherriots-org.zoomgov.com/j/1616979613?pwd=RytueWtuR2tqVUIQMjliOTRmdTBsUT09>
- One Tap Móvil: +16692545252,,1612017035#,,,,\*512136# US
- Teléfono fijo: +1 669 254 5252 US

**\*Comentarios del público:** Tiempo designado para que los miembros de la comunidad testifiquen ante el Comité Presupuestario sobre cualquier tema relacionado con el presupuesto del año fiscal 2025, limitándose a tres minutos. Los comentarios del público se aceptan por escrito, por correo electrónico o por ZoomGov (el testimonio por escrito se presentará y constará en acta si se recibe antes de las 17:00 horas del 6 de mayo de 2024).

Correo electrónico [BudgetCommittee@cherriots.org](mailto:BudgetCommittee@cherriots.org)

Correo postal: Attn: Salem Area Mass Transit District Budget Committee, 555 Court St. NE, Suite 5230, Salem, OR 97301

**Reuniones virtuales:** La reunión del Comité de Presupuesto de la Junta Directiva es una reunión pública y está disponible a través de ZoomGov.

**Subtítulos (CC):** La plataforma de retransmisión en directo de ZoomGov incluye subtítulos (CC). Se trata de una buena herramienta para facilitar la participación de los espectadores en la reunión. Sin embargo, los subtítulos no siempre se traducen con precisión.

**Formatos alternativos:** Con 48 horas de antelación, se ofrecen servicios de ASL y formatos alternativos para personas con conocimientos limitados de inglés. Las solicitudes pueden hacerse a la Secretaría de la Junta por teléfono al 503-588-2424 o con la ayuda de TTY: Oregon Relay Services al 1-800-735-2900 (o 711). El horario de oficina de la administración de Cherriots es de lunes a viernes de 8:00 AM a 5:00 PM.

Las copias electrónicas del orden del día de la reunión del Comité Presupuestario están disponibles en <https://www.cherriots.org/meetings/> 5-7 días antes de la reunión.

Lista de distribución de correo electrónico: Para añadir su dirección de correo electrónico a la lista de distribución de las reuniones de la Junta, envíe su dirección de correo electrónico al Secretario de la Junta a [publictestimony@cherriots.org](mailto:publictestimony@cherriots.org).



Salem Area Mass Transit District  
**Budget Committee Meeting**  
May 2, 2023

**Index of Board Actions**

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Approve the proposed budget for the 2023-24 fiscal year .....	4

**Salem Area Mass Transit District  
Budget Committee Meeting Minutes**

Senator Hearing Room: 555 Court St. NE, Salem, Oregon 97301  
**May 2, 2023**

**Attendees:**

Members: Chair Kathy Lincoln, Vice-Chair Nick Fortey, and Members Andrew Hickey, Ashley Carson Cottingham (@ 1815 – Virtual), Bill Holmstrom, Carl Garner, Ian Davidson, Maria Hinojos Pressey, Marie Greene (Virtual), Ramiro Navarro Jr. (Virtual), Sadie Carney, Sara Duncan, and Sheronne Blasi (Virtual).

Staff: General Manager Allan Pollock, Deputy General Manager David Trimble, CHRO Christina Conner, CFO Denise LaRue, CCO Patricia Feeny, COO Tom Dietz, Contracted Services Manager Ben Sawyer, Service Planning Manager Chris French, Contract/Procurement Manager Dan Knauss, Transportation Manager Don Clifford (Virtual), Controller Dorrene Edwards, Maintenance Manager Gregg Thompson (Virtual), Capital and Project Control Manager Melissa Kidd, Grants Administrator Peggy Greene, Business Services Manager Tim Reedy, and Executive Assistant Kirra Pressey.

Guest: None

**I. CALL TO ORDER**

- A.** Member Kathy Lincoln called the meeting to order at 6:00 PM
- B.** Attendance was noted and a quorum was present.

**II. ELECTION OF OFFICERS**

**A. Chair**

Member Ian Davidson nominated Member Kathy Lincoln as Budget Committee Chair. No other nominations were noted.

Motion:	<b>Elect Member Kathy Lincoln as Budget Committee Chair.</b>
Motion By:	<b>Member Ian Davidson</b>
Second:	<b>Member Sadie Carney</b>
Vote:	<b>Motion Passed Unanimously</b>

**B. Vice-Chair**

Member Bill Holmstrom nominated Member Nick Fortey as Budget Committee Vice-Chair. No other nominations were noted.

Motion:	<b>Elect Member Nick Fortey as Budget Committee Vice-Chair.</b>
Motion By:	<b>Member Bill Holmstrom</b>
Second:	<b>Chair Kathy Lincoln</b>
Vote:	<b>Motion Passed Unanimously</b>

**III. ANNOUNCEMENTS**

Chair Lincoln asked members of the Budget Committee and Cherriots Staff to introduce themselves.

**IV. BUDGET MESSAGE**

Presenter: General Manager Allan Pollock

Proposed Budget: Pg. 11-33

GM Pollock provided a brief overview of FY2023 projects, success outcomes, and challenges. He also discussed upcoming projects and staffing changes set to take place in FY2024 with the approval of the proposed budget.

**V. PUBLIC COMMENTS - None**

**VI. DISCUSSION OF THE PROPOSED FY2024 BUDGET**

**A. Total Resources and Requirements**

Presenter: CFO Denise LaRue

Proposed Budget: Pg. 38-44

Prior to the discussion on Total Resources and Requirements, CFO LaRue provided the three methods in which Salem Area Mass Transit District (SAMTD) can achieve a balanced budget. She then presented the District wide revenues, resources, expenses, and requirements. CFO LaRue introduced Maintenance Manager Gregg Thompson who discussed fuel cost and forecasting.

**B. General Fund**

Presenter: CFO Denise LaRue

Proposed Budget: Pg. 45-52

CFO LaRue presented the General Fund revenues, resources, expenses, and requirements. She gave additional insight on the top 80% of expenditures. Deputy GM Trimble provided clarification on the Safety and Wellness budget.

**C. Transportation Programs Fund**

Presenter: CFO Denise LaRue

Proposed Budget: Pg. 53-60

CFO LaRue provided an overview of programs included within the Transportation Programs Fund. Additional insight was again provided for the top 82% of expenditures. Contracted Services Manager Ben Sawyer provided clarification on the decrease seen in the allocation for Contract Transportation in the FY24 proposed budget vs FY23 Adopted Budget.



**D. Capital Project Fund**

Presenter: CFO Denise LaRue

Proposed Budget: Pg. 61-67

CFO LaRue discussed some of the larger Capital Projects along with the associated cost. GM Pollock provided clarification on the cost associated with the South Salem Transit Center while Deputy GM Trimble provided clarification on the TSP Project cost.

**VII. ACTION**

A. Approve the proposed budget for the 2023-24 fiscal year.


Motion:	<b>Approve the proposed budget for the 2023-24 fiscal year in the amount of \$133,854,681; and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.</b>
Motion By:	<b>Member Maria Hinojos Pressey</b>
Second:	<b>Member Carl Garner</b>
Vote:	<b>Motion Passed Unanimously (13)</b>

**VIII. OTHER BUSINESS – None**

**IX. ADJOURN**

Chair Lincoln adjourned the meeting at 8:04 P.M.

**Respectfully Submitted**

  
\_\_\_\_\_  
Kathy Lincoln, Chair





# BUDGET MESSAGE





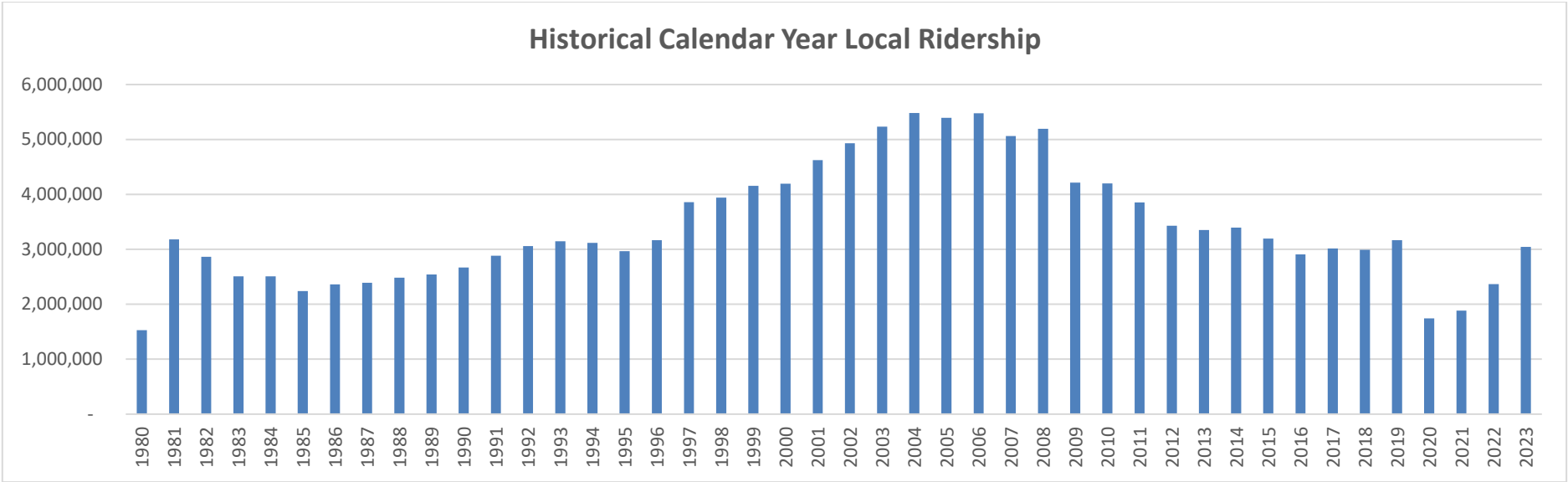
**To:** Salem Area Mass Transit District Budget Committee

**From:** Allan Pollock, General Manager

**Date:** May 7, 2024

**Subject:** FISCAL YEAR (FY) 2025 BUDGET MESSAGE

The FY25 proposed budget identifies the resources and requirements for the District to maintain existing essential service levels, as well as conduct foundational work to prepare for service growth in the years ahead. In calendar year 2023, the Cherriots Local service surpassed 3 million rides for the first time since 2019 and was the second highest ridership year since 2015. Results like this clearly show we have moved beyond the operational impacts of the pandemic.



## **FY24 in Review**

In FY24 the District focused on several projects critical for the advancement of our strategic plan goals, including:

- The implementation of the automated fare payment system, called UMO, which allows riders to use their phone or a fare card to pay for rides, eliminating the need to carry cash.
- The continuation of the Youth Ride Free program, providing more than 747,000 rides in FY23; and we are on pace for over 900,000 youth rides in FY24.
- The delivery of 10 electric buses, with 10 more on the way, which will begin revenue service in FY25.
- The selection of a new Intelligent Transportation System (ITS) to improve the rider experience and operational productivity.
- The introduction of the first two DEI themed wrapped buses (Pride Month, Black History Month) in support of our Diversity, Equity, and Inclusion program efforts.
- The introduction of new service to improve commute travel times: the 80X commuter service from the Keizer Transit Center to the Woodburn Transit Center and Route 22, which started on Sunday, May 5<sup>th</sup>, from South Salem to Mill Creek Corporate Center reducing travel time by more than 60 minutes to the Amazon Fulfillment Center and other distribution warehouse sites.

## **Community Value and Customer Satisfaction**

The District completed its third wave of community value and customer satisfaction surveys in FY24. With three sets of data points we can rely on these trends to validate the results as consistent, as opposed to a one-time snapshot. I am proud to say that the data was extremely consistent over all three surveys validating my belief that Cherriots is a well-respected organization that delivers valued mobility options that inspire community pride. Below are some key results of the latest survey data:

# 5 THINGS TO REMEMBER

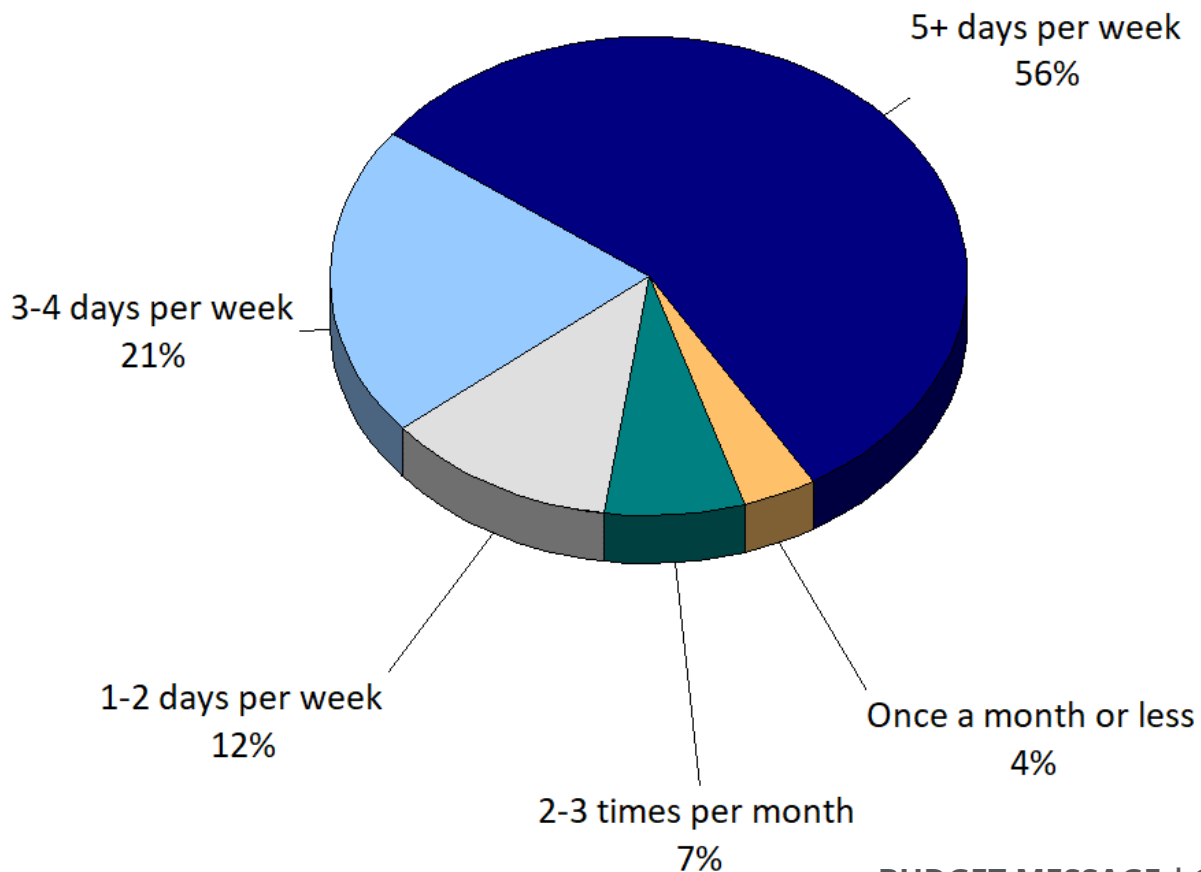


- 1. Most residents of the Salem area think Cherriots provides value to the Community:** 98% of LIFT Customers, 95% of Bus Customers, and 85% of community members surveyed.
- 2. Cherriots is setting the standard for service delivery**
  - Cherriots' customer satisfaction ratings are above the National Average in **all** areas
- 3.** The majority of Cherriots' customers would like funding for Cherriots to increase over the next five years
- 4.** There are opportunities for improvement
- 5.** Residents feel that Cherriots can take them to all of the important places they need to go



# FREQUENCY OF TRANSIT USE

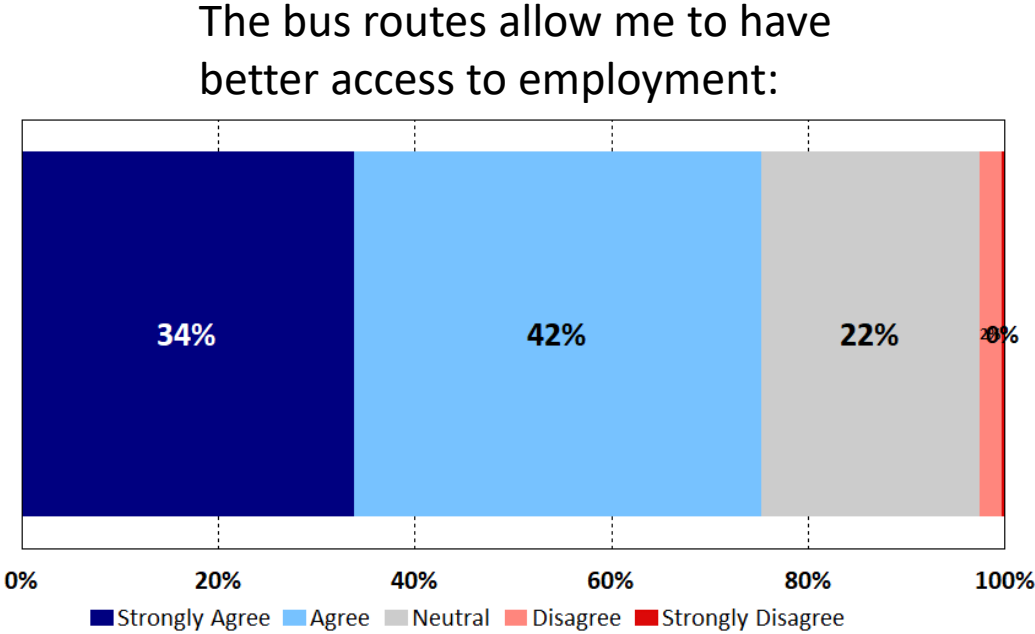
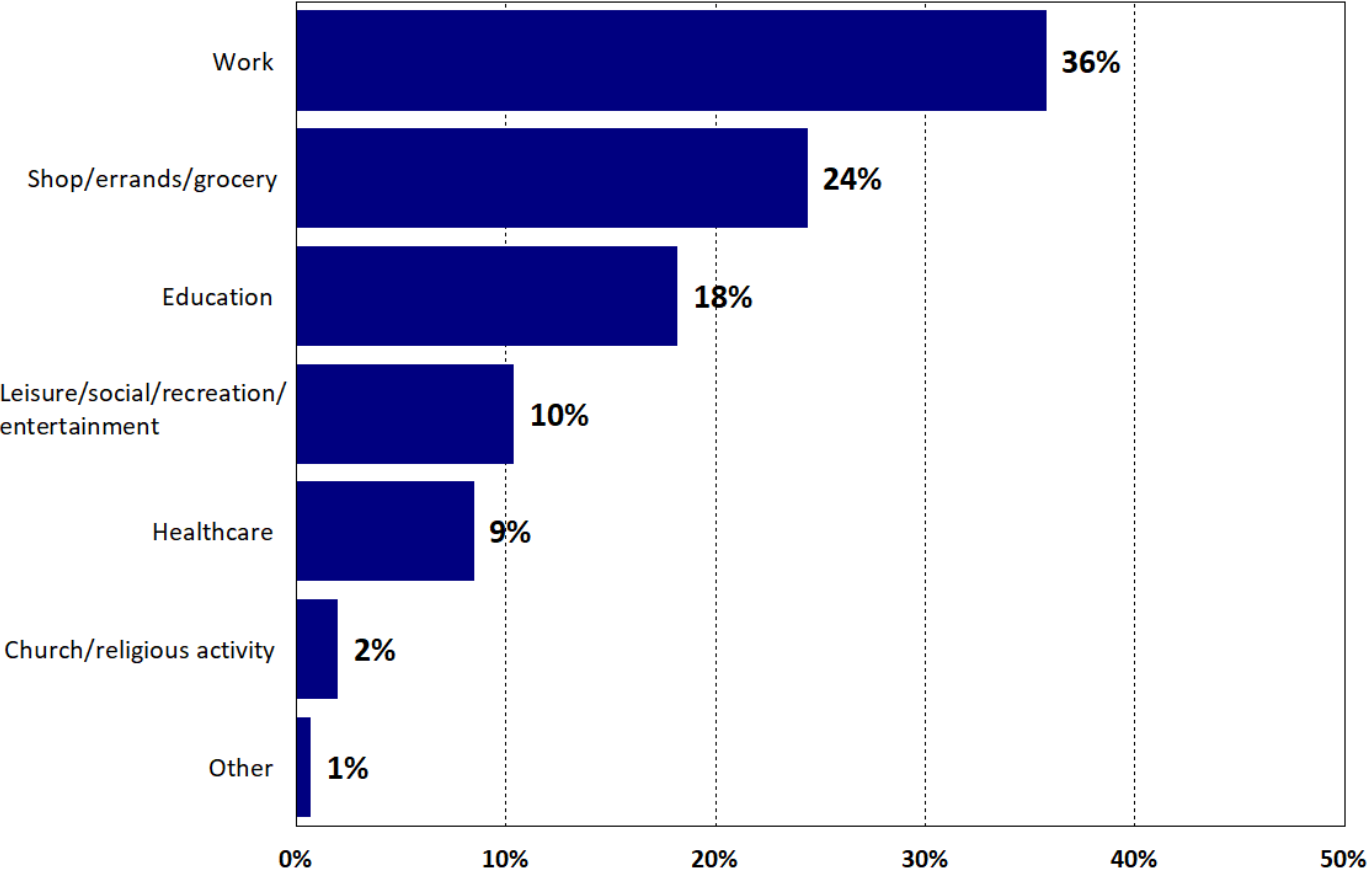
## Most customers are using bus services several times per week



More than half of bus customers ride at least five days per week!



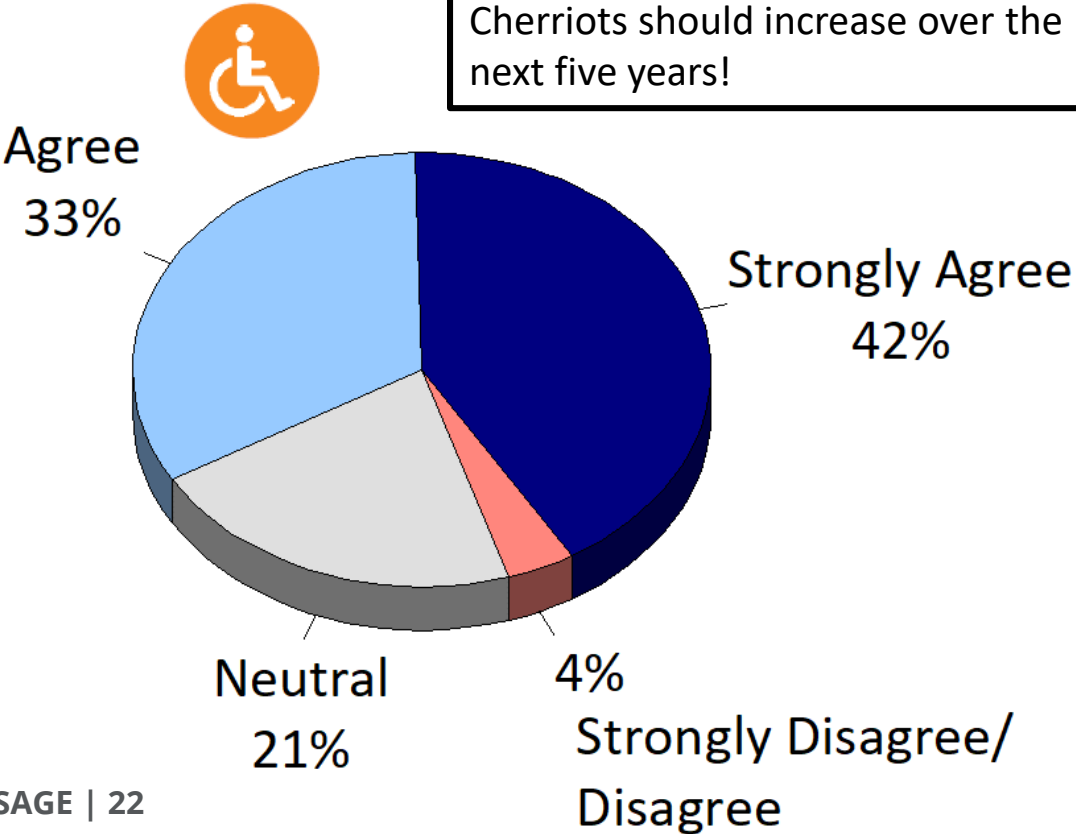
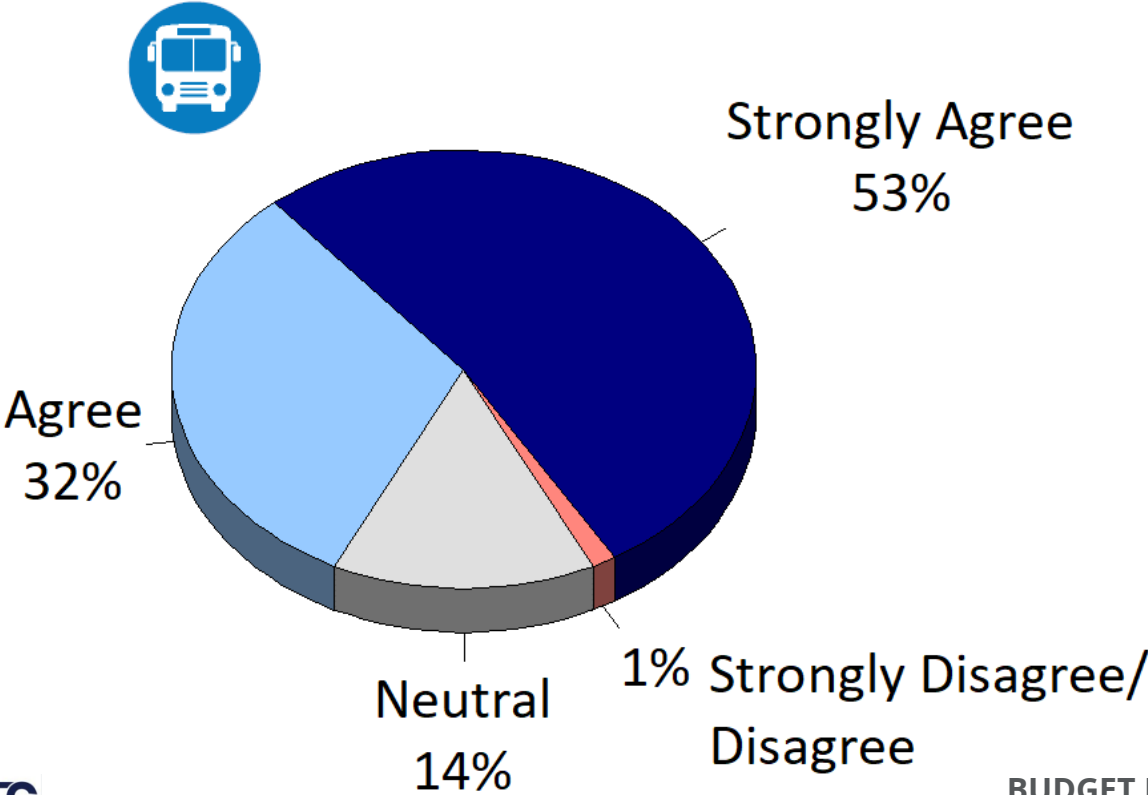
# TRIP PURPOSE: Work Is the #1 Purpose for Bus Customers



**Without Cherriots many residents would not be able to get to work/school**

# FUNDING

## Customers want funding for Cherriots to increase

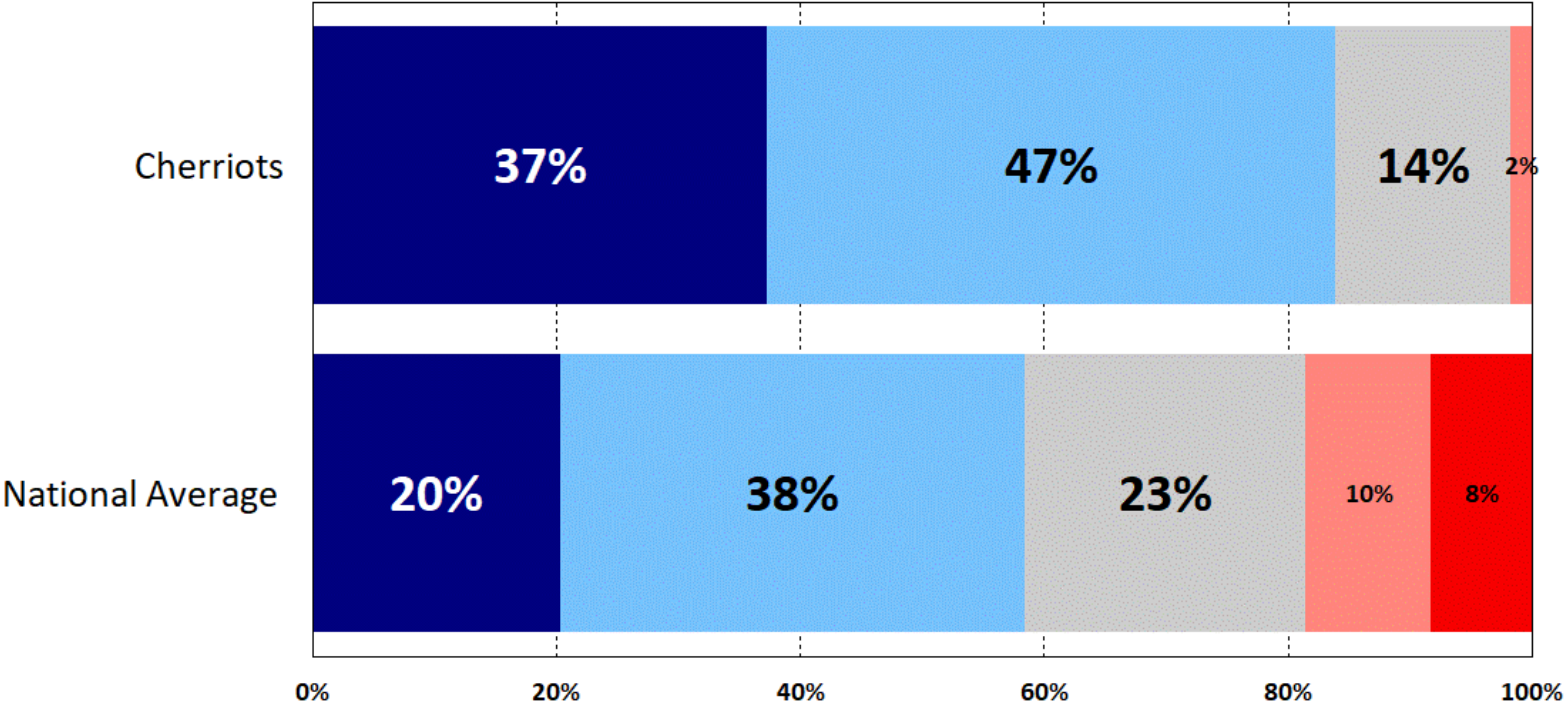


85% of bus customers & 75% of LIFT customers agree that funding for Cherriots should increase over the next five years!

# OVERALL SATISFACTION FOR BUS SERVICE IS VERY POSITIVE



Cherriots Overall Satisfaction is **26%** higher than the National Average



Very Satisfied Satisfied Neutral Dissatisfied Very Dissatisfied

# BUS Services Rated ABOVE the National Average in ALL Areas Assessed

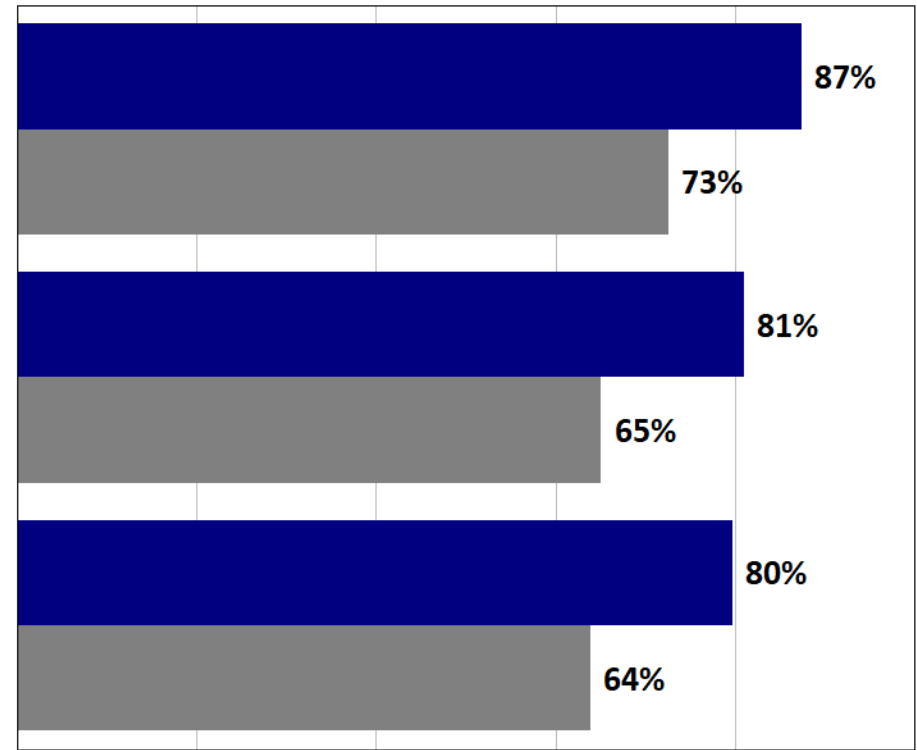


■ Cherriots  
■ National Average

Bus drivers operate the vehicle safely

Bus drivers are knowledgeable about Cherriot's system

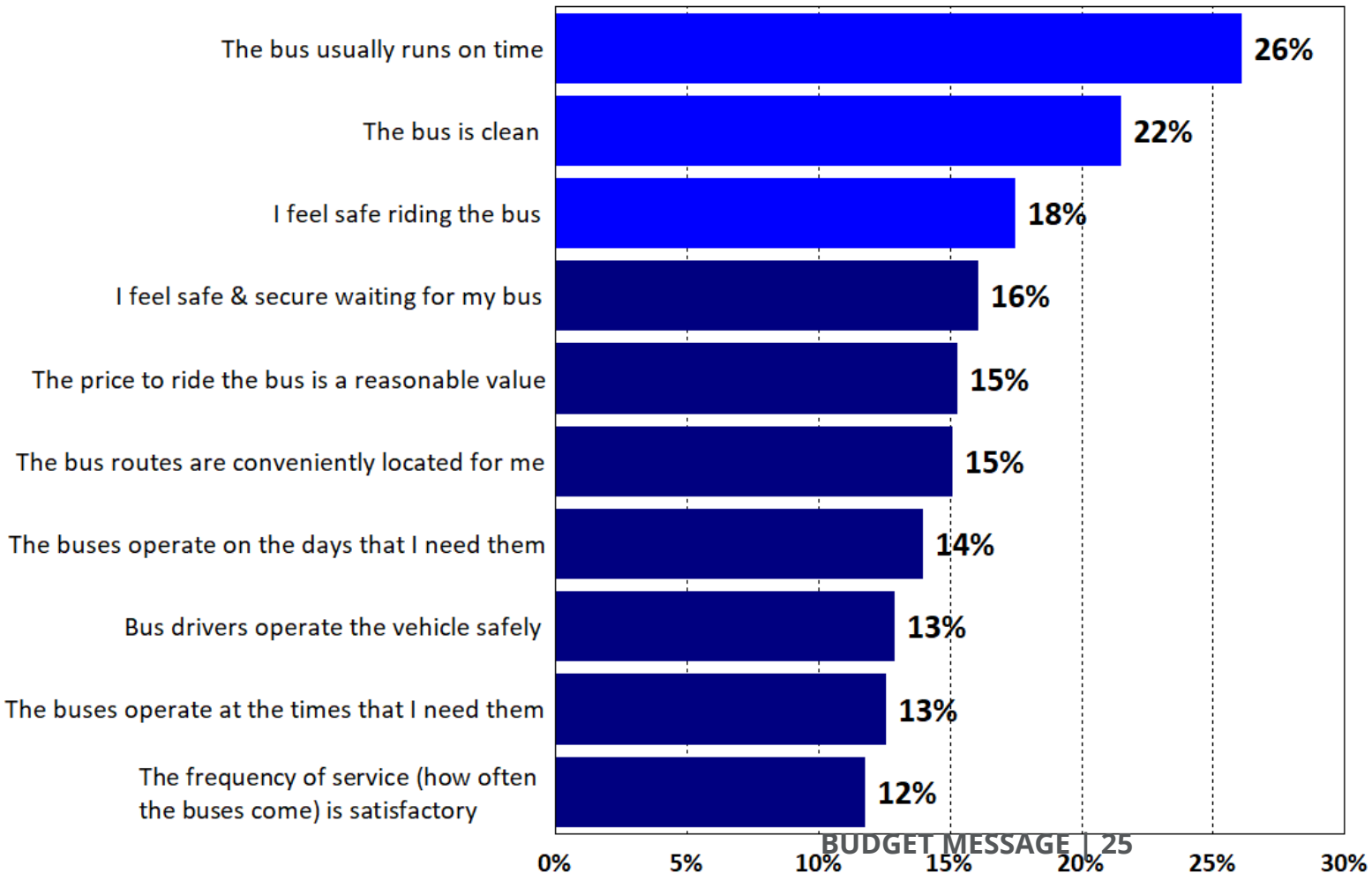
Bus drivers are helpful & courteous



BUS ratings are well above the National Average for **Bus Operator Satisfaction**

- Safe Driving: **+14%**
- Operator Knowledge: **+16%**
- Helpfulness & Courtesy: **+16%**

# Most Important Factors to Bus Customers

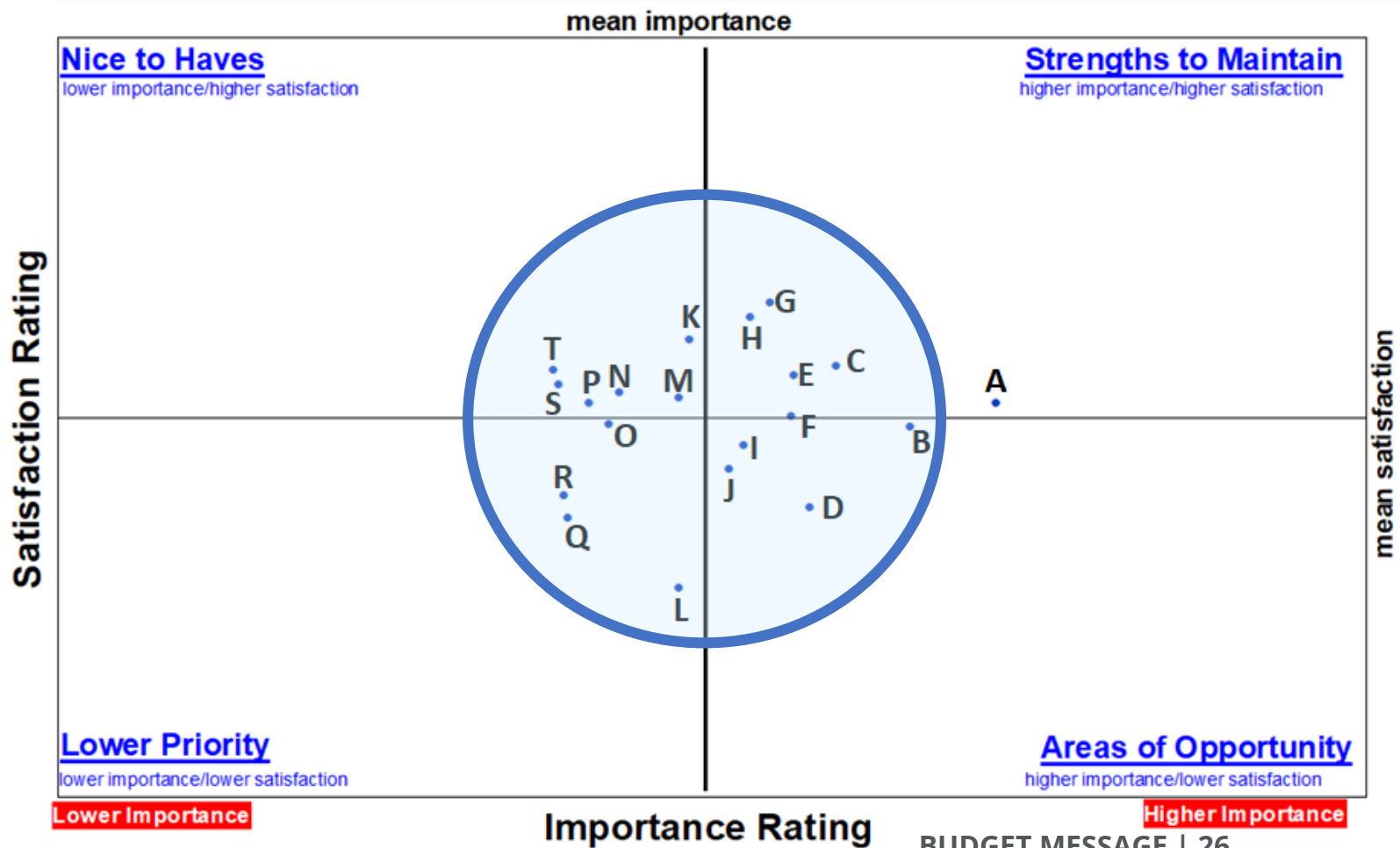


- **2023 Top Three Importance Factors:**
  - On-Time Performance
  - Bus Cleanliness
  - Safety While Riding



# OPPORTUNITIES FOR IMPROVEMENT

## Key Driver Analysis

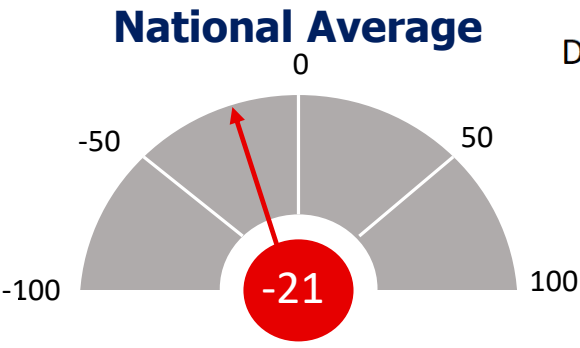
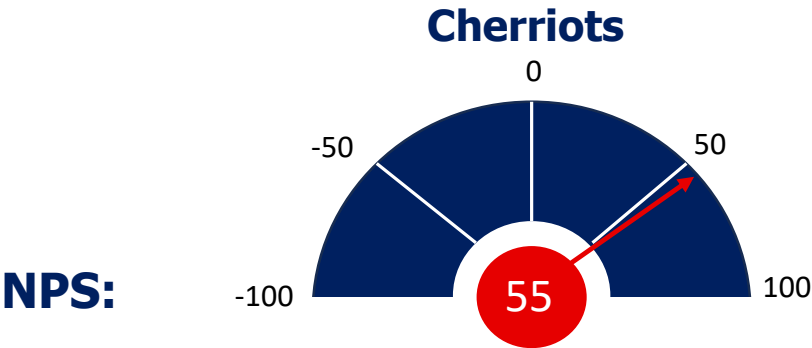
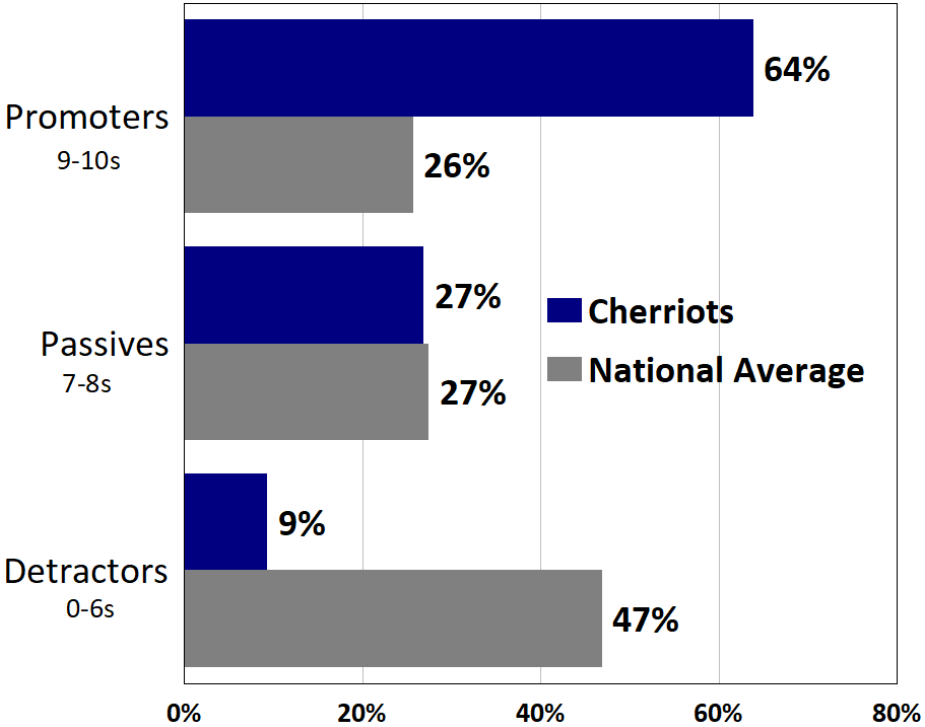


- **A – The bus running on time**
- **B – Bus cleanliness**
- C – Personal security on bus
- **D – Personal security waiting for the bus**
- E – Price to ride being a reasonable value
- F – Convenient location of bus routes
- G – Buses operating on the days they're needed
- H – Buses being operated safely
- **I – Hours of operation**
- **J – Frequency of service**
- K – Travel time
- L – Bus stop cleanliness
- M – Courtesy & helpfulness of bus drivers
- N – Enough seating/space on the bus
- O – Satisfaction with cost of fares charged
- P – Ease of getting information about services/schedules
- Q – Bus stations, shelters, & stops being well maintained
- R - Ease of finding out if buses are on schedule
- S – Bus operators being knowledgeable about the system
- T – Confidence navigating the Cherriots system

# Net Promoter Score: 76-Points above the National Average



- **64%** of bus customers are “**Promoters**,” meaning they selected 9 or 10 when asked, “On a scale of 0-10, how likely would you be to recommend Cherriots bus service to a friend or family member”

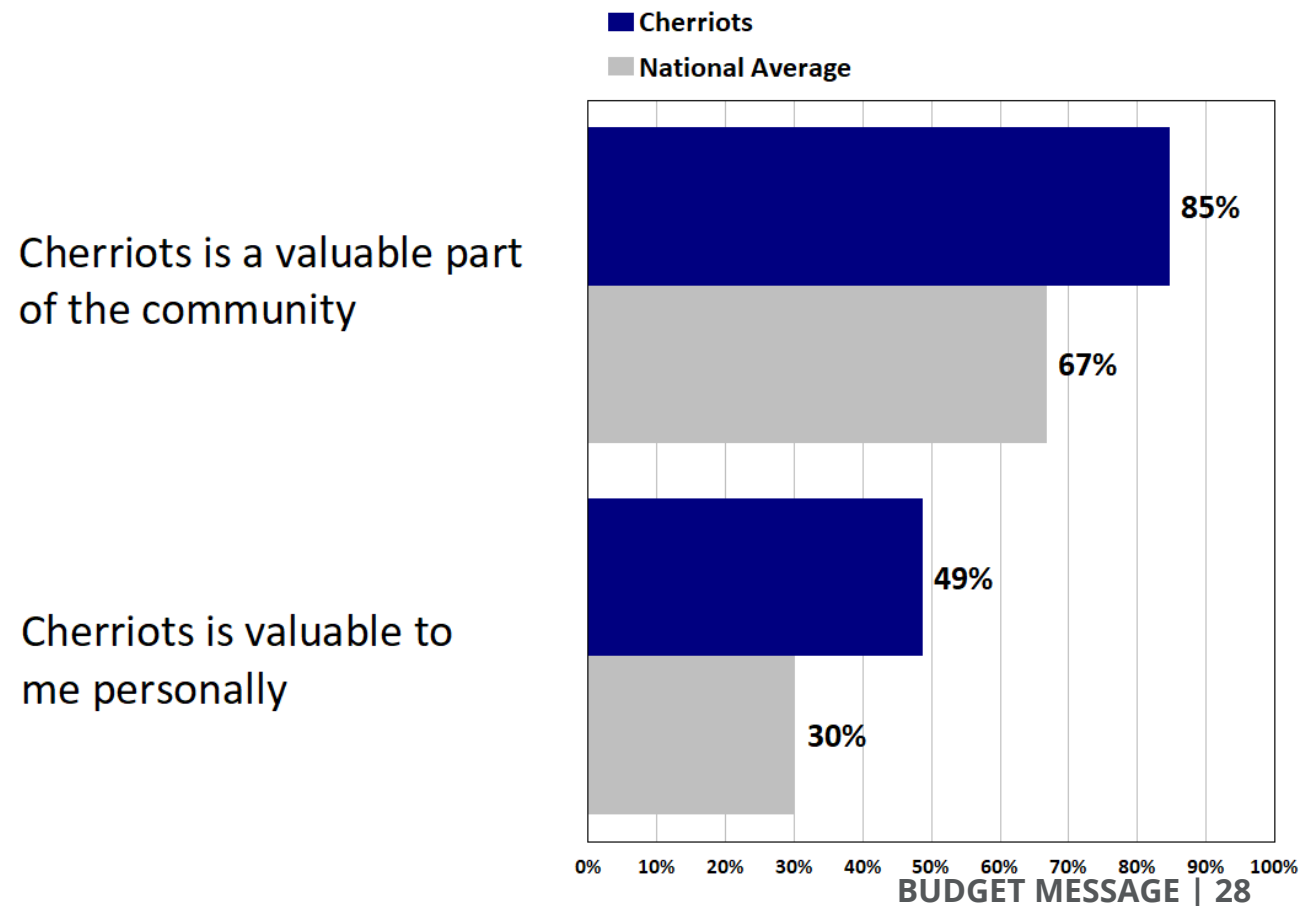






# COMMUNITY AND PERSONAL VALUE vs. National Average

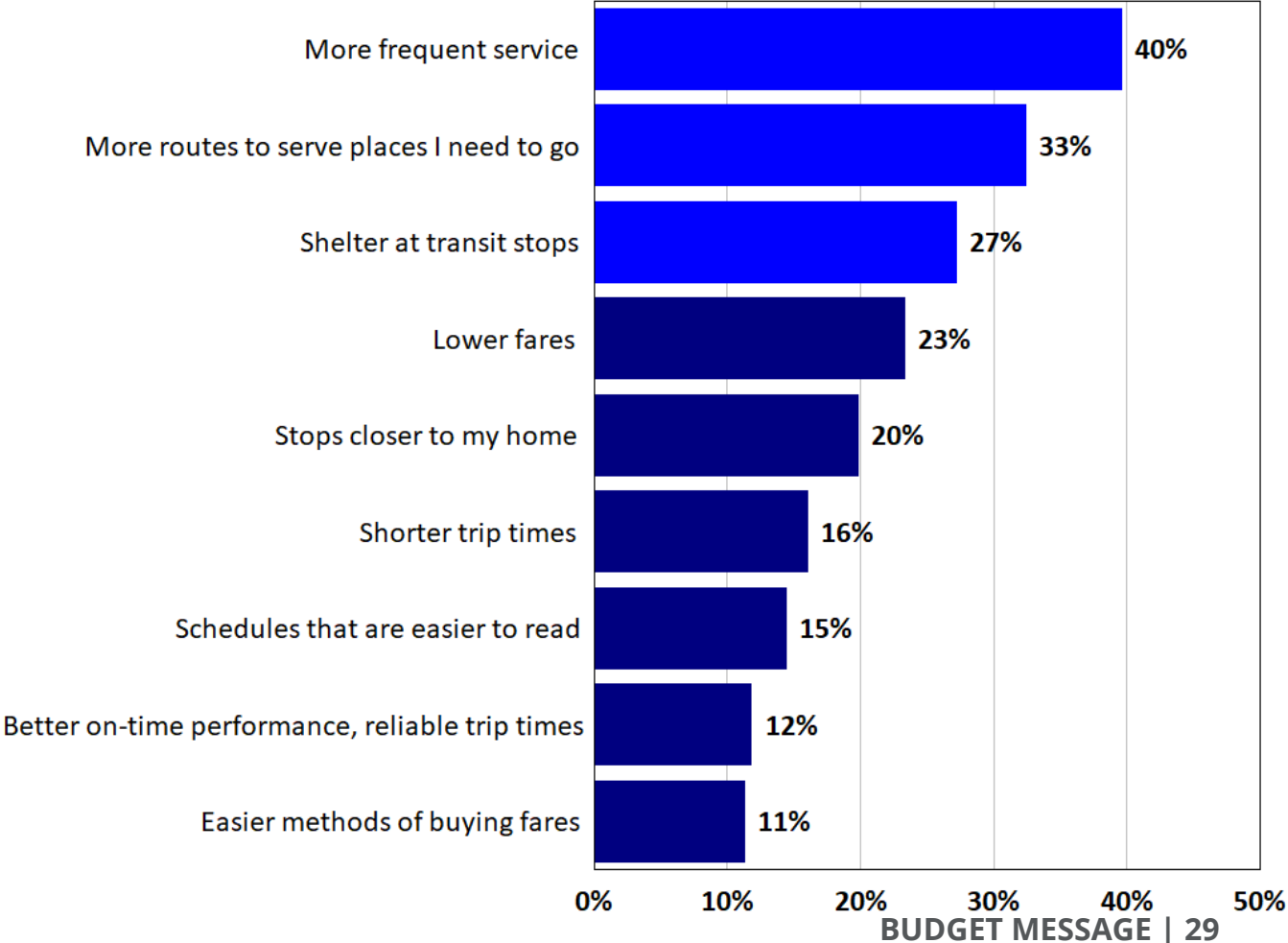
## % Agree/Strongly Agree



- Cherriots is more valuable to the community than the national average by 18%
- Cherriots is more valuable to community members than the National Average by 19%



# Top Features/Amenities That Could Provide More Value to the Community



- **More frequent service, more routes to serve places I need to go, and shelter at transit stops** were the top three features/amenities that Cherriots could add to provide value to the community

Percentages indicate the percentage of respondents who included that feature/amenity as one of their top three choices.

The District also received recognition from the Government Finance Officers Association (GFOA) earning its 11th consecutive Certificate of Achievement for Excellence in Financial Reporting for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ending June 30, 2022.

A significant portion of the year was focused on three important topics:

- The selection of the ITS vendor and initial project implementation
- The introduction of the UMO electronic fare card system, and
- The preparation for the electric bus fleet into revenue service

These key projects will improve the customer experience, as well as improve operational productivity.

## **FY25 Preview**

Thanks to the establishment of a new state revenue source, the Statewide Transportation Improvement Fund, the District has been able to add a significant level of service, including Saturday, Sunday, holiday, later weekday evening service, and reduced and free fare programs. When this service was planned we estimated its cost, but we didn't take into account the significant impact the unprecedented and sustained levels of inflation would have on our costs. While the costs of goods and services increased, the District, similar to other local governments, has been impacted by the need to respond to significant wage adjustments as a result of the impact of inflation.

The revenue growth of property tax, which is the District's local funding source, has grown at a much slower rate than expenses. As a result, we are projecting a slight dip into reserves in FY24 and FY25 to cover higher than projected expenses. Staff will be revising its forecast models and projections and analyzing the data to ensure fiscal sustainability as we enter FY26.

The Board has already begun conversations to explore new revenue sources to ensure long-term sustainability and service enhancements. In addition, the Oregon Legislature has begun conversations about a potential state transportation package in the 2025 legislative session. The District is working in conjunction with the Oregon Transit Association on the transit component of any transportation package that comes out of the 2025 legislative session.

The FY25 year will be a busy one for the District. The proposed budget includes resources and requirements for:

- Completion of the environmental review and land acquisition for the South Salem Transit Center
- Implementation of battery-electric bus service on Route 11 (Electric Corridor) beginning in September
- Completion of the ITS project
- Completion of the physical security enhancements at Del Webb, KTC, and DTC
- Comprehensive Operations Analysis
- Climate Action Plan

### **Personnel Services**

In order to ensure project delivery and service enhancements, the FY25 proposed budget includes the following staffing requests:

Additions:

- Chief Safety Officer
- Project Administrators (2)
- Planning Analyst
- Transit Operator (6)

Deletions:

- Mobility Management Coordinator
- Operations Program Coordinator
- Transit Planner I
- Safety Coordinator
- Administrative Assistant - Finance

In accordance with the collective bargaining agreement, a 5% cost-of-living allowance (COLA) will be awarded to represented employees effective July 1, 2024. A 5% COLA for non-represented employees is also included in the proposed FY25 budget.

The District will also move to a merit-based performance management system for non-represented employees this fiscal year. This will change the performance evaluation process to move annually from the employee's original career service date to all non-represented employees completing the evaluation process each spring.

The District has elected to self-administer, through a third party administrator, the Paid Leave Oregon program and has budgeted the employer required 0.4% of total wages. Health insurance premiums for FY25 will increase 9% and retirement contributions will remain at the same percentage rate of payroll as FY24.

## **Conclusion**

The FY25 proposed budget identifies the resources and requirements to implement a full year of service, as approved by the Board. Included are a series of tactics that support the intent of the organization's strategic plan with an emphasis on:

- community value
- customer satisfaction
- culture of ownership, and
- financial sustainability

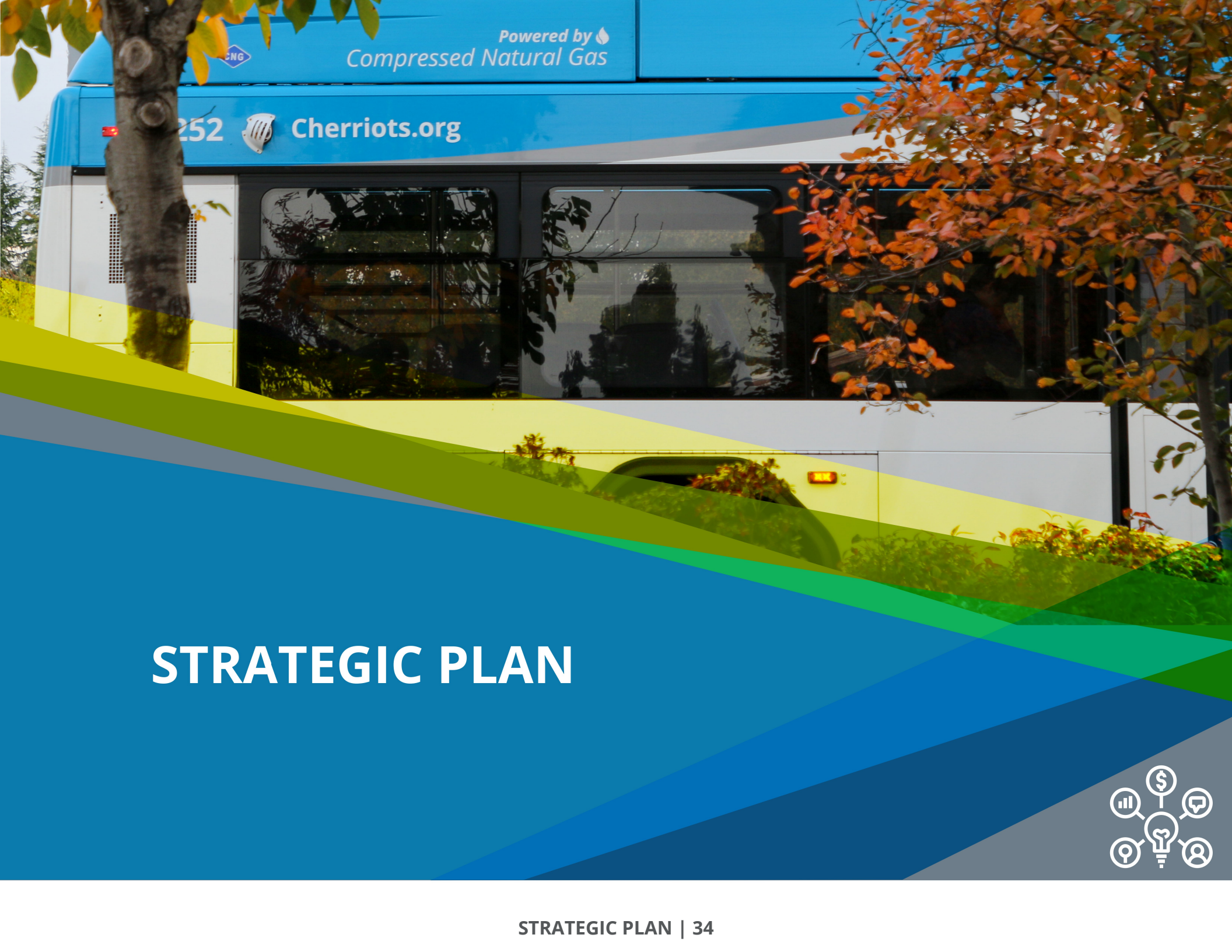
The proposed budget also continues to advance our capital investment plan.

I would like to thank the Board of Directors, Budget Committee Community Members, and the District staff for the commitment they have made to this community. Cherriots is prepared to move forward into a new era of service utilizing technology to improve the customer experience.

I recommend the Budget Committee approve the FY25 proposed budget.







# STRATEGIC PLAN





# 2025 ORGANIZATIONAL TACTICS

## COMMUNITY VALUE



1. Share the Cherriots Story
2. Establish Zero Emissions Infrastructure Roadmap



## CULTURE OF OWNERSHIP



1. Successful Negotiation of a Collective Bargaining Agreement
2. Implement an Emerging Leaders Program
3. Implement a Recognition Program
4. Improve Technology Services
5. Improve Project Performance and Management
6. Implement a Mentor/Mentee Plan
7. Implement a Merit Based Performance Management System



## CUSTOMER SATISFACTION



1. Cherriots Intelligent Transportation System Implementation
2. Conduct a Comprehensive Operational Analysis
3. Improve Safety and Security



## FINANCIAL SUSTAINABILITY



1. Develop a Long Range Financial Plan
2. Establish an Employee Facing Human Resource and Finance Employee Portal
3. Enhance the Capital Investment Plan
4. Successful Completion of Triennial Review







# BUDGET PRESENTATION







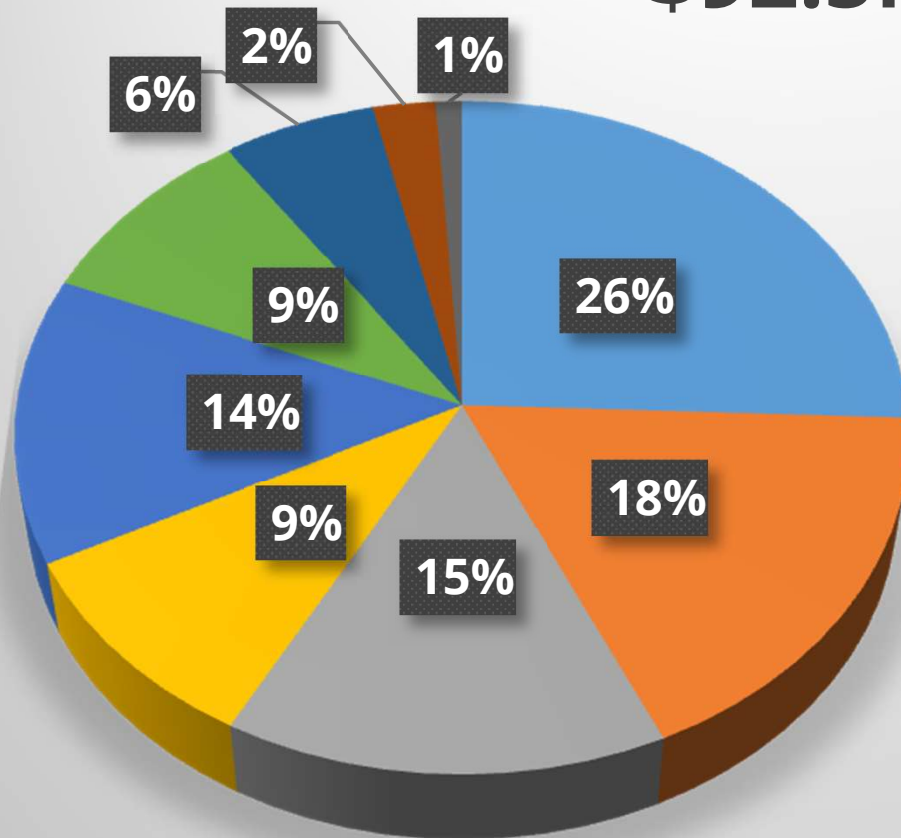


# TOTAL RESOURCES REQUIREMENTS, AND RESERVES



## District Wide Revenues/Resources

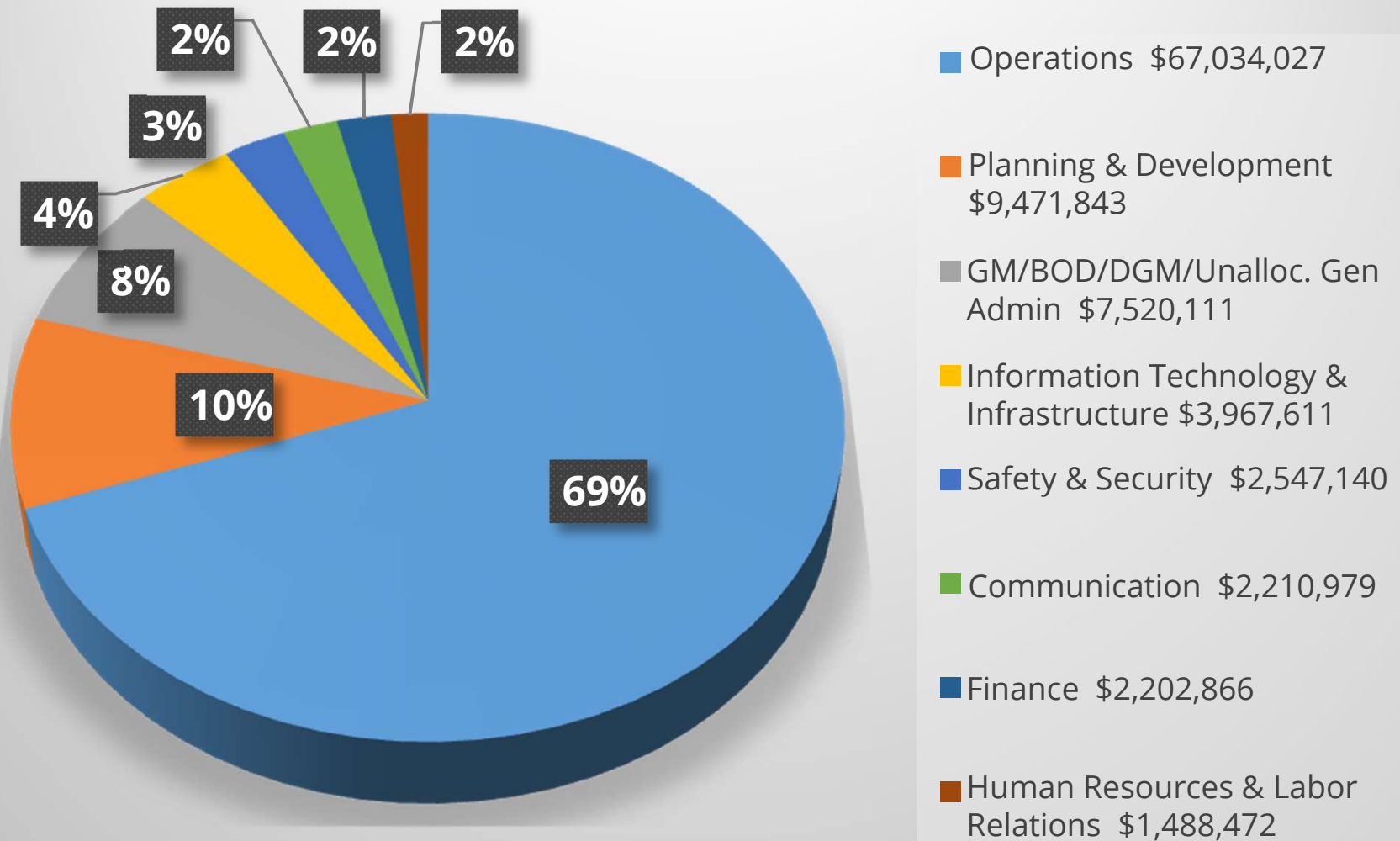
### \$92.5M



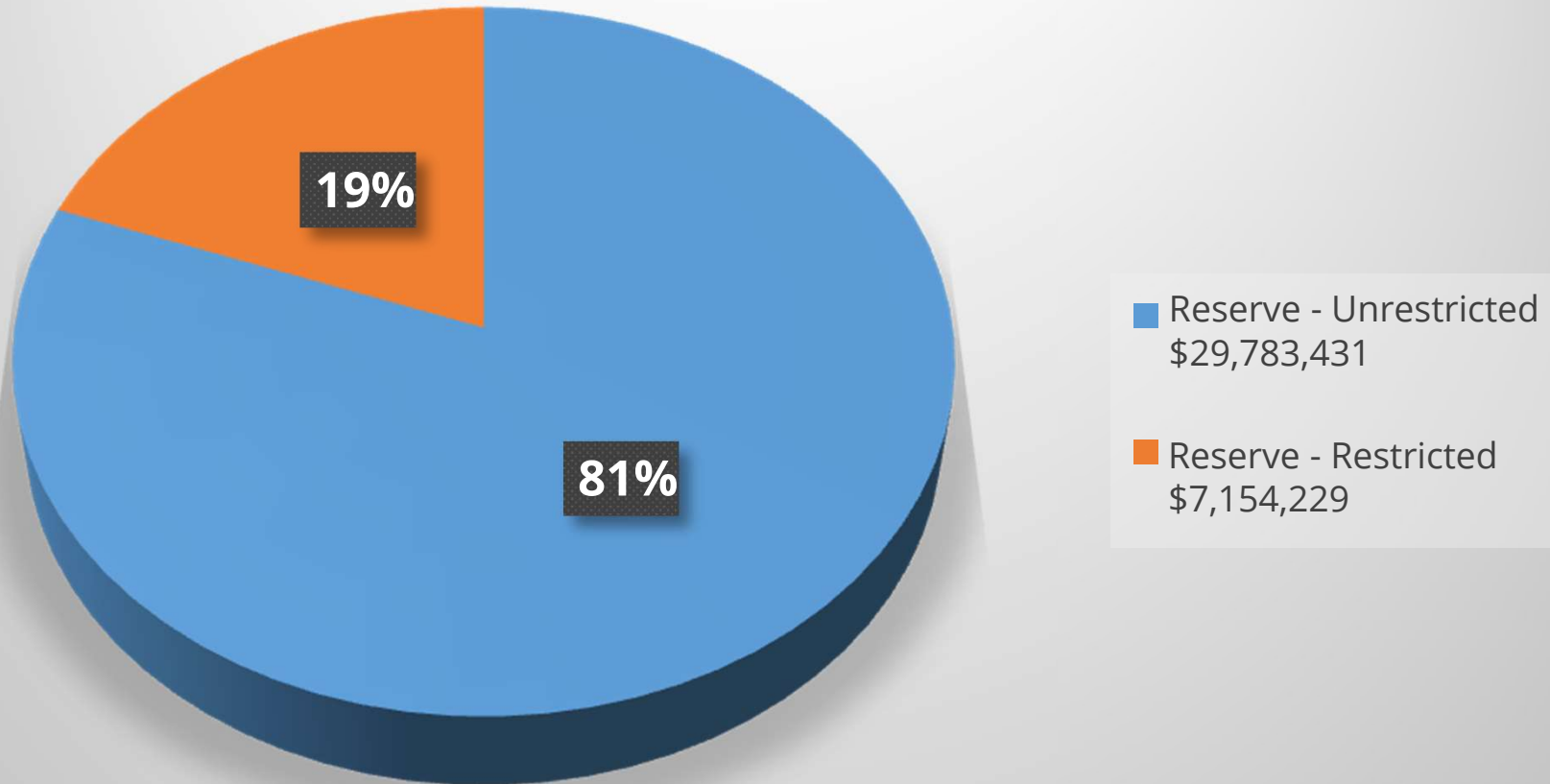
Federal Revenue	\$23,690,197
Property Taxes	\$16,310,471
STIF Revenue	\$13,585,850
FTA TIG	\$8,866,000
Transfers In	\$12,695,138
Oregon In-Lieu	\$8,500,000
Other Revenue	\$5,640,996
Passenger Fares	\$2,297,608
STIF Passthrough	\$961,126

# District Wide Requirements/Expenses

## \$96.4M



## Reserve Balance \$36.9M



**Balanced Budget**

There are 3 methods in which SAMTD can achieve a balanced budget.

- 1) Revenues Equal Expenses, therefore no change in reserves/fund balance.
- 2) Revenues Greater than Expenses, therefore an increase in reserves/fund balance.
- 3) Revenues Less than Expenses, therefore a decrease in reserves/fund balance.**

In the FY24 budget, SAMTD budgeted to utilize reserves in the amount of \$15.5M.

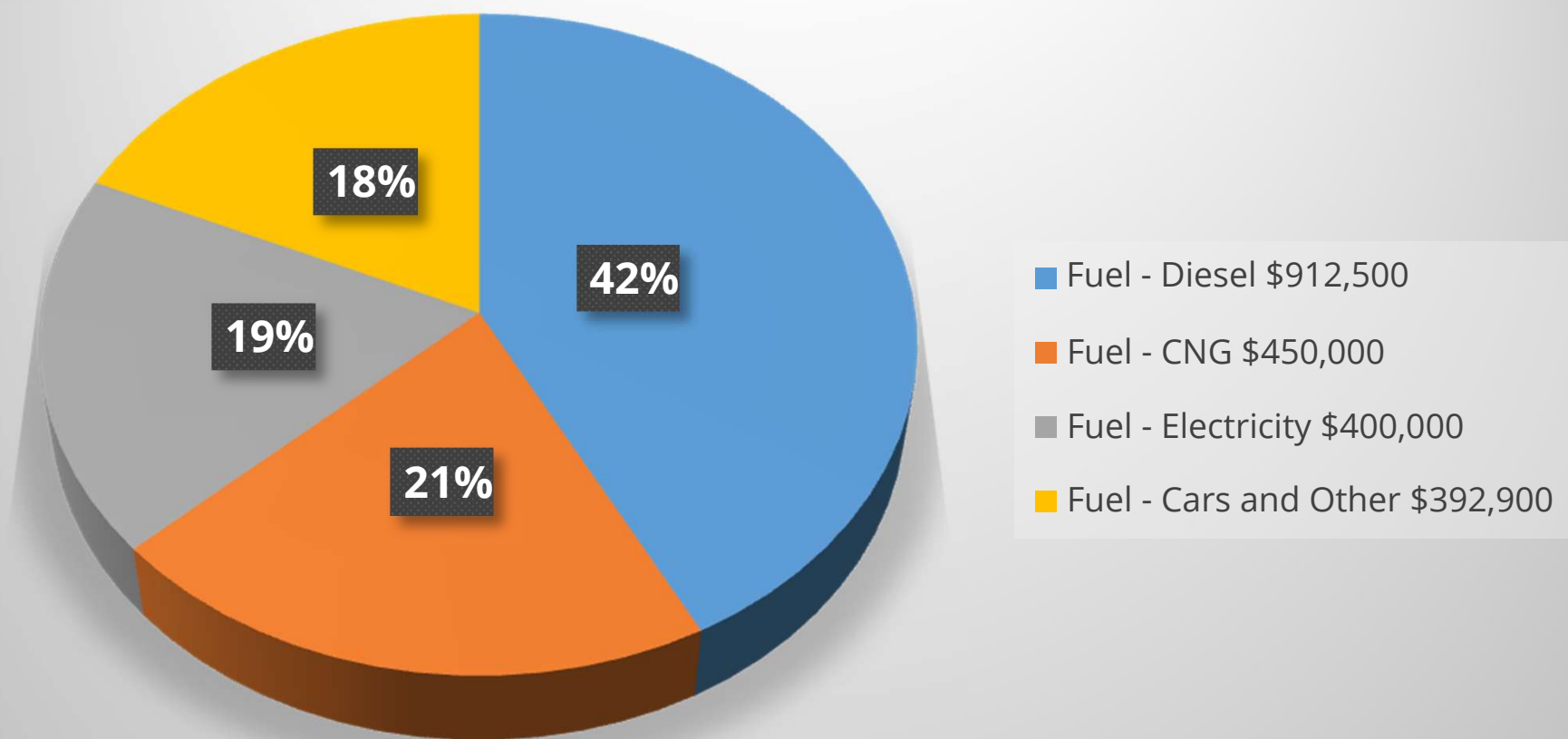
In the FY24 year-end estimate, SAMTD is projected to only utilize \$4.7M of reserves due to a variety of reasons.

In the FY25 budget, SAMTD is budgeting to utilize reserves in the amount of \$18.1M.

Unrestricted Reserves for Operations	\$12.7M
Restricted Reserves (STIF Formula Prior Biennia Funds)	\$ 5.4M



## Fuel Costs \$2.2M







# QUESTIONS ?





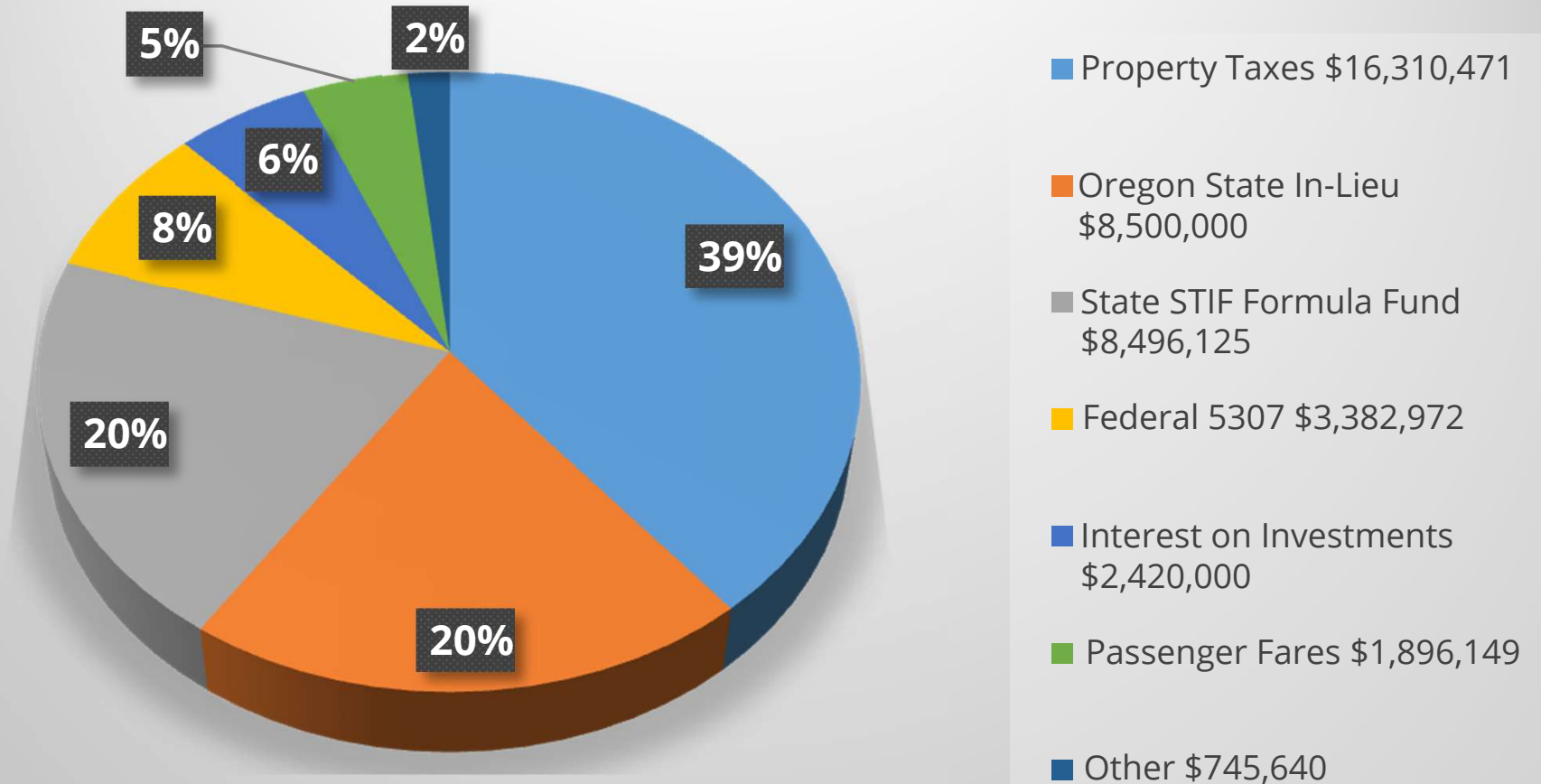




# GENERAL FUND

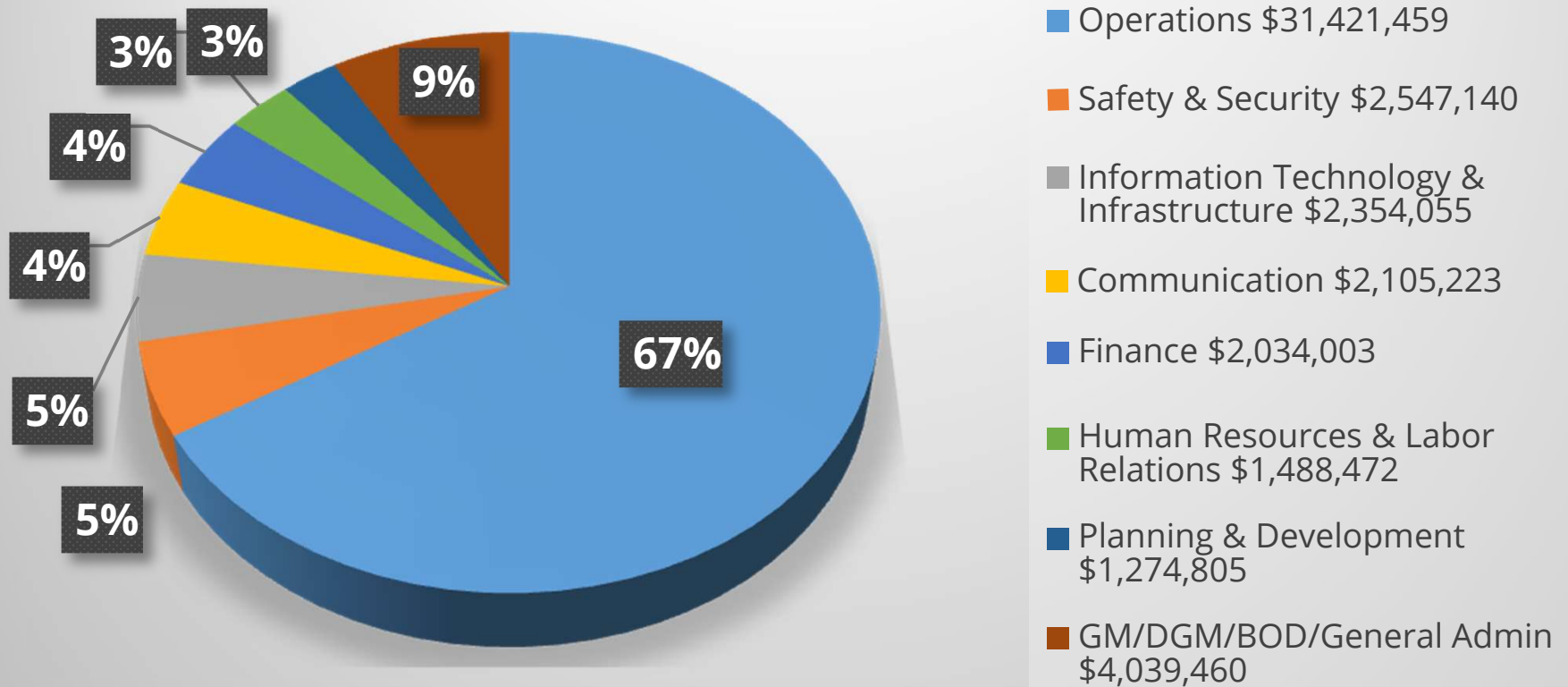


## General Fund Resources/Revenues \$41.8M



# General Fund Requirements/Expenses

## \$47.3M





## General Fund

	FY2024-25		
	Proposed	Percent of	Cumulative
Materials and Services	Budget	Total	Percent
Other Professional & Technical	3,536,452	35.8%	35.8%
Fuel	1,538,000	15.6%	51.4%
Vehicle Maintenance	1,313,100	13.3%	64.7%
Premium for General Liability	683,258	6.9%	71.6%
Other Services	547,500	5.5%	77.2%
Software Licensing and Annual Maintenance	430,000	4.4%	81.5%
Utilities	284,972	2.9%	84.4%
Contract Maintenance Services	257,400	2.6%	89.6%
Uniforms & Supplies	252,575	2.6%	87.0%
Travel, meetings, training, education	245,170	2.5%	94.3%
Condo Assn. Courthouse Square	216,100	2.2%	91.8%
Other Misc. Expenses	154,268	1.6%	95.8%
Printing	97,700	1.0%	96.8%
Dues & Subscriptions	89,988	0.9%	98.6%
Advertising Media & Fees	88,600	0.9%	97.7%
All Other Material & Supplies	63,500	0.6%	99.3%
Radio Charges	41,740	0.4%	99.7%
Match and Pass Through Requirements	29,606	0.3%	100.0%
Materials and Services Total	\$ 9,869,929		





# QUESTIONS ?





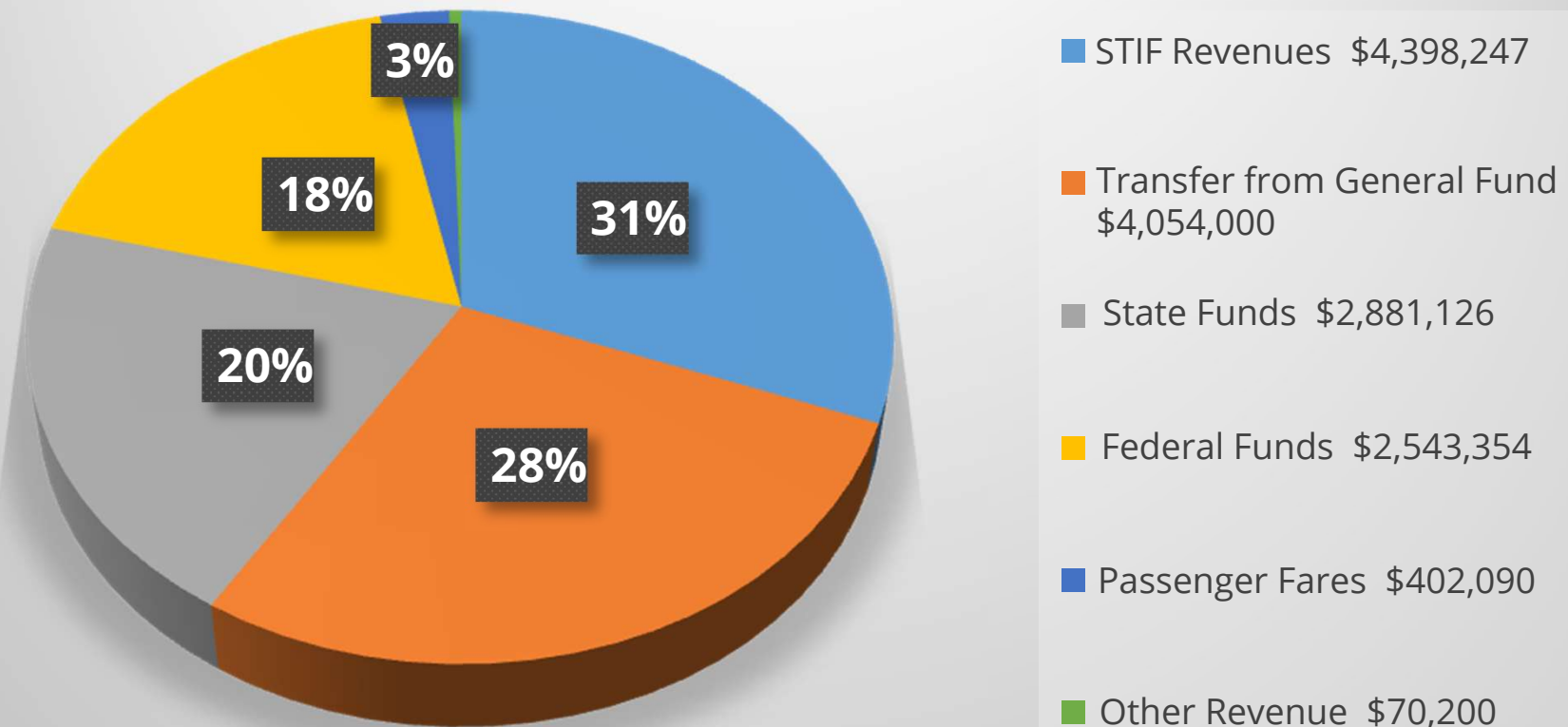




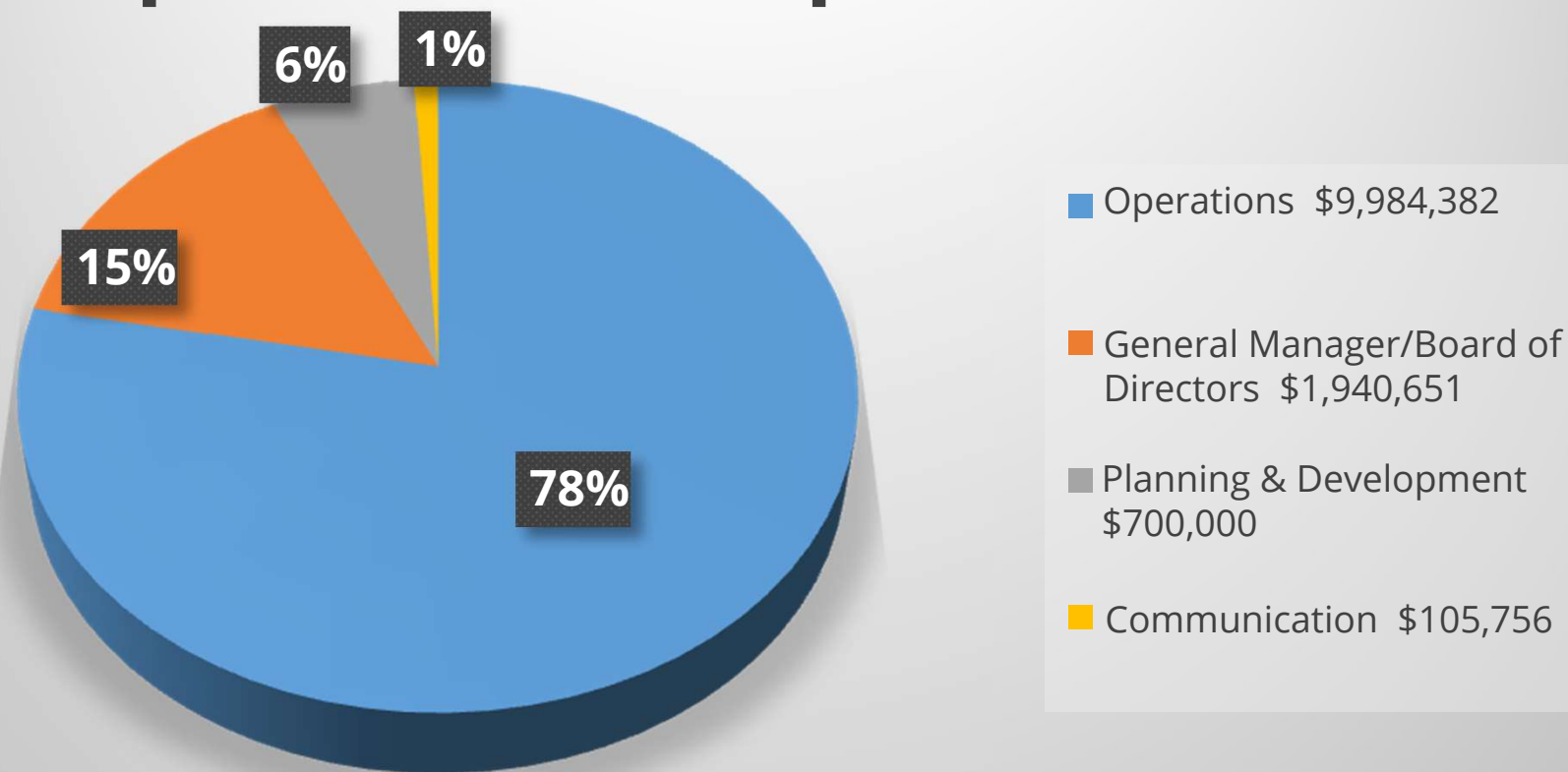
# TRANSPORTATION PROGRAMS FUND



## Transportation Programs Fund Resources/Revenues \$14.3M

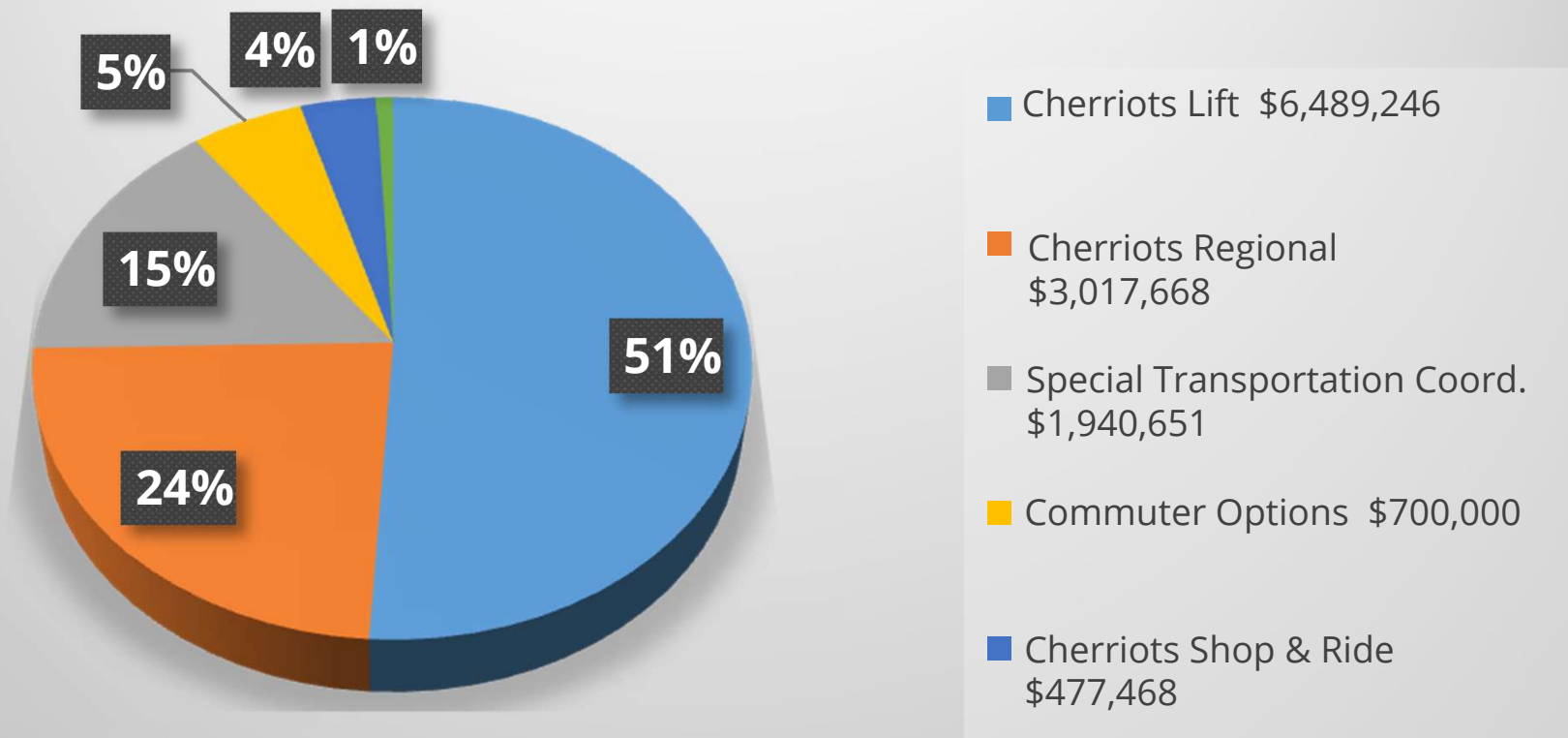


## Transportation Programs Fund Requirements / Expenses \$12.7M





# Transportation Programs Fund Requirements/Expenditures by Program \$12.7M





## Transportation Program Funds

	FY2024-25		
Materials and Services	Proposed Budget	Percent of Total	Cumulative Percent
Contract Transportation	7,514,875	78.42%	78.4%
Fuel	657,400	6.86%	85.3%
Other Professional & Technical	383,700	4.00%	89.3%
Match and Pass Through Requirements	310,000	3.24%	92.5%
Tablet Service	270,880	2.83%	95.3%
Vehicle Maintenance	188,500	1.97%	97.3%
Contract Maintenance Services	154,643	1.61%	98.9%
Radio Charges	25,560	0.27%	99.2%
Advertising Media & Fees	21,200	0.22%	99.4%
Printing	12,980	0.14%	99.6%
Travel, meetings, training, education	12,750	0.13%	99.7%
All Other Material & Supplies	9,150	0.10%	99.8%
Other Services	6,700	0.07%	99.9%
Dues & Subscriptions	6,017	0.06%	99.9%
Other Services	3,500	0.04%	100.0%
Other Misc. Expenses	2,780	0.03%	100.0%
Utilities	1,950	0.02%	100.0%
Materials and Services Total	9,582,585		



QUESTIONS ?



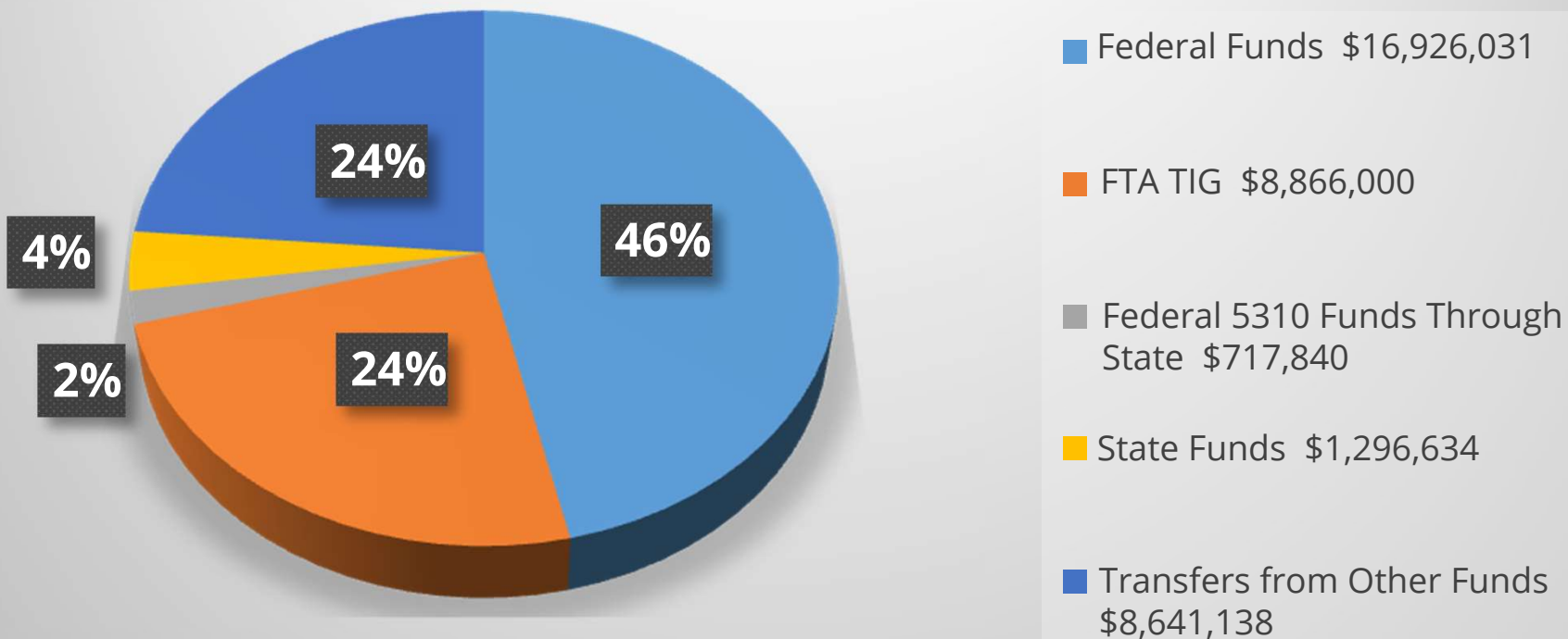




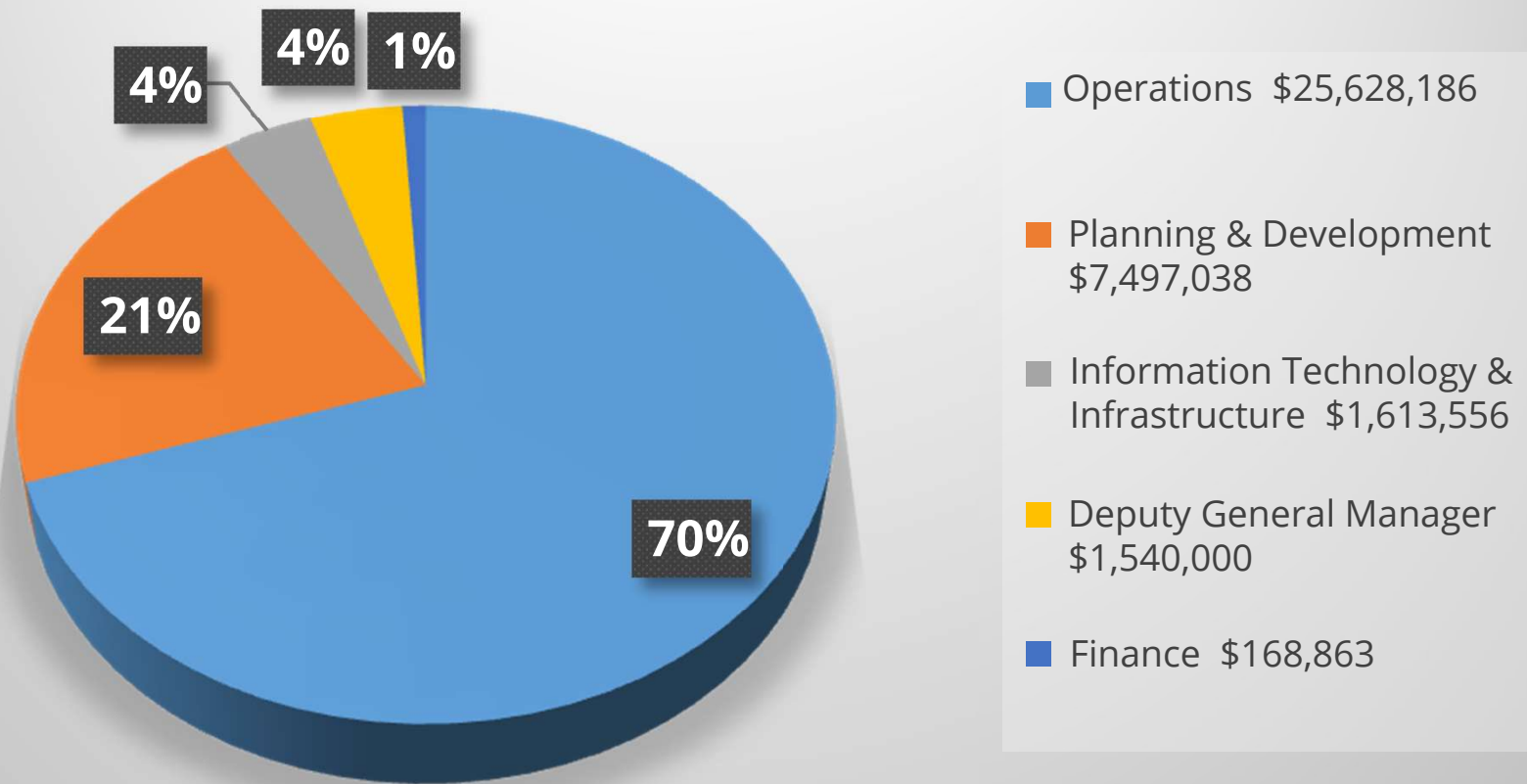
# CAPITAL PROGRAMS FUND



## Capital Projects Fund Resources/Revenues \$36.4M



## Capital Projects Fund Requirements/Expenses \$36.4M



## **Capital Project Highlights**

### **Continuation/Completion Projects**

CITS (ITS Replacement)

DW Fence and Exterior Security Upgrades

Electric Bus and Charging Infrastructure

In-Ground Lifts

South Salem Transit Center

LIFT Bus Replacements

Transit Signal Priority

### **New Projects**

Farebox System Replacement

Cyber Security Intrusion Detection Project

KTC Vehicle Entry Control

Stops and Shelters for Local Rt 22





# QUESTIONS ?









APPROVAL ?





Resolution No. 2024-01

Adopt the Fiscal Year 2024-2025 Budget for  
Salem Area Mass Transit District

**BE IT RESOLVED** THAT THE Board of Directors of Salem Area Mass Transit District, hereafter referred to as "District," hereby adopts the budget for fiscal year 2024-2025 in the total amount of \$147,575,847: now on file at the District Administration Office, 555 Court St. NE Suite 5230, Salem, OR 97301.

MAKING APPROPRIATIONS

**BE IT RESOLVED** that the amounts for the fiscal year beginning July 1, 2024, and for the purposes shown below are hereby appropriated.

General Fund	
General Manager/Board/Sustainability	\$ 1,105,346
Deputy General Manager	1,125,682
Human Resources and Labor Relations	1,488,472
Finance	2,034,003
Information Technology & Infrastructure	2,354,055
Communication	2,105,223
Operations	31,421,459
Planning & Development	1,274,805
Safety & Security	2,547,140
Unallocated - General Administration	1,808,432
Transfers	12,695,138
Contingency	1,500,000
<b>Total</b>	<b>\$ 61,459,755</b>

Capital Project Fund	
Deputy General Manager	\$ 1,540,000
Finance	168,863
Information Technology & Infrastructure	1,613,556
Operations	25,628,186
Planning & Development	7,497,038
<b>Total</b>	<b>\$ 36,447,643</b>

Transportation Program Fund	
General Manager/Board/SIPM	\$ 1,940,651
Communication	105,756
Operations	9,984,382
Planning & Development	700,000
Transfers Out	-
<b>Total</b>	<b>\$ 12,730,789</b>

<b>Total Appropriations, All Funds</b>	<b>\$ 110,638,187</b>
Total Unappropriated and Reserve Amounts, All Funds	\$ 36,937,660
<b>TOTAL APPROVED BUDGET</b>	<b>\$ 147,575,847</b>

IMPOSING THE TAX

**BE IT RESOLVED** that the Board of Directors of the District hereby imposes the taxes provided for in the adopted budget at a rate of \$.7609 per \$1,000 of assessed value for operations: and that these taxes are hereby imposed and categorized for the tax year 2024-2025 upon assessed value of all taxable property within the District as follows:

General Government Limitation	
Permanent Rate Tax.....	\$.7609/\$1,000

Excluded from Limitation	
	\$0.00

The above resolution statements were approved and declared adopted on this 27th day of June 2024

ATTEST:

Kirra Pressey  
Recording Secretary

Maria Hinojos Pressey  
Board President





# REVENUE AND EXPENDITURES

## ALL FUNDS





**SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025**

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

District Wide Revenues/Resources & Expenses/Requirements				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Resolution Summary		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 2,015,718	\$ 2,466,510	\$ 2,756,249	\$ 2,439,945	\$ 2,297,608	\$ (142,337)	-5.8%	1
2	Federal STP Funds	516,537	2,169,188	1,159,551	1,287,729	4,158,264	2,870,535	222.9%	2
3	Federal Direct 5310 Funds	252,229	357,845	376,958	376,958	390,189	13,231	3.5%	3
4	Federal 5310 Funds Through State	909,306	919,377	995,332	1,684,725	1,657,530	(27,195)	-1.6%	4
5	Federal 5311 Funds	356,334	809,978	395,336	366,336	337,336	(29,000)	-7.9%	5
6	Federal 5311 CARES ACT Through State	19,864	-	-	-	250,000	250,000	100.0%	6
7	Federal 5303 Planning Grant	111,924	120,001	120,000	120,000	120,000	-	0.0%	7
8	DD53 Revenues	465,018	765,427	1,219,343	657,018	1,220,000	562,982	85.7%	8
9	FTA 5339 Funds	211,019	1,415,639	9,152,037	11,766,234	10,489,251	(1,276,983)	-10.9%	9
10	CRRSAA 5307	12,405,398	-	-	-	-	-	0.0%	10
11	Federal 5307	405,513	5,953,186	5,791,535	7,932,749	6,245,162	(1,687,587)	-21.3%	11
12	ARPA 5307	3,932,474	15,678,826	1,724,812	-	-	-	0.0%	12
13	ARPA 5310	-	-	-	-	42,465	42,465	100.0%	13
14	TripChoice Grant	88,937	93,767	127,390	42,992	325,000	282,008	656.0%	14
15	TDM Grant	264,174	129,745	210,000	827,970	375,000	(452,970)	-54.7%	15
16	FTA TIG Funds	-	-	-	2,614,120	8,866,000	6,251,880	239.2%	16
17	State 5339 Discretionary Funds	149	465,144	-	-	-	-	0.0%	17
18	STF Pass Through Funds	256,648	256,648	-	-	-	-	0.0%	18
19	State STF Funds	741,160	741,160	-	-	-	-	0.0%	19
20	STIF Pass Through Funds	478,719	397,781	1,176,912	1,176,912	1,239,401	62,489	5.3%	20
21	State STIF Formula Funds	7,788,287	6,599,469	10,180,734	12,246,735	11,654,971	(591,764)	-4.8%	21
22	STIF Discretionary	598,052	151,702	553,565	1,656,224	691,478	(964,746)	-58.2%	22
23	Other Pass Through Funds	-	218,319	861,263	-	961,126	961,126	100.0%	23
24	State DAS Funds	-	-	970,000	1,345,000	605,156	(739,844)	-55.0%	24
25	Advertising	106,729	70,112	-	-	-	-	0.0%	25
26	Miscellaneous	417,677	184,835	222,949	438,008	225,640	(212,368)	-48.5%	26
27	Property Taxes	14,179,013	14,789,597	15,550,379	14,762,527	16,310,471	1,547,944	10.5%	27
28	Oregon State In-Lieu	8,264,025	9,094,624	8,362,112	8,600,000	8,500,000	(100,000)	-1.2%	28
29	Interest on Investments	192,344	1,369,511	2,887,471	1,039,470	2,490,200	1,450,730	139.6%	29
30	Energy Tax Credit	242,817	241,948	182,373	240,000	200,000	(40,000)	-16.7%	30
31	Renewable Natural Gas Credit	193,430	205,324	194,104	230,000	200,000	(30,000)	-13.0%	31
32	Transfers In	7,467,236	10,573,385	1,657,104	8,111,888	12,695,138	4,583,250	56.5%	32
33	Operating Revenues/Resources Total	\$ 62,880,731	\$ 76,239,048	\$ 66,827,509	\$ 79,963,539	\$ 92,547,386	\$ 12,583,847	15.7%	33

**SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025**

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

District Wide Revenues/Resources & Expenses/Requirements		FY2023-24 Year-		FY2023-24	FY2024-25	Change from	Percent
Resolution Summary		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	FY2023-24 Budget	Change
Operating Expenses/Requirements							
34	General Manager/Board of Directors/Sustainability	\$ 1,774,545	\$ 1,897,936	\$ 2,754,878	\$ 2,571,651	\$ 3,045,997	\$ 474,346 18.4%
35	Deputy General Manager	2,224,147	2,561,974	2,873,673	4,843,179	2,665,682	(2,177,497) -45.0%
36	Human Resources & Labor Relations	940,166	1,013,660	1,297,057	1,495,190	1,488,472	(6,718) -0.4%
37	Communication	2,012,841	2,378,215	1,999,842	2,338,635	2,210,979	(127,656) -5.5%
38	Finance	1,686,836	2,018,562	1,854,100	1,910,386	2,202,866	292,480 15.3%
39	Technology & Program Management	2,638,178	1,870,598	-	-	-	- 0.0%
40	Information Technology & Infrastructure	-	155,918	1,716,342	2,457,879	3,967,611	1,509,732 61.4%
41	Transportation Development	-	-	-	-	-	- 0.0%
42	Operations	31,101,621	39,039,482	53,136,580	60,352,147	67,034,027	6,681,880 11.1%
43	Planning & Development	-	250,185	2,631,101	8,310,800	9,471,843	1,161,043 14.0%
44	Safety & Security	-	-	-	-	2,547,140	2,547,140 100.0%
45	Unallocated General Administration	1,017,833	1,774,712	1,598,872	1,608,650	1,808,432	199,782 12.4%
46	<b>Operating Expenses/Requirements Total</b>	<b>\$ 43,396,167</b>	<b>\$ 52,961,243</b>	<b>\$ 69,862,443</b>	<b>\$ 85,888,517</b>	<b>\$ 96,443,049</b>	<b>\$ 10,554,532 12.3%</b>
Operating Revenue/Resources less Operating							
47	Expenses/Requirements	\$ 19,484,563	\$ 23,277,805	\$ (3,034,934)	\$ (5,924,977)	\$ (3,895,663)	\$ 2,029,315 -34.3%
48	Transfer to Transportation Programs Fund	(4,204,192)	(5,017,507)	(1,657,104)	(3,657,104)	(4,054,000)	(396,896) 10.9%
49	Transfer to Capital Fund	(3,263,044)	(5,555,878)	-	(4,454,784)	(8,641,138)	(4,186,354) 94.0%
50	<b>Transfers to Other Funds Total</b>	<b>\$ (7,467,236)</b>	<b>\$ (10,573,385)</b>	<b>\$ (1,657,104)</b>	<b>\$ (8,111,888)</b>	<b>\$ (12,695,138)</b>	<b>\$ (4,583,250) 56.5%</b>
51	<b>Net Operating &amp; Transfers to Other Funds Total</b>	<b>\$ 12,017,328</b>	<b>\$ 12,704,420</b>	<b>\$ (4,692,038)</b>	<b>\$ (14,036,866)</b>	<b>\$ (16,590,801)</b>	<b>\$ (2,553,934) 18.2%</b>
Other Designations							
52	Contingency	-	-	-	(1,500,000)	(1,500,000)	- 0.0%
53	Reserved Working Capital	-	-	-	(38,354,276)	(36,937,660)	1,416,616 -3.7%
54	<b>Other Designations Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (39,854,276)</b>	<b>\$ (38,437,660)</b>	<b>\$ 1,416,616 -3.6%</b>
Net Operating, Transfers to Other Funds & Other							
55	<b>Designations Total</b>	<b>\$ 12,017,328</b>	<b>\$ 12,704,420</b>	<b>\$ (4,692,038)</b>	<b>\$ (53,891,142)</b>	<b>\$ (55,028,460)</b>	<b>\$ (1,137,318) 2.1%</b>
56	Beginning Working Capital	34,998,750	47,016,078	59,720,498	53,891,142	55,028,460	1,137,318 2.1%
57	<b>Ending Working Capital</b>	<b>\$ 47,016,078</b>	<b>\$ 59,720,498</b>	<b>\$ 55,028,460</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0) 0.0%</b>







# PERSONNEL SERVICES





Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Personnel Services Comparison		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
District Wide									
1	Wages	\$ 16,285,309	\$ 18,008,398	\$ 19,261,979	\$ 20,592,441	\$ 22,275,274	\$ 1,682,833	8.2%	1
2	Medical	5,529,723	6,128,171	6,824,242	7,417,136	8,238,991	821,855	11.1%	2
3	Retirement	4,165,909	4,414,439	4,785,599	5,287,560	5,721,171	433,611	8.2%	3
4	Workers Compensation	1,917	208,625	318,482	324,102	367,141	43,039	13.3%	4
5	Other	1,497,320	1,587,092	1,752,815	1,872,291	1,978,417	106,126	5.7%	5
6	District Wide Total	\$ 27,480,178	\$ 30,346,725	\$ 32,943,117	\$ 35,493,530	\$ 38,580,994	\$ 3,087,464	8.7%	6

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Personnel Services Comparison		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
General Fund									
General Manager									
1	General Manager	\$ 446,950	\$ 622,256	\$ 606,194	\$ 586,855	\$ 632,146	\$ 45,291	7.7%	1
2	Board of Directors	13,536	14,436	18,945	20,208	21,024	816	4.0%	2
3	General Manager Total	\$ 460,486	\$ 636,692	\$ 625,139	\$ 607,063	\$ 653,170	\$ 46,107	7.6%	3
Deputy General Manager									
4	Deputy General Manager	\$ 338,685	\$ 365,673	\$ 548,460	\$ 575,054	\$ 377,738	\$ (197,316)	-34.3%	4
5	Planning	603,285	732,276	-	-	-	-	0.0%	5
6	Project Management Office	-	-	-	-	705,892	705,892	100.0%	6
7	Security & Emergency Management	346,684	499,518	455,863	391,503	-	(391,503)	-100.0%	7
8	Safety	-	-	114,992	195,493	-	(195,493)	-100.0%	8
9	Deputy General Manager Total	\$ 1,288,654	\$ 1,597,467	\$ 1,119,315	\$ 1,162,050	\$ 1,083,630	\$ (78,420)	-6.7%	9
Human Resources & Labor Relations									
10	Human Resources	\$ 464,956	\$ 564,110	\$ 704,654	\$ 808,374	\$ 887,260	\$ 78,886	9.8%	10
11	Human Resources Safety/Loss Control	120,450	124,364	136,920	139,216	158,087	18,871	13.6%	11
12	Human Resources & Labor Relations Total	\$ 585,406	\$ 688,474	\$ 841,574	\$ 947,590	\$ 1,045,347	\$ 97,757	10.3%	12
Finance									
13	Finance	\$ 1,034,999	\$ 1,200,640	\$ 1,306,319	\$ 1,365,267	\$ 1,378,490	\$ 13,223	1.0%	13
14	Procurement	317,565	343,390	325,889	360,591	361,442	851	0.2%	14
15	Finance Total	\$ 1,352,564	\$ 1,544,030	\$ 1,632,208	\$ 1,725,858	\$ 1,739,932	\$ 14,074	0.8%	15
Technology & Program Management									
16	Information Technology	\$ 861,309	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	16
17	Program Management	239,487	305,157	-	-	-	-	0.0%	17
18	Technology & Program Management Total	\$ 1,100,796	\$ 305,157	\$ -	\$ -	\$ -	\$ -	0.0%	18
Information Technology & Infrastructure									
19	Information Technology	\$ -	\$ 810,624	\$ 706,445	\$ 1,036,779	\$ 1,073,855	\$ 37,076	3.6%	19
20	Information Technology & Infrastructure Total	\$ -	\$ 810,624	\$ 706,445	\$ 1,036,779	\$ 1,073,855	\$ 37,076	3.6%	20
Communication									
21	Marketing & Communication	\$ 618,220	\$ 618,217	\$ 661,502	\$ 701,433	\$ 715,622	\$ 14,189	2.0%	21
22	Travel Trainer	64,769	97,643	103,506	187,894	140,699	(47,195)	-25.1%	22
23	Customer Service	682,812	810,618	886,703	884,943	943,065	58,122	6.6%	23
24	Communication Total	\$ 1,365,801	\$ 1,526,478	\$ 1,651,711	\$ 1,774,270	\$ 1,799,386	\$ 25,116	1.4%	24
Operations									
25	Operations Administration	\$ 443,557	\$ 660,018	\$ 418,696	\$ 401,327	\$ 242,008	\$ (159,319)	-39.7%	25
26	Vehicle Maintenance	3,217,526	3,419,927	3,645,895	3,949,971	4,148,848	198,877	5.0%	26
27	Facilities Maintenance	1,082,002	942,543	1,190,395	1,306,637	1,379,393	72,756	5.6%	27
29	Cherriots Local Service	15,344,786	16,758,672	18,758,826	20,074,577	22,181,120	2,106,543	10.5%	29
30	Operations Total	\$ 20,087,872	\$ 21,781,160	\$ 24,013,813	\$ 25,732,512	\$ 27,951,369	\$ 2,218,857	8.6%	30
Planning & Development									
31	Planning Administration	\$ -	\$ -	\$ 173,066	\$ 187,440	\$ 222,453	\$ 35,013	18.7%	31
32	Planning	\$ -	\$ -	\$ 730,237	\$ 784,412	\$ 690,788	\$ (93,624)	-11.9%	32
33	Planning & Development Total	\$ -	\$ -	\$ 903,303	\$ 971,852	\$ 913,241	\$ (58,611)	-6.0%	33
Safety & Security									

Salem Area Mass Transit District Adopted Budget - Fiscal Year 2024-25										
Personnel Services Comparison		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change		
34	Safety	\$ -	\$ -	\$ -	\$ -	\$ 127,822	\$ 127,822	100.0%	34	
35	Security	\$ -	\$ -	\$ -	\$ -	\$ 577,936	\$ 577,936	100.0%	35	
36	Safety & Security Total Unallocated	\$ -	\$ -	\$ -	\$ -	\$ 705,758	\$ 705,758	100.0%	36	
37	General Administration	\$ 189,730	\$ 602,838	\$ 418,281	\$ 466,858	\$ 436,000	\$ (30,858)	-6.6%	37	
38	Unallocated Total	\$ 189,730	\$ 602,838	\$ 418,281	\$ 466,858	\$ 436,000	\$ (30,858)	-6.6%	38	
39	General Fund Total	\$ 26,431,308	\$ 29,492,917	\$ 31,911,790	\$ 34,424,832	\$ 37,401,688	\$ 2,976,856	8.6%	39	
Transportation Programs Fund										
Communication										
40	Cherriots TripChoice/Commuter Options	\$ 294,039	\$ 180,279	\$ 174,533	\$ 308,105	\$ 324,825	\$ 16,720	5.4%	40	
41	Communication Total	\$ 294,039	\$ 180,279	\$ 174,533	\$ 308,105	\$ 324,825	\$ 16,720	5.4%	41	
Operations										
42	Cherriots LIFT	\$ 342,312	\$ 334,797	\$ 402,528	\$ 388,886	\$ 435,043	\$ 46,157	11.9%	42	
43	Cherriots Shop & Ride	25,934	38,452	55,984	36,173	57,418	21,245	58.7%	43	
44	Cherriots Regional	289,965	232,735	308,482	251,711	331,463	79,752	31.7%	44	
45	Cherriots Call Center	2,540	923	-	1,463	-	(1,463)	-100.0%	45	
46	Mobility Management	91,669	55,895	59,128	82,360	30,556	(51,804)	-62.9%	46	
47	Operations Total	\$ 752,420	\$ 662,802	\$ 826,122	\$ 760,593	\$ 854,480	\$ 93,887	12.3%	47	
General Manager/Board of Directors/SIPM										
48	Special Transportation Coordination	\$ 1,475	\$ 7,423	\$ 23,564	\$ -	\$ -	\$ -	0.0%	48	
49	General Manager/Board of Directors/SIPM Total	\$ 1,475	\$ 7,423	\$ 23,564	\$ -	\$ -	\$ -	0.0%	49	
50	Transportation Programs Fund Total	\$ 1,047,934	\$ 850,505	\$ 1,024,219	\$ 1,068,698	\$ 1,179,305	\$ 110,607	10.3%	50	
Capital Projects Fund										
Transportation Development										
51	South Salem Transit Center	\$ 936	\$ 3,303	\$ 7,108	\$ -	\$ -	\$ -	0.0%	51	
52	Transportation Development Total	\$ 936	\$ 3,303	\$ 7,108	\$ -	\$ -	\$ -	0.0%	52	
53	Capital Projects Fund Total	\$ 936	\$ 3,303	\$ 7,108	\$ -	\$ -	\$ -	0.0%	53	
54	District Wide Total	\$ 27,480,178	\$ 30,346,725	\$ 32,943,117	\$ 35,493,530	\$ 38,580,994	\$ 3,087,464	8.7%	54	

**Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25**

**Detail FTE Listing by Fund, Division, & Department**

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
<b>General Fund</b>						
General Manager Division						
1	General Manager	1.0	1.0	1.0	1.0	1
2	Executive Assistant - GM	1.0	1.0	1.0	1.0	2
3	Strategic Initiatives Administrator	1.0	1.0	1.0	1.0	3
4	Total General Manager/Board Division	3.0	3.0	3.0	3.0	4
Deputy General Manager Division						
5	Deputy General Manager	1.0	1.0	1.0	1.0	5
6	Executive Assistant - Deputy GM	1.0	1.0	1.0	1.0	6
7	Capital & Project Control Manager	-	-	1.0	-	7 transferred to Project Management Office
8	Total Deputy General Manager Admin	2.0	2.0	3.0	2.0	8
Project Management Office						
9	Capital & Project Control Manager	-	-	-	1.0	9
10	Grant & Project Coordinator	-	-	-	1.0	10 transferred from Planning Department - renamed from Grant Writer
11	Project Administrator	-	-	-	2.0	11 new position
12	Total Project Management Office	-	-	-	4.0	12
Security & Emergency Management						
13	Security & Emergency Management Manager	1.0	1.0	1.0	-	13 transferred to Safety & Security Division
14	Security Coordinator	1.0	1.0	1.0	-	14 transferred to Safety & Security Division
15	Emergency Coordinator	1.0	1.0	1.0	-	15 transferred to Safety & Security Division
16	Total Security & Emergency Management	3.0	3.0	3.0	-	16
Safety						
17	Safety Coordinator	-	1.0	1.0	-	17 deleted position
18	Total Safety	-	1.0	1.0	-	18
Planning						
19	Senior Planner	1.0	1.0	-	-	19
20	Transit Planner II (Programs)	1.0	1.0	-	-	20
21	Transit Planner II (Scheduler)	1.0	1.0	-	-	21
22	Transit Planner I	1.0	1.0	-	-	22
23	Grant Writer	-	1.0	-	-	23
24	Total Planning	4.0	5.0	-	-	24
25	Total Deputy General Manager Division	9.0	11.0	7.0	6.0	25



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

		FY2021-22	FY2022-23	FY2023-24	FY2024-25		
		Adopted	Adopted	Adopted	Adopted		
		Budget	Budget	Budget	Budget		
Division/Department FTE Detail Count							
Human Resources & Labor Relations Division							
Human Resources							
26	Chief Human Resources Officer	1.0	1.0	1.0	1.0	26	renamed from Human Resources Generalist
27	Human Resources Manager	-	-	1.0	1.0	27	
28	Benefits & Leave Coordinator	-	1.0	1.0	1.0	28	
29	Human Resources Specialist	-	-	1.0	1.0	29	
30	Receptionist	1.8	1.8	1.8	1.8	30	
31	Benefits and Leave Administrator	1.0	1.0	-	-	31	
32	Administrative Assistant - HR and Labor Relations	1.0	1.0	-	-	32	
33	Total Human Resources & Labor Relations	4.8	5.8	5.8	5.8	33	
Human Resources Risk							
34	Risk Manager	-	-	-	1.0	34	reclassified from Risk Administrator
35	Risk Administrator	-	1.0	1.0	-	35	
36	Safety & Loss Control Specialist	1.0	-	-	-	36	
37	Total Human Resources Risk	1.0	1.0	1.0	1.0	37	
38	Total Human Resources & Labor Relations Division	5.8	6.8	6.8	6.8	38	

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
Finance Division						
Finance						
39	Chief Financial Officer	1.0	1.0	1.0	1.0	39
40	Controller	1.0	1.0	1.0	1.0	40
41	Business Services Manager	-	1.0	1.0	1.0	41
42	Accountant	1.0	1.0	1.0	1.0	42
43	Grants Administrator	1.0	1.0	1.0	1.0	43
44	Payroll Specialist	1.0	1.0	1.0	1.0	44
45	Accounting Specialist	1.0	1.0	1.0	2.0	45
46	Accounting Technician	1.0	1.0	1.0	-	46 reclassified to Accounting Specialist
47	Administrative Assistant - Finance	0.5	0.5	1.0	-	47 deleted position
48	Business Performance Analyst	1.0	-	-	-	48
49	Finance Manager	1.0	-	-	-	49
50	Total Finance	9.5	8.5	9.0	8.0	50
Procurement						
51	Procurement/Contracts Manager	1.0	1.0	1.0	1.0	51
52	Procurement/Contracts Analyst	1.0	1.0	1.0	1.0	52
53	Total Procurement	2.0	2.0	2.0	2.0	53
54	Total Finance Division	11.5	10.5	11.0	10.0	54

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

		FY2021-22	FY2022-23	FY2023-24	FY2024-25		
		Adopted	Adopted	Adopted	Adopted		
		Budget	Budget	Budget	Budget		
Division/Department FTE Detail Count							
Communications Division							
Marketing and Communications							
55	Chief Communications Officer	1.0	1.0	1.0	1.0	55	
56	Marketing Coordinator	1.0	1.0	2.0	2.0	56	
57	Marketing & Communications Specialist	-	-	1.0	1.0	57	
58	Customer Experience Specialist	0.3	0.3	0.3	0.3	58	
59	Administrative Assistant - Communication	1.0	1.0	-	-	59	
60	Digital Marketing Coordinator	1.0	1.0	-	-	60	
61	Total Marketing	4.3	4.3	4.3	4.3	61	
Customer Service							
62	Customer Service Manager	1.0	1.0	1.0	1.0	62	
63	Senior Customer Service Representative	-	1.0	1.0	1.0	63	
64	Customer Service Representative	7.0	6.0	6.0	5.8	64	1 FTE changed to part-time
65	Customer Experience Specialist	0.3	0.3	0.7	0.7	65	
66	Total Customer Service	8.3	8.3	8.7	8.5	66	
Travel Trainer							
67	Outreach Representative (Travel Trainer)	0.8	0.8	0.8	0.8	67	
68	Mobility Management Coordinator	0.4	0.4	0.4	-	68	deleted position
69	Total Travel Trainer	1.2	1.2	1.2	0.8	69	
70	Total Communications Division	13.8	13.8	14.2	13.6	70	
Planning & Development Division							
Planning & Development							
71	Chief Planning & Development Officer	-	-	1.0	1.0	71	
72	Total Planning & Development	-	-	1.0	1.0	72	
Planning							
73	Service Planning Manager	-	-	1.0	1.0	73	
74	Planning Analyst	-	-	-	1.0	74	new position
75	Transit Planner II (Programs)	-	-	1.0	1.0	75	
76	Transit Planner II (Scheduler)	-	-	1.0	1.0	76	
77	Transit Planner I	-	-	1.0	-	77	deleted position
78	Grant Writer	-	-	1.0	-	78	transferred to Project Management Office
79	Total Planning	-	-	5.0	4.0	79	
80	Total Planning & Development Division	-	-	6.0	5.0	80	
Safety & Security Division						new Division due to reorganization	

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Detail FTE Listing by Fund, Division, & Department**

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
Safety						
81	Chief Safety Officer	-	-	-	1.0	81 new position
82	Total Safety	-	-	-	1.0	82
Security & Emergency Management						
83	Security & Emergency Management Manager	-	-	-	1.0	83 transferred from Deputy General Manager Division
84	Security Coordinator	-	-	-	1.0	84 transferred from Deputy General Manager Division
85	Emergency Coordinator	-	-	-	1.0	85 transferred from Deputy General Manager Division
86	Total Security & Emergency Management	-	-	-	3.0	86
87	Total Safety & Security Division	-	-	-	4.0	87
Technology & Infrastructure Division						
88	Chief Information Officer	-	-	1.0	1.0	88 renamed from Chief Technology Officer
89	Information Technology Manager	-	-	1.0	1.0	89
90	Intelligent Transportation Systems Administrator	-	-	1.0	1.0	90
91	Systems Administrator	-	-	1.0	1.0	91
92	Support Analyst	-	-	0.9	2.0	92
93	Web Systems Administrator	-	-	1.0	-	93 reclassified to Support Analyst
94	Total Technology & Infrastructure Division	-	-	5.9	6.0	94
Technology and Program Management Division						
Technology and Program Management						
95	Director of Technology and Program Management	1.0	1.0	-	-	95
96	Administrative Assistant - Finance, Tech & Prog Mgmt	0.5	0.5	-	-	96
97	Total Technology and Program Management	1.5	1.5	-	-	97
98	Information Technology					98
99	Information Technology Manager	1.0	1.0	-	-	99
100	Network Administrator	1.0	1.0	-	-	100
101	Intelligent Transportation Systems Administrator	1.0	1.0	-	-	101
102	Systems Administrator	1.0	1.0	-	-	102
103	Web Systems Administrator	1.0	1.0	-	-	103
104	Support Analyst	0.9	0.9	-	-	104
105	Total Information Technology	5.9	5.9	-	-	105
106	Total Technology and Program Management Division	7.4	7.4	-	-	106



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
Operations Division						
Operations Administration						
107	Chief Operations Officer	1.0	1.0	1.0	1.0	107
108	Operations Programs Coordinator	-	1.0	1.0	-	108 deleted position
109	Transportation Manager	1.0	1.0	-	-	109
110	Assistant Transportation Manager	1.0	1.0	-	-	110
111	Total Operations Administration	3.0	4.0	2.0	1.0	111
Vehicle Maintenance						
112	Maintenance Manager	0.9	0.9	0.9	0.9	112
113	Vehicle Maintenance Supervisor	3.8	3.8	3.6	3.8	113 no FTE change (allocation adjustment with other services)
114	Maintenance Training Supervisor	0.9	0.9	0.9	1.0	114 no FTE change (allocation adjustment with other services)
115	Administrative Assistant - Maintenance	0.7	0.7	0.7	0.7	115
116	Purchasing Agent	0.9	0.9	0.9	0.8	116 no FTE change (allocation adjustment with other services)
117	Journey Mechanic	10.1	10.1	9.9	9.0	117 no FTE change (allocation adjustment with other services)
118	Parts & Supply Clerk	0.9	0.9	0.9	0.8	118 no FTE change (allocation adjustment with other services)
119	Service Technician	5.5	5.5	5.4	5.1	119 no FTE change (allocation adjustment with other services)
120	Service Worker	7.4	7.4	7.2	8.0	120 no FTE change (allocation adjustment with other services)
121	Total Vehicle Maintenance	31.1	31.1	30.4	30.1	121

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
Facilities Maintenance						
122	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0	122
123	Facilities Maintenance Technician	-	1.0	1.0	1.0	123
124	Facilities Maintenance Worker	12.0	7.6	9.6	9.7	124 no FTE change (allocation adjustment with other services)
125	Total Facilities Maintenance	13.0	9.6	11.6	11.7	125
Transportation (Cherriots Fixed Route Service)						
126	Transportation Manager	-	-	1.0	1.0	126
127	Assistant Transportation Manager	-	-	1.0	1.0	127
128	Operations Supervisor	11.0	11.0	12.0	12.0	128
129	Transportation Training Supervisor	1.0	1.0	2.0	2.0	129 renamed from Operations Training Supervisor
130	Transportation Administrator	1.0	1.0	1.0	1.0	130
131	Administrative Assistant - Transportation	1.0	1.0	1.0	1.0	131
132	Transit Operator	133.8	134.0	140.0	146.0	132 addition of 6 FTEs
133	Total Transportation (Cherriots Fixed Route Service)	147.8	148.0	158.0	164.0	133
134	Total Operations Division	194.9	192.7	202.0	206.8	134
135	Total General Fund	245.4	245.2	255.9	261.2	135

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

		FY2021-22	FY2022-23	FY2023-24	FY2024-25		
		Adopted	Adopted	Adopted	Adopted		
		Budget	Budget	Budget	Budget		
Division/Department FTE Detail Count							
Transportation Programs Fund							
Cherriots LIFT							
136	Contracted Services Manager	0.7	0.7	0.7	0.6	136	no FTE change (allocation adjustment with other services)
137	Administrative Assistant - Contracted Services	0.7	0.7	0.7	0.6	137	no FTE change (allocation adjustment with other services)
138	Maintenance Manager	0.1	0.1	0.1	0.1	138	
139	Vehicle Maintenance Supervisor	0.1	0.1	0.2	0.1	139	no FTE change (allocation adjustment with other services)
140	Maintenance Training Supervisor	0.1	0.1	0.1	-	140	no FTE change (allocation adjustment with other services)
141	Administrative Assistant - Maintenance	0.1	0.1	0.1	0.1	141	
142	Purchasing Agent	0.1	0.1	0.1	0.1	142	
143	Journey Mechanic	0.6	0.6	0.5	1.1	143	no FTE change (allocation adjustment with other services)
144	Parts & Supply Clerk	0.1	0.1	0.1	0.1	144	
145	Service Technician	0.4	0.4	0.3	0.5	145	no FTE change (allocation adjustment with other services)
146	Service Worker	0.4	0.4	0.4	-	146	no FTE change (allocation adjustment with other services)
147	Total Cherriots LIFT	3.4	3.4	3.3	3.3	147	

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget		
Cherriots Shop & Ride							
148	Contracted Services Manager	0.1	0.1	0.1	0.1	148	
149	Administrative Assistant - Contracted Services	0.1	0.1	0.1	0.1	149	
150	Journey Mechanic	0.2	0.2	0.1	0.1	150	
151	Total Cherriots Shop & Ride	0.4	0.4	0.3	0.3	151	
Cherriots Regional							
152	Contracted Services Manager	0.2	0.2	0.2	0.3	152	no FTE change (allocation adjustment with other services)
153	Administrative Assistant - Contracted Services	0.2	0.2	0.2	0.3	153	no FTE change (allocation adjustment with other services)
154	Vehicle Maintenance Supervisor	0.1	0.1	0.2	0.1	154	no FTE change (allocation adjustment with other services)
155	Purchasing Agent	-	-	-	0.1	155	no FTE change (allocation adjustment with other services)
156	Journey Mechanic	0.1	0.1	0.5	0.8	156	no FTE change (allocation adjustment with other services)
157	Parts & Supply Clerk	-	-	-	0.1	157	no FTE change (allocation adjustment with other services)
158	Service Technician	0.1	0.1	0.3	0.4	158	no FTE change (allocation adjustment with other services)
159	Service Worker	0.2	0.2	0.4	-	159	no FTE change (allocation adjustment with other services)
160	Facilities Maintenance Worker	1.0	0.4	0.4	0.3	160	no FTE change (allocation adjustment with other services)
161	Total Cherriots Regional	1.9	1.3	2.2	2.4	161	
Cherriots Call Center							
162	Support Analyst	0.1	0.1	0.1	-	162	call center now supported completely by service contractor
163	Total Cherriots Call Center	0.1	0.1	0.1	-	163	



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2021-22 Adopted Budget	FY2022-23 Adopted Budget	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	
Mobility Management						
164	Outreach Representative (Travel Trainer)	0.2	0.2	0.2	0.2	164
165	Mobility Management Coordinator	0.4	0.4	0.4	-	165 deleted position
166	Total Mobility Management	0.6	0.6	0.6	0.2	166
Cherriots Commuter Options						
167	Commuter Options Coordinator	2.0	2.0	2.0	2.0	167
168	Customer Experience Specialist	0.4	0.4	-	-	168
169	Total Cherriots Commuter Options	2.4	2.4	2.0	2.0	169
170	Total Transportation Programs Fund	8.8	8.2	8.5	8.2	170

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Detail FTE Listing by Fund, Division, & Department				
	FY2021-22	FY2022-23	FY2023-24	FY2024-25
	Adopted	Adopted	Adopted	Adopted
Division/Department FTE Detail Count	Budget	Budget	Budget	Budget
Capital Project Fund				
171	-	-	-	-
172	-	-	-	-
Total Capital Project Fund				
173	254.2	253.4	264.4	269.4





# GENERAL FUND





# SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
<b>Operating Revenues/Resources</b>									
1	Passenger Fares	\$ 1,688,365	\$ 2,146,859	\$ 2,363,481	\$ 2,134,783	\$ 1,896,149	\$ (238,634)	-11.2%	1
2	Planning Grant	111,924	120,001	120,000	120,000	120,000	-	0.0%	2
3	Federal 5307 CRRSAA	11,869,709	-	-	-	-	-	0.0%	3
4	Federal 5307 ARPA	3,932,474	15,374,413	1,724,812	-	-	-	0.0%	4
5	Federal 5307	216,509	3,143,037	3,202,037	3,202,037	3,382,972	180,935	5.7%	5
6	State STIF Formula Fund	5,919,506	5,041,435	7,012,210	5,992,526	8,496,125	2,503,599	41.8%	6
7	Advertising	106,729	70,112	-	-	-	-	0.0%	7
8	Miscellaneous	228,584	184,835	222,949	438,008	225,640	(212,368)	-48.5%	8
9	Property Taxes	14,179,013	14,789,597	15,550,379	14,762,527	16,310,471	1,547,944	10.5%	9
10	Oregon State In-Lieu	8,264,025	9,094,624	8,362,112	8,600,000	8,500,000	(100,000)	-1.2%	10
11	Interest on Investments	185,475	1,327,967	2,823,296	998,797	2,420,000	1,421,203	142.3%	11
12	Energy Tax Credit	242,817	241,948	182,373	240,000	200,000	(40,000)	-16.7%	12
13	Renewable Natural Gas Credit	193,430	205,324	194,104	230,000	200,000	(30,000)	-13.0%	13
14	<b>Operating Revenues/Resources Total</b>	<b>\$ 47,138,560</b>	<b>\$ 51,740,152</b>	<b>\$ 41,757,753</b>	<b>\$ 36,718,678</b>	<b>\$ 41,751,357</b>	<b>\$ 5,032,679</b>	<b>13.7%</b>	14
<b>Operating Expenses/Requirements</b>									
15	General Manager/Board of Directors	\$ 1,341,599	\$ 992,022	\$ 971,827	\$ 1,394,739	\$ 1,105,346	\$ (289,393)	-20.7%	15
16	Deputy General Manager	2,224,147	2,542,239	2,423,752	2,920,450	1,125,682	(1,794,768)	-61.5%	16
17	Human Resources & Labor Relations	940,166	1,013,660	1,250,957	1,495,190	1,488,472	(6,718)	-0.4%	17
18	Finance	1,649,931	1,668,215	1,839,737	1,863,562	2,034,003	170,441	9.1%	18
19	Technology & Program Management	1,826,365	1,870,598	-	-	-	-	0.0%	19
20	Information Technology & Infrastructure	-	-	1,511,840	1,871,879	2,354,055	482,176	25.8%	20
21	Communication	1,672,147	2,159,817	1,898,840	2,193,275	2,105,223	(88,052)	-4.0%	21
22	Operations	22,271,908	24,956,631	27,242,641	29,872,098	31,421,459	1,549,361	5.2%	22
23	Planning & Development	-	-	1,539,223	1,805,416	1,274,805	(530,611)	-29.4%	23
24	Safety & Security	-	-	-	-	2,547,140	2,547,140	0.0%	24
25	Unallocated General Administration	1,017,833	1,774,712	1,598,872	1,608,650	1,808,432	199,782	12.4%	25
26	<b>Operating Expenses/Requirements Total</b>	<b>\$ 32,944,095</b>	<b>\$ 36,977,894</b>	<b>\$ 40,277,688</b>	<b>\$ 45,025,259</b>	<b>\$ 47,264,617</b>	<b>\$ 2,239,358</b>	<b>5.0%</b>	26

# SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources less Operating Expenditures/Requirements		\$ 14,194,465	\$ 14,762,258	\$ 1,480,065	\$ (8,306,581)	\$ (5,513,260)	\$ 2,793,321	-33.6%	27
28	Transfer to Transportation Programs Fund	(4,204,192)	(5,017,507)	(1,657,104)	(3,657,104)	(4,054,000)	(396,896)	10.9%	28
29	Transfer to Capital Fund	(3,263,044)	(5,555,878)	-	(4,454,784)	(8,641,138)	(4,186,354)	94.0%	29
30	Transfers to Other Funds Total	\$ (7,467,236)	\$ (10,573,385)	\$ (1,657,104)	\$ (8,111,888)	\$ (12,695,138)	\$ (4,583,250)	56.5%	30
31	Net Operating & Transfers to Other Funds Total	\$ 6,727,229	\$ 4,188,873	\$ (177,039)	\$ (16,418,470)	\$ (18,208,398)	\$ (1,789,928)	10.9%	31
32	Contingency	-	-	-	(1,500,000)	(1,500,000)	-	0.0%	32
33	Reserved Working Capital	-	-	-	(33,718,785)	(25,591,993)	8,126,792	-24.1%	33
34	Other Designations Total	\$ -	\$ -	\$ -	\$ (35,218,785)	\$ (27,091,993)	\$ 8,126,792	-23.1%	34
Net Operating, Transfers to Other Funds & Other									
35	Designations Total	\$ 6,727,229	\$ 4,188,873	\$ (177,039)	(51,637,254)	\$ (45,300,391)	\$ 6,336,863	-12.3%	35
36	Beginning Working Capital	31,849,614	41,288,557	45,477,430	51,637,254	45,300,391	(6,336,863)	-12.3%	36
37	Restatement	2,366,566	-	-	-	-	-	0.0%	37
38	Ending Working Capital	\$ 40,943,409	\$ 45,477,430	\$ 45,300,391	\$ -	\$ -	\$ -	0.0%	38

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Fund Department				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent		
Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change		
General Manager/Board of Directors/Sustainability										
1	General Manager	\$ 773,692	\$ 941,662	\$ 925,258	\$ 1,278,631	\$ 1,040,422	\$ (238,209)	-18.6%	1	
2	Board of Directors	125,276	49,565	46,569	116,108	64,924	(51,184)	-44.1%	2	
3	Strategic Initiatives & Project Management	442,631	796	-	-	-	-	0.0%	3	
4	Total	\$ 1,341,599	\$ 992,022	\$ 971,827	\$ 1,394,739	\$ 1,105,346	\$ (289,393)	-20.7%	4	
Deputy General Manager										
5	Deputy General Manager	\$ 344,041	\$ 373,582	\$ 554,260	\$ 602,654	\$ 399,938	\$ (202,716)	-33.6%	5	
6	Planning	666,299	842,944	-	-	-	-	0.0%	6	
7	Project Management Office	-	-	-	-	725,744	725,744	100.0%	7	
8	Security & Emergency Management	1,213,807	1,325,712	1,744,385	2,076,503	-	(2,076,503)	-100.0%	8	
9	Safety	-	-	125,107	241,293	-	(241,293)	-100.0%	9	
10	Total	\$ 2,224,147	\$ 2,542,239	\$ 2,423,752	\$ 2,920,450	\$ 1,125,682	\$ (1,794,768)	-61.5%	10	
Human Resources & Labor Relations										
11	Human Resources	\$ 758,923	\$ 786,494	\$ 1,073,437	\$ 1,275,274	\$ 1,220,485	\$ (54,789)	-4.3%	11	
12	Risk Administration	181,243	227,166	177,520	219,916	267,987	48,071	21.9%	12	
13	Total	\$ 940,166	\$ 1,013,660	\$ 1,250,957	\$ 1,495,190	\$ 1,488,472	\$ (6,718)	-0.4%	13	
Finance										
14	Procurement	\$ 321,747	\$ 350,194	\$ 329,726	\$ 374,467	\$ 373,818	\$ (649)	-0.2%	14	
15	Finance	1,328,185	1,318,021	1,510,011	1,489,095	1,660,185	171,090	11.5%	15	
16	Total	\$ 1,649,931	\$ 1,668,215	\$ 1,839,737	\$ 1,863,562	\$ 2,034,003	\$ 170,441	9.1%	16	
Technology & Program Management										
17	Information Technology	\$ 1,446,505	\$ 1,535,435	\$ -	\$ -	\$ -	\$ -	0.0%	17	
18	Program Management	379,860	335,163	-	-	-	-	0.0%	18	
19	Total	\$ 1,826,365	\$ 1,870,598	\$ -	\$ -	\$ -	\$ -	0.0%	19	

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Fund Department

Expenses/Requirements Summary

		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Information Technology & Infrastructure Division									
20	Information Technology	\$ -	\$ -	\$ 1,511,840	\$ 1,871,879	\$ 2,354,055	\$ 482,176	25.8%	20
21	Total	\$ -	\$ -	\$ 1,511,840	\$ 1,871,879	\$ 2,354,055	\$ 482,176	25.8%	21
Communication									
22	Marketing & Communication	\$ 783,765	\$ 993,057	\$ 897,522	\$ 1,037,733	\$ 1,002,263	\$ (35,470)	-3.4%	22
23	Customer Service	707,963	837,388	897,034	960,413	958,001	(2,412)	-0.3%	23
24	Van Pool Lease	114,493	230,486	-	-	-	-	0.0%	24
25	Travel Trainer	65,926	98,886	104,284	195,129	144,959	(50,170)	-25.7%	25
26	Total	\$ 1,672,147	\$ 2,159,817	\$ 1,898,840	\$ 2,193,275	\$ 2,105,223	\$ (88,052)	-4.0%	26
Operations									
27	Operations Administration	\$ 492,616	\$ 708,788	\$ 526,646	\$ 458,527	\$ 262,608	\$ (195,919)	-42.7%	27
28	Vehicle Maintenance	4,926,445	6,032,634	6,249,324	7,455,207	7,016,838	(438,369)	-5.9%	28
29	Facility Maintenance	1,459,831	1,317,195	1,589,145	1,709,987	1,830,743	120,756	7.1%	29
30	Cherriots Local Service	15,393,016	16,898,014	18,877,526	20,248,377	22,311,270	2,062,893	10.2%	30
31	Total	\$ 22,271,908	\$ 24,956,631	\$ 27,242,641	\$ 29,872,098	\$ 31,421,459	\$ 1,549,361	5.2%	31
Planning & Development Division									
32	Planning Administration	\$ -	\$ -	\$ 180,829	\$ 216,040	\$ 241,453	\$ 25,413	11.8%	32
33	Planning	-	-	1,179,093	1,364,376	1,033,352	(331,024)	-24.3%	33
34	Vanpool Lease	-	-	179,300	225,000	-	(225,000)	-100.0%	34
35	Total	\$ -	\$ -	\$ 1,539,223	\$ 1,805,416	\$ 1,274,805	\$ (530,611)	-29.4%	35
Safety & Security									
36	Safety	\$ -	\$ -	\$ -	\$ -	\$ 172,172	\$ 172,172	100.0%	36
37	Security	-	-	-	-	2,374,968	2,374,968	100.0%	37
38	Total	\$ -	\$ -	\$ -	\$ -	\$ 2,547,140	\$ 2,547,140	100.0%	38
Unallocated									
40	General Administration	\$ 1,017,833	\$ 1,774,712	\$ 1,598,872	\$ 1,608,650	\$ 1,808,432	\$ 199,782	12.4%	40
41	Contingency	-	-	-	1,500,000	1,500,000	-	0.0%	41
42	Total	\$ 1,017,833	\$ 1,774,712	\$ 1,598,872	\$ 3,108,650	\$ 3,308,432	\$ 199,782	6.4%	42
43	Total General Fund Requirements	\$ 32,944,095	\$ 36,977,894	\$ 40,277,688	\$ 46,525,259	\$ 48,764,617	\$ 2,239,358	4.8%	43



GENERAL MANAGER/BOARD OF DIRECTORS DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 761,580	\$ 636,692	\$ 625,139	\$ 607,063	\$ 653,170	\$ 653,170	\$ 653,170
Materials & Services	580,019	355,330	346,688	787,676	452,176	452,176	452,176
Total	\$ 1,341,599	\$ 992,022	\$ 971,827	\$ 1,394,739	\$ 1,105,346	\$ 1,105,346	\$ 1,105,346

Division Description & Responsibilities
Major Functions: 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 department 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 acts as the policy board and provides direction to the General Manager.

Divisional Strategic Tactics for FY25
The General Manager Divison supports and guides the other Divisions regarding the Organizational Tactics for the District.

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Manager/Board of Directors/Sustainability

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24		Percent	
General Manager		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
1	Personnel Services	\$ 446,950	\$ 622,256	\$ 606,194	\$ 586,855	\$ 632,146	\$ 45,291		7.7%	1
Materials and Services										
2	Other Professional & Technical	307,075	288,129	300,000	650,000	375,000	(275,000)		-42.3%	2
3	Legal Services	360	384	-	-	-	-		0.0%	3
4	Parts, equipment & tools	-	24	-	1,000	500	(500)		-50.0%	4
5	Office Supplies	167	1,182	450	2,000	1,500	(500)		-25.0%	5
6	Other Materials & Supplies	-	75	-	1,000	1,000	-		0.0%	6
7	Utilities	832	2,144	1,714	1,776	1,776	-		0.0%	7
8	Dues & Subscriptions	1,690	775	1,000	1,500	1,500	-		0.0%	8
9	Travel, Meetings, Training, Education	16,603	25,877	15,900	33,500	26,000	(7,500)		-22.4%	9
10	Other Misc. Expenses	15	816	-	1,000	1,000	-		0.0%	10
11	Materials and Services Total	\$ 326,742	\$ 319,406	\$ 319,064	\$ 691,776	\$ 408,276	\$ (283,500)		-41.0%	11
12	General Manager Total	\$ 773,692	\$ 941,662	\$ 925,258	\$ 1,278,631	\$ 1,040,422	\$ (238,209)		-18.6%	12

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24		Percent	
Board of Directors		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
13	Personnel Services	\$ 13,536	\$ 14,436	\$ 18,945	\$ 20,208	\$ 21,024	\$ 816		4.0%	13
Materials and Services										
14	Advertising Fees	1,907	247	-	1,000	500	(500)		-50.0%	14
15	Other Professional & Technical	100,148	23,569	12,214	75,000	30,000	(45,000)		-60.0%	15
16	Legal Services	600	432	1,000	1,000	-	(1,000)		-100.0%	16
17	Uniforms	-	330	700	1,400	1,400	-		0.0%	17
18	Office Supplies	824	983	159	1,000	1,000	-		0.0%	18
20	Travel, Meetings, Training, Education	8,179	9,448	13,500	16,000	10,500	(5,500)		-34.4%	20
21	Printing	81	120	50	500	500	-		0.0%	21
22	Materials and Services Total	\$ 111,740	\$ 35,129	\$ 27,624	\$ 95,900	\$ 43,900	\$ (52,000)		-54.2%	22
23	Board of Directors Total	\$ 125,276	\$ 49,565	\$ 46,569	\$ 116,108	\$ 64,924	\$ (51,184)		-44.1%	23

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

General Manager/Board of Directors/Sustainability - Continued

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Strategic Initiatives & Project Management		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
24	Personnel Services	\$ 301,094	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	24
Materials and Services									
25	Other Professional & Technical	135,552	-	-	-	-	-	0.0%	25
26	Legal Services	74	-	-	-	-	-	0.0%	26
27	Office Supplies	79	-	-	-	-	-	0.0%	27
28	Utilities	1,092	-	-	-	-	-	0.0%	28
29	Travel, Meetings, Training, Education	3,908	796	-	-	-	-	0.0%	29
30	Printing	832	-	-	-	-	-	0.0%	30
31	Materials and Services Total	\$ 141,537	\$ 796	\$ -	\$ -	\$ -	\$ -	0.0%	31
32	Strategic Initiatives & Project Management Total	\$ 442,631	\$ 796	\$ -	\$ -	\$ -	\$ -	0.0%	32
General Manager/Board of Directors/Sustainability									
33	Total	\$ 1,341,599	\$ 992,022	\$ 971,827	\$ 1,394,739	\$ 1,105,346	\$ (289,393)	-20.7%	33

DEPUTY GENERAL MANAGER DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 1,288,654	\$ 1,597,467	\$ 1,119,315	\$ 1,162,050	\$ 1,083,630	\$ 1,083,630	\$ 1,083,630
Materials & Services	935,493	944,772	1,304,437	1,758,400	42,052	42,052	42,052
Total	\$ 2,224,147	\$ 2,542,239	\$ 2,423,752	\$ 2,920,450	\$ 1,125,682	\$ 1,125,682	\$ 1,125,682

Division Description & Responsibilities
Major Functions: The Deputy General Manager is responsible for providing oversight and guidance to the other Divisions of the organization. The Project Management Office (PMO) is part of the Deputy General Manager's Division and is responsible for project administration and oversight for all District operating, capital and organizational projects.

Divisional Strategic Tactics for FY25
1. Increase internal and external partnerships to further the Cherriots mission
2. Ensure the division goals are on track and in line with the success outcomes of the strategic plan



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Deputy General Manager

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Deputy General Manager		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
1	Personnel Services	\$ 338,685	\$ 365,673	\$ 548,460	\$ 575,054	\$ 377,738	\$ (197,316)	-34.3%	1
Materials and Services									
2	Other Professional & Technical	1,710	5,470	-	20,000	20,000	-	0.0%	2
3	Office Supplies	201	347	200	1,000	300	(700)	-70.0%	3
4	Utilities	94	600	1,500	600	600	-	0.0%	4
5	Travel, Meetings, Training, Education	3,236	1,239	3,900	4,500	1,000	(3,500)	-77.8%	5
6	Other Misc. Expenses	115	253	200	1,500	300	(1,200)	-80.0%	6
7	Materials and Services Total	\$ 5,356	\$ 7,909	\$ 5,800	\$ 27,600	\$ 22,200	\$ (5,400)	-19.6%	7
8	Deputy GM Total	\$ 344,041	\$ 373,582	\$ 554,260	\$ 602,654	\$ 399,938	\$ (202,716)	-33.6%	8

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Planning		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
9	Personnel Services	\$ 603,285	\$ 732,276	\$ -	\$ -	\$ -	\$ -	0.0%	9
Materials and Services									
10	Other Professional & Technical	61,223	105,453	-	-	-	-	0.0%	10
11	Legal Services	-	576	-	-	-	-	0.0%	11
12	Other Services	-	1,726	-	-	-	-	0.0%	12
13	Operating Supplies	-	14	-	-	-	-	0.0%	13
14	Office Supplies	93	145	-	-	-	-	0.0%	14
15	Utilities	1,548	-	-	-	-	-	0.0%	15
16	Travel, Meetings, Training, Education	150	2,127	-	-	-	-	0.0%	16
17	Printing	-	628	-	-	-	-	0.0%	17
18	Materials and Services Total	\$ 63,014	\$ 110,668	\$ -	\$ -	\$ -	\$ -	0.0%	18
19	Planning Total	\$ 666,299	\$ 842,944	\$ -	\$ -	\$ -	\$ -	0.0%	19

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

							Change from		
							FY2023-24	Percent	
							Budget	Change	
Project Management Office									
	FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget				
20 Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 705,892	\$ 705,892		100.0%	20
Materials and Services									
21 Other Professional & Technical	-	-	-	-	5,000	5,000		100.0%	21
22 Parts, Equipment & Tools	-	-	-	-	1,000	1,000		100.0%	22
23 Office Supplies	-	-	-	-	200	200		100.0%	23
24 Utilities	-	-	-	-	1,752	1,752		100.0%	24
25 Dues & Subscriptions	-	-	-	-	500	500		100.0%	25
26 Travel, Meetings, Training, Education	-	-	-	-	11,200	11,200		100.0%	26
27 Other Misc. Expenses	-	-	-	-	200	200		100.0%	27
28 <b>Materials and Services Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,852</b>	<b>\$ 19,852</b>		<b>100.0%</b>	28
29 <b>Project Management Office Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 725,744</b>	<b>\$ 725,744</b>		<b>100.0%</b>	29

							Change from		
							FY2023-24	Percent	
							Budget	Change	
Security & Emergency Management									
	FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget				
30 Personnel Services	\$ 346,684	\$ 499,518	\$ 455,863	\$ 391,503	\$ -	\$ (391,503)		-100.0%	30
Materials and Services									
31 Other Professional & Technical	809,789	763,977	1,250,800	1,645,000	-	(1,645,000)		-100.0%	31
32 Legal Services	422	2,688	-	-	-	-		0.0%	32
33 Radio Charges	3,413	7,733	5,622	7,000	-	(7,000)		-100.0%	33
34 Other Services	-	15,316	300	1,000	-	(1,000)		-100.0%	34
35 Parts, equipment & tools	12,396	7,163	12,250	3,500	-	(3,500)		-100.0%	35
36 Uniforms	212	1,353	155	1,800	-	(1,800)		-100.0%	36
37 Operating Supplies	30,484	10,393	3,750	2,500	-	(2,500)		-100.0%	37
38 Office Supplies	762	1,096	720	2,500	-	(2,500)		-100.0%	38
39 Utilities	4,014	5,725	4,900	8,000	-	(8,000)		-100.0%	39
40 Dues & Subscriptions	1,633	1,149	1,150	1,200	-	(1,200)		-100.0%	40
41 Travel, Meetings, Training, Education	3,420	7,641	6,775	10,500	-	(10,500)		-100.0%	41
42 Printing	375	363	1,125	1,000	-	(1,000)		-100.0%	42
43 Other Misc. Expenses	203	1,599	975	1,000	-	(1,000)		-100.0%	43
44 <b>Materials and Services Total</b>	<b>\$ 867,123</b>	<b>\$ 826,194</b>	<b>\$ 1,288,522</b>	<b>\$ 1,685,000</b>	<b>\$ -</b>	<b>\$ (1,685,000)</b>		<b>-100.0%</b>	44
45 <b>Security &amp; Emergency Management Total</b>	<b>\$ 1,213,807</b>	<b>\$ 1,325,712</b>	<b>\$ 1,744,385</b>	<b>\$ 2,076,503</b>	<b>\$ -</b>	<b>\$ (2,076,503)</b>		<b>-100.0%</b>	45

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24		Percent	
Safety		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
46	Personnel Services	\$ -	\$ -	\$ 114,992	\$ 195,493	\$ -	\$ (195,493)		-100.0%	46
	Materials and Services									
47	Other Professional & Technical	-	-	2,800	15,000	-	(15,000)		-100.0%	47
48	Radio Charges	-	-	400	500	-	(500)		-100.0%	48
49	Parts, equipment & tools	-	-	650	1,000	-	(1,000)		-100.0%	49
50	Uniforms	-	-	126	500	-	(500)		-100.0%	50
51	Safety & Wellness	-	-	1,790	12,000	-	(12,000)		-100.0%	51
52	Operating Supplies	-	-	500	12,000	-	(12,000)		-100.0%	52
53	Office Supplies	-	-	-	300	-	(300)		-100.0%	53
54	Utilities	-	-	600	600	-	(600)		-100.0%	54
55	Dues & Subscriptions	-	-	849	200	-	(200)		-100.0%	55
56	Travel, meetings, training, education	-	-	2,200	2,700	-	(2,700)		-100.0%	56
57	Other Misc. Expenses	-	-	200	1,000	-	(1,000)		-100.0%	57
58	Materials and Services Total	\$ -	\$ -	\$ 10,115	\$ 45,800	\$ -	(45,800)		-100.0%	58
59	Safety Total	\$ -	\$ -	\$ 125,107	\$ 241,293	\$ -	\$ (241,293)		-100.0%	59
60	Deputy General Manager Division Total	\$ 2,224,147	\$ 2,542,239	\$ 2,423,752	\$ 2,920,450	\$ 1,125,682	\$ (1,794,768)		-61.5%	60

HUMAN RESOURCES AND LABOR RELATIONS DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 585,406	\$ 688,474	\$ 841,574	\$ 947,590	\$ 1,045,347	\$ 1,045,347	\$ 1,045,347
Materials & Services	354,760	325,186	409,383	547,600	443,125	443,125	443,125
Total	\$ 940,166	\$ 1,013,660	\$ 1,250,957	\$ 1,495,190	\$ 1,488,472	\$ 1,488,472	\$ 1,488,472

Division Description & Responsibilities

Major Functions: The Human Resources and Labor Relations Division is responsible for federal and state employment law compliance, talent acquisition, onboarding, compensation and benefits administration, risk management, talent management, training and development, employee engagement, and employee and labor relations. The Division's goal is to ensure that the District attracts, motivates, and retains exceptional talent to further Cherriots' mission of creating community connections by fostering an environment of continuous development valuing diverse perspectives and working to create a fully-engaged, welcoming, and inclusive employee culture.

Divisional Strategic Tactics for FY25

- 1. Talent Acquisition Data
- 2. Employee Relations Complaint Tracker
- 3. Upgrade Department Skill Sets

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Human Resources & Labor Relations**

							Change from		
			FY2023-24 Year-	FY2023-24	FY2024-25		FY2023-24	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget		Budget	Change	
Human Resources									
1 Personnel Services	\$ 464,956	\$ 564,110	\$ 704,654	\$ 808,374	\$ 887,260	\$ 78,886		9.8%	1
Materials and Services									
2 Software License Annual Maintenance	-	-	46,100	-	-				2
3 Advertising Fees	75,379	54,721	76,118	70,000	52,100	(17,900)		-25.6%	3
4 Other Professional & Technical	174,720	73,122	139,698	270,700	158,000	(112,700)		-41.6%	4
5 Legal Services	13,698	46,440	42,746	40,000	86,000	46,000		115.0%	5
6 Temporary Help	-	5,677	10,000	10,000	-	(10,000)		-100.0%	6
7 Parts, equipment & tools	-	282	2,332	-	-	-		0.0%	7
8 Other Services	1,411	4,631	4,372	8,550	10,000	1,450		17.0%	8
9 Training/Incentive	9,968	15,241	18,552	19,000	13,000	(6,000)		-31.6%	9
10 Uniforms	174	443	500	500	275	(225)		-45.0%	10
11 Safety & Wellness	-	6,817	150	-	-	-		0.0%	11
12 Operating Supplies	-	102	210	-	-	-		0.0%	12
13 Office Supplies	564	1,230	1,190	1,250	1,000	(250)		-20.0%	13
14 Other Materials & Supplies	-	2,536	6,762	200	3,750	3,550		1775.0%	14
15 Utilities	1,050	316	1,491	1,200	2,400	1,200		100.0%	15
16 Dues & Subscriptions	4,335	4,536	2,188	5,000	2,500	(2,500)		-50.0%	16
17 Travel, Meetings, Training, Education	5,548	3,299	9,871	35,000	2,600	(32,400)		-92.6%	17
18 Printing	6,993	2,523	5,000	5,000	1,500	(3,500)		-70.0%	18
19 Other Misc. Expenses	127	470	1,503	500	100	(400)		-80.0%	19
20 Materials and Services Total	\$ 293,967	\$ 222,385	\$ 368,783	\$ 466,900	\$ 333,225	\$ (133,675)		-28.6%	20
21 Human Resources Total	\$ 758,923	\$ 786,494	\$ 1,073,437	\$ 1,275,274	\$ 1,220,485	\$ (54,789)		-4.3%	21



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Human Resources & Labor Relations - Continued

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Risk Administration		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
22	Personnel Services	\$ 120,450	\$ 124,364	\$ 136,920	\$ 139,216	\$ 158,087	\$ 18,871	13.6%	22
	Materials and Services								
23	Advertising Fees	100	-	-	-	-	-	0.0%	23
24	Other Professional & Technical	-	-	-	-	25,000	25,000	100.0%	24
25	Legal Services	723	-	-	-	-	-	0.0%	25
26	Safety & Wellness	26,836	33,302	17,625	32,000	41,750	9,750	30.5%	26
27	Operating Supplies	240	(500)	-	-	-	-	0.0%	27
28	Office Supplies	28	60	125	-	750	750	100.0%	28
29	Utilities	733	1,746	300	600	600	-	0.0%	29
30	Other Losses & settlements	29,238	63,296	20,000	40,000	40,000	-	0.0%	30
31	Dues & Subscriptions	787	3,485	-	900	800	(100)	-11.1%	31
32	Travel, Meetings, Training, Education	2,108	1,372	2,550	7,200	500	(6,700)	-93.1%	32
33	Printing	-	41	-	-	500	500	100.0%	33
34	Materials and Services Total	\$ 60,793	\$ 102,801	\$ 40,600	\$ 80,700	\$ 109,900	\$ 29,200	36.2%	34
35	Risk Administration Total	\$ 181,243	\$ 227,166	\$ 177,520	\$ 219,916	\$ 267,987	\$ 48,071	21.9%	35
36	Human Resources & Labor Relations Total	\$ 940,166	\$ 1,013,660	\$ 1,250,957	\$ 1,495,190	\$ 1,488,472	\$ (6,718)	-0.4%	36

FINANCE DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 1,352,564	\$ 1,544,030	\$ 1,632,208	\$ 1,725,858	\$ 1,739,932	\$ 1,739,932	\$ 1,739,932
Materials & Services	297,367	124,185	207,529	137,704	294,071	294,071	294,071
Total	\$ 1,649,931	\$ 1,668,215	\$ 1,839,737	\$ 1,863,562	\$ 2,034,003	\$ 2,034,003	\$ 2,034,003

Division Description & Responsibilities
Major Functions: The Finance Division is responsible for safeguarding and managing the District's financial resources, as well as ensuring compliance with federal and state regulations. The four functional areas of the Finance Division are Procurements and Contracts, which handle the procuring of goods and services for the District's use, as well as managing all contracts; Grant Administration including managing the drawdown and reporting for both federal and state agencies; Payroll which processes payroll for the District as well as all associated tax filings; and Accounting, which processes all payments to vendors, manages the budget process, and produces all Financial Reporting for the District.

Divisional Strategic Tactics for FY25
1. Fully utilize fixed asset tracking within Marti, including documentation for the disposal process and streamline with the grant and contract closeout process. 2. MARTI Development and Utilization of the Procurement/Vendor Self Service Application.

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Finance

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent		
Procurement		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
1	Personnel Services	\$ 317,565	\$ 343,390	\$ 325,889	\$ 360,591	\$ 361,442	\$ 851	0.2%	1	
Materials and Services										
2	Advertising Fees	-	-	2,000	2,000	2,000	-	0.0%	2	
3	Other Professional & Technical	254	-	-	500	-	(500)	-100.0%	3	
4	Office Supplies	477	1,928	600	500	700	200	40.0%	4	
5	Dues & Subscriptions	1,140	1,380	669	1,300	900	(400)	-30.8%	5	
6	Travel, Meetings, Training, Education	1,735	2,921	75	7,000	6,200	(800)	-11.4%	6	
7	Utilities	576	576	494	576	576	-	0.0%	7	
8	Other Misc. Expenses	-	-	-	2,000	2,000	-	0.0%	8	
9	Materials and Services Total	\$ 4,182	\$ 6,805	\$ 3,837	\$ 13,876	\$ 12,376	\$ (1,500)	-10.8%	9	
10	Procurement Total	\$ 321,747	\$ 350,194	\$ 329,726	\$ 374,467	\$ 373,818	\$ (649)	-0.2%	10	

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent		
Finance		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
11	Personnel Services	\$ 1,034,999	\$ 1,200,640	\$ 1,306,319	\$ 1,365,267	\$ 1,378,490	\$ 13,223	1.0%	11	
Materials and Services										
12	Advertising Fees	1,389	993	5,274	3,000	5,500	2,500	83.3%	12	
13	Other Professional & Technical	263,719	76,119	161,000	65,000	227,300	162,300	249.7%	13	
14	Legal Services	339	43	-	-	-	-	0.0%	14	
15	Other Services	141	-	-	-	-	-	0.0%	15	
16	Parts, Equipment & Tools	-	75	500	500	500	-	0.0%	16	
17	Operating Supplies	170	104	900	-	-	1,000	100.0%	17	
18	Office Supplies	1,697	2,031	2,034	3,000	2,000	(1,000)	-33.3%	18	
19	Dues & Subscriptions	583	1,393	1,492	3,000	4,047	1,047	34.9%	19	
20	Travel, Meetings, Training, Education	464	10,525	7,500	19,000	17,020	(1,980)	-10.4%	20	
21	Utilities	1,176	1,754	2,328	2,328	2,328	-	0.0%	21	
22	Printing	1,069	401	-	-	-	-	0.0%	22	
23	Other Misc. Expenses	22,438	23,944	22,664	28,000	23,000	(5,000)	-17.9%	23	
24	Materials and Services Total	\$ 293,185	\$ 117,381	\$ 203,692	\$ 123,828	\$ 281,695	\$ 157,867	127.5%	24	
25	Finance Total	\$ 1,328,185	\$ 1,318,021	\$ 1,510,011	\$ 1,489,095	\$ 1,660,185	\$ 171,090	11.5%	25	
26	Finance Division Total	\$ 1,649,931	\$ 1,668,215	\$ 1,839,737	\$ 1,863,562	\$ 2,034,003	\$ 170,441	9.1%	26	

TECHNOLOGY & PROGRAM MANAGEMENT

Summary	FY20222	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 1,100,796	\$ 1,115,781	\$ -	\$ -	\$ -	\$ -	\$ -
Materials & Services	725,569	754,817	-	-	-	-	-
Total	\$ 1,826,365	\$ 1,870,598	\$ -	\$ -	\$ -	\$ -	\$ -

Division Description & Responsibilities

Major Functions: This Division was discontinued at the end of FY2023.

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Technology & Program Management

							Change from		
		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	FY2023-24 Budget	Percent Change	
Technology									
1	Personnel Services	\$ 861,309	\$ 810,624	\$ -	\$ -	\$ -	\$ -	0.0%	1
Materials and Services									
2	Software Licensing Annual Maintenance	297,338	377,556	-	-	-	-	0.0%	2
3	Other Professional & Technical	191	33,255	-	-	-	-	0.0%	3
4	Contract Maintenance Services	134,668	89,352	-	-	-	-	0.0%	4
5	Legal Services	-	720	-	-	-	-	0.0%	5
6	Other Services	85,430	125,313	-	-	-	-	0.0%	6
7	Parts, Equipment & Tools	55,180	91,679	-	-	-	-	0.0%	7
8	Operating Supplies	767	162	-	-	-	-	0.0%	8
9	Office Supplies	374	140	-	-	-	-	0.0%	9
10	Utilities	3,244	4,084	-	-	-	-	0.0%	10
11	Dues & Subscriptions	-	100	-	-	-	-	0.0%	11
12	Travel, Meetings, Training, Education	8,004	1,771	-	-	-	-	0.0%	12
13	Other Misc. Expenses	-	678	-	-	-	-	0.0%	13
14	Materials and Services Total	\$ 585,196	\$ 724,811	\$ -	\$ -	\$ -	\$ -	0.0%	14
15	Technology Total	\$ 1,446,505	\$ 1,535,435	\$ -	\$ -	\$ -	\$ -	0.0%	15

							Change from		
		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	FY2023-24 Budget	Percent Change	
Program Management									
16	Personnel Services	\$ 239,487	\$ 305,157	\$ -	\$ -	\$ -	\$ -	0.0%	16
Materials and Services									
17	Advertising Fees	-	2,257	-	-	-	-	0.0%	17
18	Other Professional & Technical	135,552	22,416	-	-	-	-	0.0%	18
19	Parts, Equipment & Tools	-	17	-	-	-	-	0.0%	19
20	Legal Services	74	-	-	-	-	-	0.0%	20
21	Office Supplies	79	-	-	-	-	-	0.0%	21
22	Utilities	1,092	2,352	-	-	-	-	0.0%	22
23	Travel, Meetings, Training, Education	2,744	2,644	-	-	-	-	0.0%	23
24	Printing	832	320	-	-	-	-	0.0%	24
25	Materials and Services Total	\$ 140,373	\$ 30,006	\$ -	\$ -	\$ -	\$ -	0.0%	25
26	Program Management Total	\$ 379,860	\$ 335,163	\$ -	\$ -	\$ -	\$ -	0.0%	26
27	Technology & Program Management Division Total	\$ 1,826,365	\$ 1,870,598	\$ -	\$ -	\$ -	\$ -	0.0%	27



TECHNOLOGY & INFRASTRUCTURE DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ -	\$ 706,445	\$ 1,036,779	\$ 1,073,855	\$ 1,073,855	\$ 1,073,855
Materials & Services	-	-	805,395	835,100	1,280,200	1,280,200	1,280,200
Total	\$ -	\$ -	\$ 1,511,840	\$ 1,871,879	\$ 2,354,055	\$ 2,354,055	\$ 2,354,055

Division Description & Responsibilities
Major Functions: The Technology and Infrastructure Division is responsible for providing vision, direction and support for all district-wide technology functions as well as design, implementation and monitoring of mission-critical systems.

Divisional Strategic Tactics for FY25
1. Develop processes and procedures to ensure that the IT division serve as a resource and subject matter experts to consult on all technology projects. This will be accomplished through project scope development, participation on source evaluation committees and general support.
2. To ensure all networks are secure and ensure that threats and vulnerabilities are discovered and addressed.

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Information Technology & Infrastructure Division

								Change from		
Information Technology & Infrastructure Division		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	FY2023-24 Budget	Percent Change		
1	Personnel Services	\$ -	\$ -	\$ 706,445	\$ 1,036,779	\$ 1,073,855	\$ 37,076	3.6%	1	
Materials and Services										
2	Software Licensing Annual Maintenance	-	-	325,000	450,000	430,000	(20,000)	-4.4%	2	
3	Other Professional & Technical	-	-	-	100,000	70,000	(30,000)	-30.0%	3	
4	Temporary Help	-	-	90,000	-	90,000	90,000	100.0%	4	
5	Contract Maintenance Services	-	-	160,000	100,000	166,000	66,000	66.0%	5	
6	Other Services	-	-	144,200	100,000	395,000	295,000	295.0%	6	
7	Parts, equipment & tools	-	-	75,000	60,000	100,000	40,000	66.7%	7	
8	Operating Supplies	-	-	500	1,500	500	(1,000)	-66.7%	8	
9	Utilities	-	-	3,600	4,200	3,600	(600)	-14.3%	9	
10	Dues & Subscriptions	-	-	240	400	500	100	25.0%	10	
11	Travel, meetings, training, education	-	-	6,811	19,000	24,550	5,550	29.2%	11	
12	Other Misc. Expenses	-	-	43	-	50	50	100.0%	12	
13	Materials and Services Total	\$ -	\$ -	\$ 805,394	\$ 835,100	\$ 1,280,200	\$ 445,100	53.3%	13	
14	Total Information Tech & Infrastructure Division	\$ -	\$ -	\$ 1,511,840	\$ 1,871,879	\$ 2,354,055	\$ 482,176	25.8%	14	

COMMUNICATIONS DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 1,365,801	\$ 1,526,478	\$ 1,651,711	\$ 1,774,270	\$ 1,799,386	\$ 1,799,386	\$ 1,799,386
Materials & Services	306,346	633,339	247,129	419,005	305,837	305,837	305,837
Total	\$ 1,672,147	\$ 2,159,817	\$ 1,898,840	\$ 2,193,275	\$ 2,105,223	\$ 2,105,223	\$ 2,105,223

Division Description & Responsibilities
Major Functions: The Communications Division directs and manages all public relations, advertising, marketing, community engagement and outreach, social media, and promotional activites of the District. This Division also includes the Customer Service Office, which includes Travel Training and the Transit Host program.

Divisional Strategic Tactics for FY25
1. Community Based Marketing 2. Enhancing the Customer Experience 3. Developing and Promoting the Brand Advocacy Plan

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Communications

							Change from	
		FY2023-24 Year-		FY2023-24	FY2024-25	FY2023-24	Percent	
Marketing & Communications		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget	Change
1	Personnel Services	\$ 618,220	\$ 618,217	\$ 661,502	\$ 701,433	\$ 715,622	\$ 14,189	2.0%
	Materials and Services							
2	Software License Annual Maintentance	-	250	-	-	-	-	0.0%
3	Advertising Fees	1,785	330	-	-	-	-	0.0%
4	Other Professional & Technical	41,540	188,149	74,000	100,000	141,500	41,500	41.5%
5	Legal Services	-	864	-	-	-	-	0.0%
6	Parts, Equipment & Tools	7	40	96	100	-	(100)	-100.0%
7	Uniforms	-	-	-	100	-	(100)	-100.0%
8	Operating Supplies	1,374	629	900	1,000	4,000	3,000	300.0%
9	Office Supplies	1,137	353	350	600	100	(500)	-83.3%
10	Other Materials & Supplies	931	6,615	2,500	6,000	2,000	(4,000)	-66.7%
11	Utilities	3,295	3,143	3,200	3,000	2,400	(600)	-20.0%
12	Dues & Subscriptions	2,058	6,627	6,600	7,000	6,141	(859)	-12.3%
13	Advertising/Promotion Media	19,308	26,182	30,000	35,000	25,000	(10,000)	-28.6%
14	Travel, Meetings, Training, Education	8,946	12,775	11,810	18,500	8,500	(10,000)	-54.1%
15	Printing	80,580	118,536	93,800	145,000	89,000	(56,000)	-38.6%
16	Other Misc. Expenses	4,584	10,349	12,764	20,000	8,000	(12,000)	-60.0%
17	Materials and Services Total	\$ 165,545	\$ 374,840	\$ 236,020	\$ 336,300	\$ 286,641	\$ (49,659)	-14.8%
18	Marketing & Communications Total	\$ 783,765	\$ 993,057	\$ 897,522	\$ 1,037,733	\$ 1,002,263	\$ (35,470)	-3.4%

								Change from	
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent	
Customer Service		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget	Change	
19	Personnel Services	\$ 682,812	\$ 810,618	\$ 886,703	\$ 884,943	\$ 943,065	\$ 58,122	6.6%	19
Materials and Services									
20	Other Professional & Technical	350	455	420	60,000	-	(60,000)	-100.0%	20
21	Parts, equipment & tools	53	-	360	-	1,600	1,600	100.0%	21
22	Uniforms	1,971	789	600	600	540	(60)	-10.0%	22
23	Operating Supplies	9,503	2,213	1,567	4,000	2,000	(2,000)	-50.0%	23
24	Office Supplies	1,423	609	490	600	700	100	16.7%	24
25	Utilities	500	452	724	770	1,176	406	52.7%	25
26	Travel, Meetings, Training, Education	5,763	19,085	3,731	6,500	6,920	420	6.5%	26
27	Printing	419	-	-	-	-	-	0.0%	27
28	Other Misc. Expenses	5,169	3,166	2,440	3,000	2,000	(1,000)	-33.3%	28
29	Materials and Services Total	\$ 25,151	\$ 26,770	\$ 10,331	\$ 75,470	\$ 14,936	\$ (60,534)	-80.2%	29
30	Customer Service Total	\$ 707,963	\$ 837,388	\$ 897,034	\$ 960,413	\$ 958,001	\$ (2,412)	-0.3%	30

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Communications - Continued

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Proposed Budget	FY2023-24	Budget	Change	
31 Vanpool Lease									31
32 Vanpool Lease	\$ 114,493	\$ 230,486	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	32
Reorganization moved to Planning & Development Division									
				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24	Budget	Change	
33 Travel Training									
33 Personnel Services	\$ 64,769	\$ 97,643	\$ 103,506	\$ 187,894	\$ 140,699	\$ (47,195)	-25.1%		33
Materials and Services									
34 Uniforms	158	-	-	85	60	(25.00)	-29.4%		34
35 Utilities	951	819	778	900	950	50.00	5.6%		35
36 Travel, Meetings, Training, Education	-	-	-	4,750	3,250	(1,500)	-31.6%		36
37 Printing	-	424	-	1,500	-	(1,500.00)	-100.0%		37
38 Other Misc. Expenses	48	-	-	-	-	-	0.0%		38
39 Materials and Services Total	\$ 1,157	\$ 1,243	\$ 778	\$ 7,235	\$ 4,260	\$ (2,975)	-41.1%		39
40 Travel Training Total	\$ 65,926	\$ 98,886	\$ 104,284	\$ 195,129	\$ 144,959	\$ (50,170)	-25.7%		40
41 Communications Division Total	\$ 1,672,147	\$ 2,159,817	\$ 1,898,840	\$ 2,193,275	\$ 2,105,223	\$ (88,052)	-4.0%		41



OPERATIONS DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 20,046,619	\$ 21,781,160	\$ 24,013,813	\$ 25,732,512	\$ 27,951,369	\$ 27,951,369	\$ 27,951,369
Materials & Services	2,225,289	3,175,471	3,228,829	4,139,586	3,470,090	3,470,090	3,470,090
Total	\$ 22,271,908	\$ 24,956,631	\$ 27,242,642	\$ 29,872,098	\$ 31,421,459	\$ 31,421,459	\$ 31,421,459

Division Description & Responsibilities
Major Functions: The Operations Division is responsible for providing safe, reliable, and courteous transit services for our community stakeholders, customers, and employees. This is accomplished by 3 departments. 1) The Transportation Department provides delivery of all directly operated fixed-route services. 2) Maintenance is responsible for maintaining safe and reliable vehicles for all transit services, as well as maintaining all District facilities. 3) Contracted Services monitors all contracted staff for the delivery of Cherriots LIFT, Cherriots Regional, Cherriots Shop & Ride services, and ADA Eligibility determination.

Divisional Strategic Tactics for FY25
1. Strategic Workforce Planning 2. Benchmark Process for Employee Training 3. Successful completion of the Cherriots Intelligent Transportation System (CITS)

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Operations

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Operations Administration		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
1	Personnel Services	\$ 443,557	\$ 660,018	\$ 418,696	\$ 401,327	\$ 242,008	\$ (159,319)	-39.7%	1
Materials and Services									
2	Other Professional & Technical	-	31,289	75,000	20,000	14,000	(6,000)	-30.0%	2
3	Office Supplies	47	89	550	500	1,000	500	100.0%	3
4	Utilities	(24)	-	1,200	1,200	600	(600)	-50.0%	4
5	Travel, Meetings, Training, Education	45,897	16,102	28,200	32,500	2,000	(30,500)	-93.8%	5
6	Other Misc. Expenses	3,139	1,288	3,000	3,000	3,000	-	0.0%	6
7	Materials and Services Total	\$ 49,059	\$ 48,769	\$ 107,950	\$ 57,200	\$ 20,600	\$ (36,600)	-64.0%	7
8	Operations Administration Total	\$ 492,616	\$ 708,788	\$ 526,646	\$ 458,527	\$ 262,608	\$ (195,919)	-42.7%	8

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Operations - Continued

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent		
Vehicle Maintenance		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
9	Personnel Services	\$ 3,217,526	\$ 3,419,927	\$ 3,645,895	\$ 3,949,971	\$ 4,148,848	\$ 198,877	5.0%		9
	Materials and Services									
10	Other Professional & Technical	16,201	15,887	4,500	40,000	30,000	(10,000)	-25.0%		10
11	Contract Maintenance Services	1,743	1,004	4,500	2,100	5,000	2,900	138.1%		11
12	Towing & Collision Repairs	2,525	45,738	56,500	28,760	52,000	23,240	80.8%		12
13	Legal Services	165	-	-	-	-	-	0.0%		13
14	Radio Charges	11,544	56,834	54,600	54,000	35,640	(18,360)	-34.0%		14
15	Other Services	417	-	-	-	-	-	0.0%		15
16	Fuel-Cars & Other	5,515	3,162	620	6,750	14,500	7,750	114.8%		16
17	Fuel-Diesel	605,003	889,276	897,193	1,102,500	637,500	(465,000)	-42.2%		17
18	Fuel-CNG	223,188	370,136	422,542	432,000	450,000	18,000	4.2%		18
19	Fuel-Elect	-	-	19,000	450,000	400,000	(50,000)	-11.1%		19
20	Lubricant & Coolant	51,630	66,454	80,010	85,000	85,000	-	0.0%		20
21	Tires & Tire Supplies	203,518	254,577	264,766	280,000	285,000	5,000	1.8%		21
22	Parts, Equipment & Tools	507,827	806,578	718,488	903,750	771,000	(132,750)	-14.7%		22
23	Uniforms	28,617	32,761	30,000	33,000	33,000	-	0.0%		23
24	Training/Incentive	-	89	-	-	-	-	0.0%		24
25	Safety & Wellness	1,737	-	1,500	1,500	1,500	-	0.0%		25
26	Operating Supplies	38,675	54,407	41,000	48,000	48,000	-	0.0%		26
27	Office Supplies	1,924	1,292	3,000	2,200	2,700	500	22.7%		27
28	Other Materials & Supplies	149	-	-	-	-	-	0.0%		28
29	Utilities	560	1,012	1,210	1,176	650	(526)	-44.7%		29
30	Travel, Meetings, Training, Education	3,322	7,797	1,200	26,500	12,000	(14,500)	-54.7%		30
31	Advertising/Promotion Media	1,296	530	1,300	3,000	1,500	(1,500)	-50.0%		31
32	Printing	2,168	1,625	1,500	4,000	3,000	(1,000)	-25.0%		32
33	Other Misc. Expenses	1,194	3,548	-	1,000	-	(1,000)	-100.0%		33
34	Materials and Services Total	\$ 1,708,919	\$ 2,612,707	\$ 2,603,429	\$ 3,505,236	\$ 2,867,990	\$ (637,246)	-18.2%		34
35	Vehicle Maintenance Total	\$ 4,926,445	\$ 6,032,634	\$ 6,249,324	\$ 7,455,207	\$ 7,016,838	\$ (438,369)	-5.9%		35

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Operations - Continued

							Change from	
			FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent	
Facility Maintenance	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget	Change	
Personnel Services	\$ 1,082,002	\$ 942,543	\$ 1,190,395	\$ 1,306,637	\$ 1,379,393	\$ 72,756	5.6%	
Materials and Services								
Other Professional & Technical	37,125	14,236	25,000	27,000	27,000	-	0.0%	
Contract Maintenance Services	93,903	72,221	82,600	86,000	86,400	400	0.5%	
Outside Services	-	10,233	-	-	-	-	0.0%	
Legal Services	285	-	-	-	-	-	0.0%	
Other Services	59	-	-	-	-	-	0.0%	
Fuel-Cars & Other	18,090	19,034	25,000	20,500	24,000	3,500	17.1%	
Parts, Equipment & Tools	2,733	6,447	3,650	3,650	9,150	5,500	150.7%	
Uniforms	1,800	485	3,000	3,000	4,000	1,000	33.3%	
Operating Supplies	42,611	59,530	55,000	55,000	72,000	17,000	30.9%	
Other Materials & Supplies	10,786	12,442	23,000	20,000	28,000	8,000	40.0%	
Utilities	170,273	179,797	181,200	187,500	200,100	12,600	6.7%	
Dues & Subscriptions	-	229	300	300	300	-	0.0%	
Printing	-	-	-	250	250	-	0.0%	
Other Misc. Expenses	164	-	-	150	150	-	0.0%	
Materials and Services Total	\$ 377,829	\$ 374,652	\$ 398,750	\$ 403,350	\$ 451,350	\$ 48,000	11.9%	
Facility Maintenance Total	\$ 1,459,831	\$ 1,317,195	\$ 1,589,145	\$ 1,709,987	\$ 1,830,743	\$ 120,756	7.1%	

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Operations - Continued

							Change from	
							FY2023-24	Percent
							FY2023-24	Change
							Budget	



PLANNING & DEVELOPMENT DIVISION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ -	\$ 903,303	\$ 971,852	\$ 913,241	\$ 913,241	\$ 913,241
Materials & Services	-	-	635,920	833,564	361,564	361,564	361,564
Total	\$ -	\$ -	\$ 1,539,223	\$ 1,805,416	\$ 1,274,805	\$ 1,274,805	\$ 1,274,805

Division Description & Responsibilities

Major Functions: The Planning and Development Division is responsible for service planning, stop locations, and overall access to the system which includes developing external partnerships for transit enhancements. The Division is also responsible for overseeing major construction projects and ensuring compliance with all federal requirements.

Divisional Strategic Tactics for FY25

- 1. Develop service enhancement strategies
- 2. Organizational performance report
- 3. Analyze current access to major destinations by transit and prepare an action plan for FY26 to improve
- 4. Pilots and partnerships to improve customer experience, access and accelerate ridership growth

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Planning & Development Division

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Planning Administration		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
1	Personnel Services	\$ -	\$ -	\$ 173,066	\$ 187,440	\$ 222,453	\$ 35,013	18.7%	1
	Materials and Services								
2	Software Licensing Annual Maintenance	-	-	9	-	-	-	0.0%	2
3	Advertising Fees	-	-	-	2,000	2,000	-	0.0%	3
4	Other Professional & Technical	-	-	2,500	20,000	10,000	(10,000)	-50.0%	4
5	Parts, equipment & tools	-	-	-	100	100	-	0.0%	5
6	Operating Supplies	-	-	-	-	100	100	100.0%	6
7	Office Supplies	-	-	-	200	400	200	100.0%	7
8	Other Materials & Supplies	-	-	-	100	200	100	100.0%	8
9	Utilities	-	-	625	600	600	-	0.0%	9
10	Dues & Subscriptions	-	-	-	100	100	-	0.0%	10
11	Travel, meetings, training, education	-	-	4,629	5,500	5,500	-	0.0%	11
12	Materials and Services Total	\$ -	\$ -	\$ 7,763	\$ 28,600	\$ 19,000	\$ (9,600)	-33.6%	12
13	<b>Planning &amp; Development Administration Total</b>	\$ -	\$ -	\$ 180,829	\$ 216,040	\$ 241,453	\$ 25,413	<b>11.8%</b>	13

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Planning		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
14	Personnel Services	\$ -	\$ -	\$ 730,237	\$ 784,412	\$ 690,788	\$ (93,624)	-11.9%	14
15	Materials and Services								15
16	Other Professional & Technical	-	-	443,047	570,000	332,000	(238,000)	-41.8%	16
16	Legal Services	-	-	-	-	-	-		16
17	Other Services	-	-	1,000	3,000	2,000	(1,000)	-33.3%	17
18	Parts, equipment & tools	-	-	300	300	300	-	0.0%	18
19	Operating Supplies	-	-	200	200	200	-	0.0%	19
20	Office Supplies	-	-	61	200	200	-	0.0%	20
21	Utilities	-	-	1,769	2,064	2,064	-	0.0%	21
22	Dues & Subscriptions	-	-	174	200	200	-	0.0%	22
23	Travel, meetings, training, education	-	-	2,305	4,000	5,600	1,600	40.0%	23
24	Materials and Services Total	\$ -	\$ -	\$ 448,856	\$ 579,964	\$ 342,564	\$ (237,400)	-40.9%	24
25	<b>Planning Total</b>	\$ -	\$ -	\$ 1,179,093	\$ 1,364,376	\$ 1,033,352	\$ (331,024)	<b>-24.3%</b>	25

Vanpool Lease

26	Vanpool Lease	\$ -	\$ -	\$ 179,300	\$ 225,000	\$ -	\$ (225,000)	-100.0%	26
27	<b>Planning &amp; Development Division Total</b>	\$ -	\$ -	\$ 1,539,223	\$ 1,805,416	\$ 1,274,805	\$ (530,611)	<b>-29.4%</b>	27

SAFETY & SECURITY

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 705,758	\$ 705,758	\$ 705,758
Materials & Services	-	-	-	-	1,841,382	1,841,382	1,841,382
Total	\$ -	\$ -	\$ -	\$ -	\$ 2,547,140	\$ 2,547,140	\$ 2,547,140

Division Description & Responsibilities

Major Functions: The Safety and Security Division is responsible for providing system safety, security, and emergency preparedness for our employees and riders. This department oversees our private security contracts and is also responsible for the safety of our district-owned facilities and vehicles.

Divisional Strategic Tactics for FY25

- 1. Refine the security, emergency and safety programs to address gaps, update procedures, and mitigate safety and security occurrences to protect our employees, riders, and community members.
- 2. Update and maintain the Agency Safety Plan and all related activities.

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Safety & Security Division

								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent		
		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
<b>Safety</b>										
1	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 127,822	127,822	100.0%		1
	Materials and Services									
2	Other Professional & Technical	-	-	-	-	15,000	15,000	100.0%		2
3	Radio Charges	-	-	-	-	500	500	100.0%		3
4	Parts, equipment & tools	-	-	-	-	1,000	1,000	100.0%		4
5	Uniforms	-	-	-	-	500	500	100.0%		5
6	Safety & Wellness	-	-	-	-	10,000	10,000	100.0%		6
7	Operating Supplies	-	-	-	-	12,000	12,000	100.0%		7
8	Office Supplies	-	-	-	-	300	300	100.0%		8
9	Utilities	-	-	-	-	1,200	1,200	100.0%		9
10	Dues & Subscriptions	-	-	-	-	850	850	100.0%		10
11	Travel, meetings, training, education	-	-	-	-	2,500	2,500	100.0%		11
12	Other Misc. Expenses	-	-	-	-	500	500	100.0%		12
13	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 44,350	\$ 44,350	100.0%		13
14	<b>Safety Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 172,172	\$ 172,172	100.0%		14
								Change from		
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent		
		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget		Change	
<b>Security</b>										
15	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 577,936	577,936	100.0%		15
	Materials and Services									
16	Other Professional & Technical	-	-	-	-	1,752,252	1,752,252	100.0%		16
17	Radio Charges	-	-	-	-	5,600	5,600	100.0%		17
18	Other Services	-	-	-	-	500	500	100.0%		18
19	Parts, equipment & tools	-	-	-	-	3,500	3,500	100.0%		19
20	Uniforms	-	-	-	-	1,000	1,000	100.0%		20
21	Operating Supplies	-	-	-	-	6,500	6,500	100.0%		21
22	Office Supplies	-	-	-	-	1,200	1,200	100.0%		22
23	Utilities	-	-	-	-	7,000	7,000	100.0%		23
24	Dues & Subscriptions	-	-	-	-	1,650	1,650	100.0%		24
25	Travel, meetings, training, education	-	-	-	-	15,580	15,580	100.0%		25
26	Printing	-	-	-	-	1,250	1,250	100.0%		26
27	Other Misc. Expenses	-	-	-	-	1,000	1,000	100.0%		27
28	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 1,797,032	\$ 1,797,032	100.0%		28
29	<b>Security Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 2,374,968	\$ 2,374,968	100.0%		29
30	<b>Safety &amp; Security Division Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 2,547,140	\$ 2,547,140	100.0%		30

GENERAL ADMINISTRATION

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Personnel Services	\$ 189,730	\$ 602,838	\$ 418,281	\$ 466,858	\$ 436,000	\$ 436,000	\$ 436,000
Materials & Services	828,103	1,171,874	1,180,591	1,141,792	1,372,432	1,372,432	1,372,432
Total	\$ 1,017,833	\$ 1,774,712	\$ 1,598,872	\$ 1,608,650	\$ 1,808,432	\$ 1,808,432	\$ 1,808,432

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



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

						Change from			
				FY2023-24 Year-	FY2023-24	FY2024-25	FY2023-24	Percent	
General Administration		FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	Budget	Change	
1	Personnel Services	\$ 189,730	\$ 602,838	\$ 418,281	\$ 466,858	\$ 436,000	\$ (30,858)	-6.6%	1
Materials and Services									
2	Other Professional & Technical	137,297	75,772	119,198	140,800	123,400	(17,400)	-12.4%	2
3	Contract Maintenance Services	-	(40)	-	-	-	-	0.0%	3
4	Brokerage Contract	-	15,130	-	-	-	-	0.0%	4
5	Legal Services	29,205	142,199	131,852	125,000	140,000	15,000	12.0%	5
6	Other Services	-	2,885	-	-	-	-	0.0%	6
7	Parts, Equipment & Tools	2,299	499	133	500	500	-	0.0%	7
8	Safety & Wellness	-	2,000	-	-	-	-	0.0%	8
9	Operating Supplies	276	276	-	-	-	-	0.0%	9
10	Office Supplies	3,798	4,833	6,671	4,635	7,500	2,865	61.8%	10
11	Other Materials and Supplies	11,612	10,091	-	10,500	-	(10,500)	-100.0%	11
12	Utilities	30,142	89,460	37,067	38,600	42,600	4,000	10.4%	12
13	Condo Assn Courthouse Square	133,205	285,132	231,015	138,407	208,100	69,693	50.4%	13
14	Premium for General Liability	343,730	416,150	502,999	518,449	643,258	124,809	24.1%	14
15	Retail Space Property Taxes	2,262	2,329	2,396	2,398	2,468	70	2.9%	15
16	Dues & Subscriptions	64,395	48,221	68,000	65,000	70,000	5,000	7.7%	16
17	Travel, Meetings, Training, Education	18	7,500	-	-	-	-	0.0%	17
18	Printing	-	977	-	-	-	-	0.0%	18
19	Passthrough	11,142	20,121	25,000	25,000	29,606	4,606	18.4%	19
20	Other Misc. Expenses	53,018	42,731	49,705	65,903	97,000	31,097	47.2%	20
21	Lease	5,704	5,608	6,555	6,600	8,000	1,400	21.2%	21
22	Materials and Services Total	\$ 828,103	\$ 1,171,875	\$ 1,180,591	\$ 1,141,792	\$ 1,372,432	\$ 230,640	20.2%	22
23	General Administration Total	\$ 1,017,833	\$ 1,774,712	\$ 1,598,872	\$ 1,608,650	\$ 1,808,432	\$ 199,782	12.4%	23
Total General Fund		\$ 32,944,095	\$ 36,977,894	\$ 40,277,688	\$ 45,025,259	\$ 47,264,617	\$ 2,239,358	5.0%	





# TRANSPORTATION PROGRAMS FUND



## Transportation Programs Fund

Summary	FY2022	FY2023	FY2024		FY2025		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Cherriots LIFT	\$ 4,076,589	\$ 4,325,782	\$ 6,511,591	\$ 6,046,654	\$ 6,489,246	\$ 6,489,246	\$ 6,489,246
Cherriots Shop & Ride	313,529	346,622	440,149	565,996	477,468	477,468	\$ 477,468
Cherriots Regional	1,997,566	2,386,683	3,474,340	2,850,093	3,017,668	3,017,668	\$ 3,017,668
Call Center	-	4,515	-	-	-	-	\$ -
Mobility Management	136,435	109,927	101,002	145,360	105,756	105,756	\$ 105,756
Special Transportation Coordination	433,203	905,915	1,783,050	1,176,912	1,940,651	1,940,651	\$ 1,940,651
Commuter Options	340,694	218,398	197,558	374,550	700,000	700,000	700,000
Total	\$ 7,298,016	\$ 8,297,842	\$ 12,507,690	\$ 11,159,565	\$ 12,730,789	\$ 12,730,789	\$ 12,730,789

### Fund Description

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

1. Cherriots LIFT - Origin-to-destination transportation service for people whose disability prevents them from using the fixed-route system (Cherriots Local).
2. Cherriots Shop & Ride - Shopper shuttle and dial-a-ride services for seniors and people with disabilities.
3. Cherriots Regional - Fixed and flex-route transportation for rural Marion and Polk counties.
4. Call Center - Reservation and scheduling center for all Cherriots LIFT, Cherriots Shop & Ride, and Cherriots Regional.
5. Mobility Management - Eligibility determinations for Cherriots LIFT services and coordination of travel training and mobility coordination programs.
6. Special Transportation Coordination - Coordination and administration of the federal and state funds for the transportation of seniors and people with disabilities.
7. Commuter Options - Carpool matching services, coordination of vanpools, and provision of alternative modes of transportation to the public.



# SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 327,353	\$ 319,651	\$ 392,769	\$ 305,161	\$ 402,090	\$ 96,929	31.8%	1
2	Federal Direct 5310 Funds	252,229	357,845	376,958	376,958	390,189	13,231	3.5%	2
3	Federal 5311 Funds	332,198	809,978	395,336	366,336	337,336	(29,000)	-7.9%	3
4	Federal 5310 Funds Through State	908,983	918,323	994,079	966,885	939,690	(27,195)	-2.8%	4
5	TripChoice/Rideshare Grant	88,937	93,767	127,390	42,992	325,000	282,008	656.0%	5
6	TDM Grant	264,174	129,745	210,000	827,970	375,000	(452,970)	-54.7%	6
7	DD53 Revenues	465,018	765,427	1,219,343	657,018	1,220,000	562,982	85.7%	7
8	Federal 5307	-	542,277	552,456	552,456	583,674	31,218	5.7%	8
9	ARPA 5307	-	304,413	-	-	-	-	0.0%	9
10	ARPA 5310	-	-	-	-	42,465	42,465	100.0%	10
11	Federal 5311 CARES ACT Through State	19,864	-	-	-	250,000	250,000	100.0%	11
12	Federal 5307 CRRSAA	254,834	-	-	-	-	-	0.0%	12
13	STF Pass Through Funds	256,648	256,648	-	-	-	-	0.0%	13
14	STIF Pass Through Funds	478,719	397,781	1,176,912	1,176,912	1,239,401	62,489	5.3%	14
15	State STF Funds	741,160	741,160	-	-	-	-	0.0%	15
16	State STIF Formula Funds	1,868,781	1,558,034	3,168,524	4,570,704	3,158,846	(1,411,858)	-30.9%	16
17	Other Pass Through Funds	-	218,319	861,263	-	961,126	961,126	100.0%	17
18	Interest on Investments	6,870	41,544	64,175	40,673	70,200	29,527	72.6%	18
19	Transfers from Other Funds	4,204,192	5,017,507	1,657,104	3,657,104	4,054,000	396,896	10.9%	19
20	Transfers from Other Programs	763,046	-	-	-	-	-	0.0%	20
21	<b>Operating Revenues/Resources Total</b>	<b>\$ 11,233,005</b>	<b>\$ 12,472,419</b>	<b>\$ 11,196,309</b>	<b>\$ 13,541,169</b>	<b>\$ 14,349,017</b>	<b>\$ 807,848</b>	<b>6.0%</b>	21



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Transportation Program Fund continued									
Operating Expenses/Requirements									
22	General Manager/Board of Directors/Sustainability	432,946	905,914	1,783,051	1,176,912	1,940,651	763,739	64.9%	22
23	Communication	340,694	218,398	101,002	145,360	105,756	(39,604)	-27.2%	23
24	Operations	6,524,376	7,173,530	10,426,080	9,462,743	9,984,382	521,639	5.5%	24
25	Planning & Development	-	-	197,558	374,550	700,000	325,450	86.9%	25
26	Operating Expenses/Requirements Total	\$ 7,298,016	\$ 8,297,842	\$ 12,507,690	\$ 11,159,565	\$ 12,730,789	\$ 1,571,224	14.1%	26
Operating Revenue/Resources less Operating Expenses/Requirements									
27	Expenses/Requirements	\$ 3,934,989	\$ 4,174,577	\$ (1,311,381)	\$ 2,381,604	\$ 1,618,228	\$ (763,376)	-32.1%	27
28	Transfer Out from Other Programs	(763,046)	-	-	-	-	-	0.0%	28
29	Transfers to Other Funds Total	(1,526,092)	-	-	-	-	-	0.0%	29
30	Net Operating and Transfers to Other Funds Total	\$ 2,408,897	\$ 4,174,577	\$ (1,311,381)	\$ 2,381,604	\$ 1,618,228	\$ (763,376)	-32.1%	30
31	Reserve Working Capital	-	-	-	(6,410,982)	(8,110,301)	(1,699,319)	26.5%	31
Net Operating, Transfers to Other Funds, and Reserve Working Capital Total									
32	Working Capital Total	\$ 2,408,897	\$ 4,174,577	\$ (1,311,381)	\$ (4,029,378)	\$ (6,492,073)	\$ (2,462,695)	61.1%	32
33	Beginning Working Capital	630,109	3,561,874	7,736,452	4,029,378	6,425,071	2,395,693	59.5%	33
	Restatement	522,868	-	-	-	-	-	0.0%	
34	Ending Working Capital	\$ 3,561,874	\$ 7,736,452	\$ 6,425,071	\$ -	\$ -	\$ -	0.0%	34

Salem Area Mass Transit District  
 Adopted Budget - Fiscal Year 2024-25

Transportation Programs Fund Program Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
General Manager/BOD/SIPM/Sustainability Program									
1	Special Transportation Coordination	\$ 432,946	\$ 905,914	\$ 1,783,051	\$ 1,176,912	\$ 1,940,651	\$ 763,739	64.9%	1
2	General Manager/Board of Directors/SIPM Communication	\$ 432,946	\$ 905,914	\$ 1,783,051	\$ 1,176,912	\$ 1,940,651	\$ 763,739	64.9%	2
3	TripChoice	\$ 340,694	\$ 218,398	\$ -	\$ -	\$ -	\$ -	0.0%	3
4	Mobility Management	-	-	101,002	145,360	105,756	(39,604)	-27.2%	4
5	Communication Total	\$ 340,694	\$ 218,398	\$ 101,002	145,360	\$ 105,756	\$ (39,604)	-27.2%	5
Operations									
6	Cherriots Lift	\$ 4,076,589	\$ 4,325,782	\$ 6,511,591	\$ 6,046,654	\$ 6,489,246	\$ 442,592	7.3%	6
7	Cherriots Shop & Ride	313,529	346,622	440,149	565,996	477,468	(88,528)	-15.6%	7
8	Cherriots Regional	1,997,566	2,386,683	3,474,340	2,850,093	3,017,668	167,575	5.9%	8
9	OHA/WVCH	256	-	-	-	-	-	0.0%	9
10	Cherriots Call Center **	-	4,515	-	-	-	-	0.0%	10
11	Mobility Management	136,435	109,927	-	-	-	-	0.0%	11
12	Operations Total	\$ 6,524,375	\$ 7,173,530	\$ 10,426,080	\$ 9,462,743	\$ 9,984,382	\$ 521,639	5.5%	12
Planning & Development									
13	Commuter Options	\$ -	\$ -	\$ 197,558	\$ 374,550	\$ 700,000	325,450	86.9%	13
14	Planning & Development Total	\$ -	\$ -	\$ 197,558	\$ 374,550	\$ 700,000	\$ 325,450	86.9%	14
15	<b>Transportation Programs Fund Total</b>	<b>\$ 7,298,016</b>	<b>\$ 8,297,842</b>	<b>\$ 12,507,690</b>	<b>\$ 11,159,565</b>	<b>\$ 12,730,789</b>	<b>\$ 1,571,224</b>	<b>14.1%</b>	15

## Cherriots LIFT

Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 175,390	\$ 183,107	\$ 147,337	\$ 187,845	\$ 152,387	\$ (35,458)	-18.9%	1
2	Federal 5307 CRRSAA	254,834	-	-	-	-	-	0.0%	2
3	Federal Direct 5310 Funds	10,336	157,149	-	-	-	-	0.0%	3
4	Federal 5310 Funds Through State	-	332,921	11,088	11,088	11,088	-	0.0%	4
5	DD53 Revenues	465,018	765,427	1,219,343	657,018	1,220,000	562,982	85.7%	5
6	Federal 5307	-	542,277	552,456	552,456	583,674	31,218	5.7%	6
7	ARPA 5307	-	304,413	-	-	-	-	0.0%	7
8	State STF Funds	316,114	297,225	-	-	-	-	0.0%	8
9	State STIF Formula Funds	539,400	447,956	991,103	2,260,787	970,930	(1,289,857)	-57.1%	9
10	Transfers from Other Funds	4,204,192	5,017,507	1,657,104	3,657,104	4,054,000	396,896	0.0%	10
11	Transfers from Other Programs	763,046	-	-	-	-	-	0.0%	11
12	<b>Operating Revenues/Resources Total</b>	<b>\$ 6,728,330</b>	<b>\$ 8,047,982</b>	<b>\$ 4,578,431</b>	<b>\$ 7,326,298</b>	<b>\$ 6,992,079</b>	<b>\$ (334,219)</b>	<b>-4.6%</b>	12
Operating Expenses/Requirements									
13	Personnel Services	\$ 342,312	\$ 334,797	\$ 402,529	\$ 388,886	\$ 435,043	\$ 46,157	11.9%	13
Materials & Services									
14	Other Professional & Technical	520	607	5,000	5,000	5,000	-	0.0%	14
15	Contract Maintenance Services	1,405	-	-	-	-	-	0.0%	15
16	Contract Eligibility Determination	127,233	108,940	134,662	134,930	154,643	19,713	14.6%	16
17	Towing & Collision Repairs	934	(31,390)	1,300	1,800	2,400	600	33.3%	17
18	Radio Charges	12,352	16,025	13,000	15,000	18,720	3,720	24.8%	18
19	Legal Services	195	574	-	500	-	(500)	-100.0%	19
20	Other Services	290	636	2,700	3,500	3,500	-	0.0%	20
21	Fuel-Cars & Other	242,351	291,792	265,000	320,000	323,400	3,400	1.1%	21
22	Fuel-Diesel	-	615	-	-	-	-	0.0%	22
23	Lubricant & Coolant	8,912	34,593	6,700	8,000	8,000	-	0.0%	23
24	Tires & Tire Supplies	14,552	12,861	20,900	19,000	22,000	3,000	15.8%	24
25	Parts, Equipment & Tools	35,874	49,639	43,450	63,150	58,690	(4,460)	-7.1%	25

Cherriots LIFT - Continued

		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
26	Operating Supplies	669	-	-	-	-	-	0.0%	26
27	Office Supplies	162	136	450	500	550	50	10.0%	27
28	Utilities	94	456	800	-	600	600	100.0%	28
29	Contract Transportation	2,244,166	2,707,255	4,569,465	4,250,340	4,455,250	204,910	4.8%	29
30	Dues & Subscriptions	605	605	3,176	3,600	4,100	500	13.9%	30
31	Travel, Meetings, Training, Education	-	3,054	9,500	9,500	8,250	(1,250)	-13.2%	31
32	Printing	-	2,964	11,500	13,000	6,500	(6,500)	-50.0%	32
33	Match Expense	131,512	195,160	300,000	192,000	310,000	118,000	61.5%	33
34	Other Misc. Expenses	8	201	-	1,000	-	(1,000)	-100.0%	34
35	Lease-Other	31,860	32,886	237,100	14,700	232,600	217,900	1482.3%	35
36	Call Center	880,583	563,374	484,359	602,248	440,000	(162,248)	-26.9%	36
37	Materials & Services Total	\$ 3,734,277	\$ 3,990,985	\$ 6,109,062	\$ 5,657,768	\$ 6,054,203	\$ 396,435	7.0%	37
38	Operating Expenses/Requirements Total	\$ 4,076,589	\$ 4,325,782	\$ 6,511,591	\$ 6,046,654	\$ 6,489,246	\$ 442,592	7.3%	38
Operating Revenue/Resources less Operating									
39	Expenses/Requirements	\$ 2,651,741	\$ 3,722,200	\$ (1,933,160)	\$ 1,279,644	\$ 502,833	\$ (776,811)	-60.7%	39
40	Beginning Working Capital	(2,048,148)	603,593	4,325,793	1,284,113	2,392,633	1,108,520	86.3%	40
41	Ending Working Capital	\$ 603,593	\$ 4,325,793	\$ 2,392,633	\$ 2,563,757	\$ 2,895,466	\$ 331,709	12.9%	41

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Cherriots Shop & Ride**

Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 15,126	\$ 15,748	\$ 16,033	\$ 15,933	\$ 16,515	\$ 582	3.7%	1
2	Federal Direct 5310 Funds	241,893	200,696	376,958	376,958	390,189	13,231	3.5%	2
3	Federal 5310 Funds Through State	42,238	-	51,742	51,742	51,742	(0)	0.0%	3
4	ARPA 5310	-	-	-	-	42,465	42,465	100.0%	4
5	State STF Funds	7,693	111,376	-	-	-	-	0.0%	5
6	Sate STIF Formula Funds	-	-	100,162	-	106,508	106,508	100.0%	6
7	<b>Operating Revenues/Resources Total</b>	<b>\$ 306,950</b>	<b>\$ 327,820</b>	<b>\$ 544,895</b>	<b>\$ 444,633</b>	<b>\$ 607,419</b>	<b>\$ 162,786</b>	<b>36.6%</b>	7
Operating Expenses/Requirements									
8	Personnel Services	\$ 25,934	\$ 38,452	\$ 55,984	\$ 36,173	\$ 57,418	\$ 21,245	58.7%	8
Materials & Services									
9	Other Professional & Technical	-	-	-	700	-	(700)	-100.0%	9
10	Towing & Collision Repairs	-	(5,058)	-	450	450	-	0.0%	10
11	Outside Services	-	-	600	-	700	700	100.0%	11
12	Legal Services	38	574	-	-	-	-	0.0%	12
13	Radio Charges	1,560	2,010	1,500	1,500	1,800	300	20.0%	13
14	Other Services	12	-	-	-	-	-	0.0%	14
15	Fuel-Cars & Other	15,366	18,428	15,000	22,000	19,000	(3,000)	-13.6%	15
16	Lubricant & Coolant	178	276	300	500	500	-	0.0%	16
17	Tires & Tire Supplies	-	1,041	1,200	1,500	1,500	-	0.0%	17
18	Parts, Equipment & Tools	575	1,427	3,000	5,300	4,560	(740)	-14.0%	18
19	Contract Transportation	176,266	229,914	307,895	393,550	325,000	(68,550)	-17.4%	19
20	Printing	-	-	-	3,500	3,500	-	0.0%	20
21	Lease-Other	3,540	3,245	8,040	2,100	8,040	5,940	282.9%	21
22	Call Center	90,060	56,313	46,630	98,723	55,000	(43,723)	-44.3%	22
23	<b>Materials &amp; Services Total</b>	<b>\$ 287,595</b>	<b>\$ 308,170</b>	<b>\$ 384,165</b>	<b>\$ 529,823</b>	<b>\$ 420,050</b>	<b>\$ (109,773)</b>	<b>-20.7%</b>	23
	<b>Operating Expenses/Requirements Total</b>	<b>\$ 313,529</b>	<b>\$ 346,622</b>	<b>\$ 440,149</b>	<b>\$ 565,996</b>	<b>\$ 477,468</b>	<b>\$ (88,528)</b>	<b>-15.6%</b>	
Operating Revenue/Resources less Operating									
24	Expenses/Requirements	\$ (6,579)	\$ (18,802)	\$ 104,746	\$ (121,363)	\$ 129,951	\$ 251,314	-207.1%	24
25	Beginning Working Capital	67,114	60,535	41,733	(96,081)	146,479	242,560	-252.5%	25
26	<b>Ending Working Capital</b>	<b>\$ 60,535</b>	<b>\$ 41,733</b>	<b>\$ 146,479</b>	<b>\$ (217,444)</b>	<b>\$ 276,430</b>	<b>\$ 493,874</b>	<b>-227.1%</b>	26



## Cherriots Regional

Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 136,838	\$ 120,796	\$ 229,399	\$ 101,384	\$ 233,188	\$ 131,804	130.0%	1
2	Federal 5311 Funds	332,198	809,978	395,336	366,336	337,336	(29,000)	-7.9%	2
3	Federal 5310 Funds Through State	744,971	505,202	823,249	806,525	789,801	(16,724)	-2.1%	3
4	Federal 5311 CARES ACT Through State	19,864	-	-	-	250,000	250,000	100.0%	4
5	State STF Funds	400,691	318,999	-	-	-	-	0.0%	5
6	State STIF Formula Funds	1,329,381	1,110,078	2,009,400	2,138,724	2,013,549	(125,175)	-5.9%	6
7	<b>Operating Revenues/Resources Total</b>	<b>\$ 2,963,942</b>	<b>\$ 2,865,053</b>	<b>\$ 3,457,384</b>	<b>\$ 3,412,969</b>	<b>\$ 3,623,874</b>	<b>\$ 210,905</b>	<b>6.2%</b>	7
Operating Expenses/Requirements									
8	Personnel Services	\$ 289,965	\$ 232,735	\$ 308,482	\$ 251,711	\$ 331,463	\$ 79,752	31.7%	8
Materials & Services									
9	Other Professional & Technical	1,076	-	-	3,000	-	(3,000)	-100.0%	9
10	Towing & Collision Repairs	4,200	(17,968)	-	5,000	2,500	(2,500)	-50.0%	10
11	Outside Services	-	4,347	3,100	-	5,000	5,000	100.0%	11
12	Legal Services	143	579	-	-	-	-	0.0%	12
13	Radio Charges	4,229	5,510	4,900	4,500	5,040	540	12.0%	13
14	Other Services	52	317	-	-	-	-	0.0%	14
15	Fuel-Cars & Other	226,711	236,693	37,000	353,000	40,000	(313,000)	-88.7%	15
16	Fuel-Diesel	-	59,885	235,000	-	275,000	275,000	100.0%	16
17	Lubricant & Coolant	13,029	13,152	16,500	15,000	15,000	-	0.0%	17
18	Tires & Tire Supplies	9,678	5,341	13,500	11,000	10,500	(500)	-4.5%	18
19	Parts, Equipment & Tools	59,702	53,102	61,570	63,500	63,300	(200)	-0.3%	19
20	Uniforms	-	-	-	300	-	(300)	-100.0%	20
21	Operating Supplies	1,322	4,672	-	500	-	(500)	-100.0%	21
22	Other Materials & Supplies	-	-	-	1,800	-	(1,800)	-100.0%	22
23	Contract Transportation	1,304,843	1,735,514	2,785,254	1,967,750	2,227,625	259,875	13.2%	23
24	Advertising/Promotion Media	10,965	250	-	2,500	-	(2,500)	-100.0%	24
25	Printing	26,511	-	-	-	-	-	0.0%	25
26	Other Misc. Expenses	4,500	-	-	-	-	-	0.0%	26
27	Lease-Other	10,620	9,735	-	150,000	30,240	(119,760)	-79.8%	27
28	Call Center	30,020	42,820	9,034	20,532	12,000	(8,532)	-41.6%	28
29	<b>Materials &amp; Services Total</b>	<b>\$ 1,707,601</b>	<b>\$ 2,153,949</b>	<b>\$ 3,165,858</b>	<b>\$ 2,598,382</b>	<b>\$ 2,686,205</b>	<b>\$ 87,823</b>	<b>3.4%</b>	29

Cherriots Regional - Continued		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
30	Operating Expenses/Requirements Total	\$ 1,997,566	\$ 2,386,683	\$ 3,474,340	\$ 2,850,093	\$ 3,017,668	\$ 167,575	5.9%	30
31	Operating Revenue/Resources less Operating Expenses/Requirements	\$ 966,376	\$ 478,370	\$ (16,956)	\$ 562,876	\$ 606,206	\$ 43,330	7.7%	31
32	Net Operating and Transfers to Other Funds Total	\$ 966,376	\$ 478,370	\$ (16,956)	\$ 562,876	\$ 606,206	\$ 43,330	7.7%	32
33	Beginning Working Capital	777,016	1,743,392	2,221,762	1,685,503	2,204,806	519,303	30.8%	33
34	Ending Working Capital	\$ 1,743,392	\$ 2,221,762	\$ 2,204,806	\$ 2,248,379	\$ 2,811,012	\$ 562,633	25.0%	34

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25  
Cherriots Call Center

Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Expenses/Requirements									
1	Personnel Services	\$ 2,540	\$ 923	\$ -	\$ 1,463	\$ -	\$ (1,463)	-100.0%	1
Materials & Services									
2	Software Licensing & Annual Maintenance	59,386	6,300	-	193,500	-	(193,500)	-100.0%	2
3	Other Professional & Technical	(66,009)	6,960	-	10,000	-	(10,000)	-100.0%	3
4	Brokerage Contract	983,112	466,910	-	513,540	-	(513,540)	-100.0%	4
5	Legal Services	240	-	-	-	-	-	0.0%	5
6	Other Services	529	2,865	-	-	-	-	0.0%	6
7	Operating Supplies	114	-	-	-	-	-	0.0%	7
8	Office Supplies	476	(23)	-	-	-	-	0.0%	8
9	Utilities	20,274	19,381	-	-	-	-	0.0%	9
10	Other Misc. Expenses	-	-	-	3,000	-	(3,000)	-100.0%	10
11	Call Center Allocation	(1,000,663)	(498,801)	-	(721,503)	-	721,503	-100.0%	11
12	Materials & Services Total	\$ (2,541)	\$ 3,592	\$ -	\$ (1,463)	\$ -	\$ 1,463	0.0%	12
13	<b>Operating Expenses/Requirements Total</b>	<b>\$ -</b>	<b>\$ 4,515</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	13

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Mobility Management**

Revenues/Resources & Expenses/Requirements		FY2021-22 Actual		FY2022-23 Actual		FY2023-24 Year-End Estimate		FY2023-24 Adopted Budget		FY2024-25 Adopted Budget		Change from FY2023-24 Budget		Percent Change	
Summary															
1	Operating Revenues/Resources														1
2	Federal 5310 Funds Through State	\$	121,774	\$	80,200	\$	108,000	\$	97,530	\$	87,059	\$	(10,471)	-10.7%	2
3	State STIF Formula Funds		-		-		65,859		65,859		65,859		0	0.0%	3
4	State STF Funds		14,661		11,560		-		-		-		-	0.0%	4
5	<b>Operating Revenues/Resources Total</b>	<b>\$</b>	<b>136,435</b>	<b>\$</b>	<b>91,760</b>	<b>\$</b>	<b>173,859</b>	<b>\$</b>	<b>163,389</b>	<b>\$</b>	<b>152,918</b>	<b>\$</b>	<b>(10,471)</b>	<b>-6.4%</b>	5
	Operating Expenses/Requirements														
6	Personnel Services	\$	91,669	\$	55,895	\$	59,128	\$	82,360	\$	30,556	\$	(51,804)	-62.9%	6
7	Materials & Services														7
8	Other Professional & Technical		43,869		43,016		36,485		62,000		72,200		10,200	16.5%	8
9	Legal Services		-		1,680		-		-		-		-	0.0%	9
10	Other Materials and Supplies		28		251		3,343		-		2,000		2,000	100.0%	10
11	Utilities		-		-		1,046		-		-		-	0.0%	11
12	Advertising/Promotion Media		842		9,018		1,000		1,000		1,000		-	0.0%	12
13	Travel, Meetings, Training, Education		-		68		-		-		-		-	0.0%	13
14	Other Misc. Expenses		27		-		-		-		-		-	0.0%	14
15	Materials & Services Total	\$	44,766	\$	54,033	\$	41,874	\$	63,000	\$	75,200	\$	12,200	19.4%	15
16	<b>Operating Expenses/Requirements Total</b>	<b>\$</b>	<b>136,435</b>	<b>\$</b>	<b>109,927</b>	<b>\$</b>	<b>101,002</b>	<b>\$</b>	<b>145,360</b>	<b>\$</b>	<b>105,756</b>	<b>\$</b>	<b>(39,604)</b>	<b>-27.2%</b>	16
	Operating Revenue/Resources less Operating														
17	Expenses/Requirements		-		(18,167)		72,857		18,029		47,162		29,133	161.6%	17
18	Beginning Working Capital		24,153		24,153		5,986		(7,242)		78,843		86,085	-1188.7%	18
19	<b>Ending Working Capital</b>	<b>\$</b>	<b>24,153</b>	<b>\$</b>	<b>5,986</b>	<b>\$</b>	<b>78,843</b>	<b>\$</b>	<b>10,787</b>	<b>\$</b>	<b>126,005</b>	<b>\$</b>	<b>115,218</b>	<b>1068.1%</b>	19

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Special Transportation Coordination**

Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
Operating Revenues/Resources									
1	STIF Pass Through Funds	478,719	397,781	1,176,912	1,176,912	1,239,401	62,489	5.3%	1
2	Other Pass Through Funds	-	218,319	861,263	-	961,126	961,126	100.0%	2
3	Interest on Investments	6,869	41,544	64,175	40,673	70,200	29,527	72.6%	3
4	<b>Operating Revenues/Resources Total</b>	<b>\$ 744,236</b>	<b>\$ 916,292</b>	<b>\$ 2,102,350</b>	<b>\$ 1,217,585</b>	<b>\$ 2,270,727</b>	<b>\$ 1,053,142</b>	<b>86.5%</b>	4
Operating Expenses/Requirements									
5	Personnel Services	\$ 1,475	\$ 7,423	\$ 23,564	\$ -	\$ -	\$ -	0.0%	5
Materials & Services									
6	Other Professional & Technical	-	-	9,000	-	10,000	10,000	100.0%	6
7	Towing Expenses	-	-	800	-	1,000	1,000	100.0%	7
8	Fuel - Unleaded	-	1,867	(34,725)	-	(40,000)	(40,000)	-100.0%	8
9	Replacement Parts	-	-	7,500	-	15,000	15,000	100.0%	9
10	STF Pass-through Expense	256,648	256,648	-	-	-	-	0.0%	10
11	STIF Pass-through Expense	174,823	478,497	1,176,912	1,176,912	1,239,401	62,489	5.3%	11
12	Contract Transportation-Other	-	161,419	600,000	-	715,000	715,000	100.0%	12
13	Printing	-	60	-	-	250	250	100.0%	13
14	Materials & Services Total	\$ 431,471	\$ 898,491	\$ 1,759,487	\$ 1,176,912	\$ 1,940,651	\$ 763,739	64.9%	14
15	<b>Operating Expenses/Requirements Total</b>	<b>\$ 432,946</b>	<b>\$ 905,914</b>	<b>\$ 1,783,051</b>	<b>\$ 1,176,912</b>	<b>\$ 1,940,651</b>	<b>\$ 763,739</b>	<b>64.9%</b>	15
Operating Revenue/Resources less Operating Expenses/Requirements									
16	Expenses/Requirements	\$ 311,290	\$ 10,378	\$ 319,299	\$ 40,673	\$ 330,076	\$ 289,403	711.5%	16
17	<b>Net Operating &amp; Transfers to Other Funds Total</b>	<b>\$ 311,290</b>	<b>\$ 10,378</b>	<b>\$ 319,299</b>	<b>\$ 40,673</b>	<b>\$ 330,076</b>	<b>\$ 289,403</b>	<b>711.5%</b>	17
18	Beginning Working Capital	998,290	1,309,580	1,319,958	1,357,385	1,639,257	281,872	20.8%	18
19	<b>Ending Working Capital</b>	<b>\$ 1,309,580</b>	<b>\$ 1,319,958</b>	<b>\$ 1,639,257</b>	<b>\$ 1,398,058</b>	<b>\$ 1,969,333</b>	<b>\$ 571,275</b>	<b>40.9%</b>	19



**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**

**Cherriots Commuter Options**

Revenues/Resources & Expenses/Requirements			FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
Summary	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Change	
Operating Revenues/Resources								
1 TripChoice/Rideshare Grant	\$ 88,937	\$ 93,767	\$ 127,390	\$ 42,992	325,000	\$ 282,008	656.0%	1
2 TDM Grant	264,174	129,745	210,000	827,970	375,000	(452,970)	-54.7%	2
3 <b>Operating Revenues/Resources Total</b>	<b>\$ 353,111</b>	<b>\$ 223,512</b>	<b>\$ 337,390</b>	<b>\$ 870,962</b>	<b>\$ 700,000</b>	<b>\$ (170,962)</b>	<b>-19.6%</b>	3
Operating Expenses/Requirements								
4 Personnel Services	\$ 294,039	\$ 180,279	\$ 174,533	\$ 308,105	\$ 324,825	\$ 16,720	5.4%	4
Materials & Services								
5 Other Professional & Technical	15,685	26,290	9,820	25,000	9,748	(15,252)	-61.0%	5
6 Legal Services	60	-	-	500	-	(500)	-100.0%	6
7 Parts, Equipment & Tools	-	1,039	-	100	100	-	100.0%	7
8 Operating Supplies	-	430	116	-	-	-	0.0%	8
9 Office Supplies	80	-	-	100	100	-	0.0%	9
10 Other Materials & Supplies	235	-	-	5,000	5,000	-	0.0%	10
11 Utilities	1,958	1,100	288	1,350	1,350	-	0.0%	11
12 Dues & Subscriptions	1,668	1,670	1,475	1,700	1,917	217	12.8%	12
13 Advertising/Promotion Media	15,640	2,733	-	20,000	20,200	200	1.0%	13
14 Travel, Meetings, Training, Education	7,568	4,557	7,607	5,695	4,500	(1,195)	-21.0%	14
15 Guarantee Ride Home	-	-	-	1,000	1,500	500	50.0%	15
16 Van Pool Subsidy	-	-	-	-	325,000	325,000	100.0%	16
16 Printing	-	-	1,520	3,000	2,980	(20)	-0.7%	16
17 Other Misc. Expenses	3,761	300	2,199	3,000	2,780	(220)	-7.3%	17
18 Materials & Services Total	\$ 46,655	\$ 38,118	\$ 23,025	\$ 66,445	\$ 375,175	\$ 308,730	464.6%	18
19 <b>Operating Expenses/Requirements Total</b>	<b>\$ 340,694</b>	<b>\$ 218,398</b>	<b>\$ 197,558</b>	<b>\$ 374,550</b>	<b>\$ 700,000</b>	<b>\$ 325,450</b>	<b>86.9%</b>	19
Operating Revenue/Resources less								
20 Operating Expenses/Requirements	\$ 12,417	\$ 5,114	\$ 139,832	\$ 496,412	\$ -	\$ (496,412)	-100.0%	20
Net Operating, Transfers to Other Funds &								
21 Other Designations Total	\$ 12,417	\$ 5,114	\$ 139,832	\$ 496,412	\$ -	\$ (496,412)	-100.0%	21
22 Beginning Working Capital	(10,276)	2,141	7,255	(12,782)	147,087	159,869	-1250.7%	22
23 <b>Ending Working Capital</b>	<b>\$ 2,141</b>	<b>\$ 7,255</b>	<b>\$ 147,087</b>	<b>\$ 483,630</b>	<b>\$ 147,087</b>	<b>\$ (336,543)</b>	<b>-69.6%</b>	23



# CAPITAL PROGRAMS FUND



Capital Projects Fund

Summary	FY2022	FY2023	FY2024		FY20245		
	Actual	Actual	Estimate	Budget	Proposed	Approved	Adopted
Revenues	\$ 5,202,376	\$ 12,026,477	\$ 13,873,448	\$ 29,703,693	\$ 36,447,643	\$ 36,447,643	\$ 36,447,643
Expenses	\$ 3,154,059	\$ 7,685,507	\$ 17,077,065	\$ 29,703,693	\$ 36,447,643	\$ 36,447,643	36,447,643

Fund Description
Major Functions: 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.

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2024-25**  
**Capital Projects Fund Revenues/Resources**

Total Capital Projects Fund Revenues/Resources & Expenses/Requirements		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year-End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
1	Federal FHWA STP Funds	\$ 516,537	\$ 2,169,188	\$ 1,159,551	\$ 1,287,729	\$ 4,158,264	\$ 2,870,535	222.9%	1
2	Federal 5311 Funds	24,136	-	-	-	-	-	0.0%	2
3	Federal FTA 5339 Funds	211,019	1,415,639	9,152,037	11,766,234	10,489,251	(1,276,983)	-10.9%	3
4	Federal FTA 5307 Funds	189,004	2,267,872	2,037,042	4,178,256	2,278,516	(1,899,740)	-45.5%	4
5	FTA TIG	-	-	-	2,614,120	8,866,000	6,251,880	239.2%	5
6	<b>Total Federal Assistance</b>	<b>940,696</b>	<b>5,852,699</b>	<b>12,348,630</b>	<b>19,846,339</b>	<b>25,792,031</b>	<b>5,945,691</b>	<b>30.0%</b>	6
7	Federal 5310 Funds Through State	323	1,054	1,253	717,840	717,840	-	0.0%	7
8	State 5339 Funds	211,019	-	-	-	-	-	0.0%	8
9	State 5339 Discretionary Funds	149	465,144	-	-	-	-	0.0%	9
10	State DAS Funds	-	-	970,000	1,345,000	605,156	(739,844)	-55.0%	10
11	State STF Discretionary Funds	598,052	151,702	553,565	1,656,225	691,478	(964,747)	-58.2%	11
12	State STIF Formula Funds	-	-	-	1,683,505	-	(1,683,505)	-100.0%	12
13	<b>Total State Assistance</b>	<b>809,543</b>	<b>617,900</b>	<b>1,524,818</b>	<b>5,402,570</b>	<b>2,014,474</b>	<b>(3,388,096)</b>	<b>-62.7%</b>	13
14	Miscellaneous	189,093	-	-	-	-	-	0.0%	14
15	Transfers from Other Funds	3,263,044	5,555,878	-	4,454,784	8,641,138	4,186,354	94.0%	15
16	<b>Total Other Resources</b>	<b>3,452,137</b>	<b>5,555,878</b>	<b>-</b>	<b>4,454,784</b>	<b>8,641,138</b>	<b>4,186,354</b>	<b>94.0%</b>	16
17	<b>Total Capital Project Fund Resources</b>	<b>\$ 5,202,376</b>	<b>\$ 12,026,477</b>	<b>\$ 13,873,448</b>	<b>\$ 29,703,693</b>	<b>\$ 36,447,643</b>	<b>\$ 6,743,950</b>	<b>22.7%</b>	17
Operating Expenses/Requirements									
18	Deputy General Manager	\$ 9,640	\$ 19,735	\$ 449,921	\$ 1,922,729	\$ 1,540,000	\$ (382,729)	-19.9%	18
19	Finance	36,905	350,347	14,363	46,824	168,863	122,039	260.6%	19
20	Human Resources	-	-	46,100	-	-	-	0.0%	20
21	Information Technology & Infrastructure	192,228	155,918	204,502	586,000	1,613,556	1,027,556	175.4%	21
22	Operations	2,372,330	6,909,322	15,467,859	21,017,306	25,628,186	4,610,880	21.9%	22
23	Planning & Development	542,956	250,185	894,320	6,130,834	7,497,038	1,366,204	22.3%	23
24	<b>Total Capital Projects Fund Requirements</b>	<b>\$ 3,154,059</b>	<b>\$ 7,685,507</b>	<b>\$ 17,077,065</b>	<b>\$ 29,703,693</b>	<b>\$ 36,447,643</b>	<b>\$ 6,743,950</b>	<b>22.7%</b>	24
Operating Revenue/Resources less Operating Expenses/Requirements									
25	Reserved Working Capital	-	-	-	(3,198,318)	(3,648,147)	(449,829)	14.1%	25
26	Net Operating and Reserve Working Capital Total	\$ 2,048,317	\$ 4,340,970	\$ (3,203,617)	\$ (3,198,318)	\$ (3,648,147)	\$ (449,829)	14.1%	26
27	Beginning Working Capital	(30,068)	2,510,794	6,851,764	3,198,318	3,648,147	449,829	14.1%	27
28	Restatement	492,545	-	-	-	-	-	0.0%	28
29	<b>Ending Working Capital</b>	<b>\$ 2,510,794</b>	<b>\$ 6,851,764</b>	<b>\$ 3,648,147</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>0.0%</b>	29
30									30

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25  
Capital Projects Fund Expenses/Requirements by Division

				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Budget	Change	
1	<b>Deputy General Manager</b>								
2	Del Webb Camera Replacement	\$ -	\$ -	\$ -	\$ 71,000	\$ -	\$ (71,000)	-100.0%	2
3	DTC (CH2) Security Cameras	-	-	-	50,000	-	(50,000)	-100.0%	3
4	DW Fence and Exterior Security Upgrades	9,640	236	96,673	1,586,729	1,540,000	(46,729)	-2.9%	4
5	DW & KTC Card Reader & Card Replacements	-	-	17,248	-	-	-	0.0%	5
6	Facilities Camera Replacement	-	-	336,000	215,000	-	(215,000)	-100.0%	6
7	Non-Revenue & MV1 Camera System	-	19,499	-	-	-	-	0.0%	7
8	<b>Total Deputy General Manager</b>	\$ 9,640	\$ 19,735	\$ 449,921	\$ 1,922,729	\$ 1,540,000	\$ (382,729)	-19.9%	8
				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Budget	Change	
9	<b>Finance</b>								
10	Tyler Munis/MARTI Software Implementation	\$ 36,905	\$ 350,347	\$ 14,363	\$ 46,824	\$ 168,863	\$ 122,039	260.6%	10
11	<b>Total Finance</b>	\$ 36,905	\$ 350,347	\$ 14,363	\$ 46,824	\$ 168,863	\$ 122,039	260.6%	11
				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Budget	Change	
12	<b>Human Resources</b>								
13	Protected/Disability Leave Tracker	\$ -	\$ -	\$ 46,100	\$ -	\$ -	\$ -	0.0%	13
14	<b>Total Human Resources</b>	\$ -	\$ -	\$ 46,100	\$ -	\$ -	\$ -	0.0%	14
				FY2023-24 Year-	FY2023-24	FY2024-25	Change from	Percent	
	FY2021-22 Actual	FY2022-23 Actual	End Estimate	Adopted Budget	Adopted Budget	FY2023-24 Budget	Budget	Change	
15	<b>Information Technology &amp; Infrastructure</b>								
16	CITS (ITS replacement)	\$ -	\$ -	\$ -	\$ -	\$ 917,556	\$ 917,556	100.0%	16
17	Cradlepoint Bus Router Upgrades	-	-	51,992	130,000	-	(130,000)	-100.0%	17
18	Cybersecurity Intrusion Detection System	-	-	-	90,000	90,000	-	0.0%	18
19	DW Server Room Architecture	17,560	6,467	-	-	-	-	0.0%	19
20	DW Server Room Construction	-	-	-	153,000	-	(153,000)	-100.0%	20
21	DW Maint Tracking System Replacement	-	-	-	-	456,000	-	100.0%	21
22	Farebox Server Lifecycle Replacement	-	-	8,974	-	-	-	0.0%	22
23	Fixed Route Video Server Lifecycle Replacement	-	-	25,935	-	-	-	0.0%	23
24	Network Life Cycle Equipment Replacements FY22	18,906	50,044	1,100	-	-	-	0.0%	24
25	Network Life Cycle Equipment Replacements FY24	-	-	50,316	63,000	-	(63,000)	-100.0%	25
26	Network Life Cycle Server Replacements FY22	155,762	-	-	-	-	-	0.0%	26



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25  
Capital Projects Fund Expenses/Requirements by Division

		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
27	Network Life Cycle Server Replacements FY23	-	99,407	-	150,000	-	(150,000)	-100.0%	27
28	Network Life Cycle Server Replacements FY24	-	-	66,185	-	-	-	0.0%	28
29	Network Life Cycle Server Replacements FY25	-	-	-	-	150,000	150,000	100.0%	29
30	<b>Total Information Technology &amp; Infrastructure</b>	\$ 192,228	\$ 155,918	\$ 204,502	\$ 586,000	\$ 1,613,556	\$ 1,027,556	175.4%	30

		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
31	<b>Operations</b>								31
32	AC Tool	\$ -	\$ 6,888	\$ -	\$ -	\$ -	\$ -	0.0%	32
33	Air Purification System	324,855	-	-	-	-	-	0.0%	33
34	Bus Batteries, 2020 Low-No BEB	-	-	970,000	1,345,000	-	(1,345,000)	-100.0%	34
35	Call Center Remodel-Conf Room Work Stations	-	54,640	14,860	14,860	-	(14,860)	-100.0%	35
36	CITS (ITS replacement)	-	-	1,020,267	2,120,000	-	(2,120,000)	-100.0%	36
37	CNG Station Replacement	347	1,621,488	-	-	-	-	0.0%	37
38	Contactless Fare Payment System (FPS)	-	25,539	182,031	272,098	-	(272,098)	-100.0%	38
39	Demand Response/Mobility as a Service	-	113,146	-	-	-	-	0.0%	39
40	DW Admin Building Exterior Wall Repair and Repaint	-	-	38,423	40,000	-	(40,000)	-100.0%	40
41	DW Admin Building Metal Roof Repainting	-	-	49,940	70,000	-	(70,000)	-100.0%	41
42	DW Fire Panel Replacement	23,886	-	9,200	-	-	-	0.0%	42
43	DW Maint Interior Lighting Upgrade	19,285	-	-	-	-	-	0.0%	43
44	DW Maint Locker Replacement	-	5,884	-	-	-	-	0.0%	44
45	DW Maint Shop Door Opener	-	56,870	-	-	-	-	0.0%	45
46	DW Maint Shop Floor Heating System Replacement	-	-	-	150,000	-	(150,000)	-100.0%	46
47	DW Maint Tilt Up Wall Sealant	-	9,999	-	-	-	-	0.0%	47
48	DW Maint Tracking System Replacement	-	-	-	456,000	-	(456,000)	-100.0%	48
49	DW Partition Wall	-	9,965	-	-	-	-	0.0%	49
50	DW Power Generator (Phase 2)	-	-	-	500,407	-	(500,407)	-100.0%	50
51	DW Steam Bay Vehicle Lift	-	1,776	153,363	151,000	-	(151,000)	-100.0%	51
52	DW Walkway Repairs (Concrete)	-	9,866	-	-	-	-	0.0%	52
53	eFare Collection Handheld Validators (Paratransit & 1x)	-	-	83,439	-	-	-	0.0%	53
54	Electric Bus and Charging Infrastructure	65,252	1,474,565	11,526,823	11,528,172	16,734,182	5,206,010	45.2%	54
55	Farebox System Replacement	-	-	-	-	1,837,567	1,837,567	100.0%	55
56	In-Ground Lifts (Phase 1)	217	469,402	-	-	-	-	0.0%	56
57	In-Ground Lifts (Phase 2 & 3)	-	-	-	1,061,675	1,293,093	231,418	21.8%	57
58	ITS Comprehensive	10,819	1,056	-	109,523	-	(109,523)	-100.0%	58
59	KTC Vehicle Entry Control	-	-	-	-	231,000	231,000	100.0%	59
60	Local Bus Disc Brake Tool	-	17,346	-	-	-	-	0.0%	60



Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2024-25  
Capital Projects Fund Expenses/Requirements by Division

		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
61	New EV Stations at KTC	558	23,270	-	-	-	-	0.0%	61
62	On-Board (Inductive) Bus Chargers, 2020 Low-No BEB	-	-	395,750	395,750	-	(395,750)	-100.0%	62
63	On-Board Vehicle Camera DVR System (Lift & S&R)	-	-	-	-	100,000	100,000	100.0%	63
64	Parts Room Cabinets (Phase 1)	29,090	-	-	-	-	-	0.0%	64
65	Parts Room Cabinets (Phase 2)	-	-	25,770	30,000	-	(30,000)	-100.0%	65
66	Program Data Integration (Incident Mgmt) Software	300	74,600	9,000	104,100	-	(104,100)	-100.0%	66
67	Scheduling & Run Data Export Tool for CITS	-	-	88,575	-	-	-	0.0%	67
68	Tire Machine Replacement	-	-	17,500	-	-	-	0.0%	68
69	Vehicle-Non-Rev, STIF Regional Maint	-	-	80,000	85,000	-	(85,000)	-100.0%	69
70	Vehicles-Non-Rev, Supervisor Replacements	480	193,401	21,522	-	-	-	0.0%	70
71	Vehicles-Rev, Bus Replacements (Elect 2)	-	-	-	-	3,600,000	3,600,000	100.0%	71
72	Vehicles-Rev, LIFT Bus Replacements (7)	360	496	1,396	1,107,000	1,297,084	190,084	17.2%	72
73	Vehicles-Rev, Local CNG Bus Replacements (5)	156,263	2,738,314	-	-	-	-	0.0%	73
74	Vehicles-Rev, Local Right-Sized Expansion Buses (2)	-	-	-	535,260	535,260	-	0.0%	74
75	Vehicles-Rev, Local Right-Sized Expansion Buses (4)	150	-	780,000	941,461	-	(941,461)	-100.0%	75
76	Vehicles-Rev, Regional Bus Replacements (4 Bluebirds)	-	811	-	-	-	-	0.0%	76
77	Vehicles-Rev, Regional Expansion Buses (3)	1,740,467	-	-	-	-	-	0.0%	77
78	<b>Total Operations</b>	\$ 2,372,330	\$ 6,909,322	\$ 15,467,859	\$ 21,017,306	\$ 25,628,186	\$ 4,610,880	21.9%	78
		FY2021-22 Actual	FY2022-23 Actual	FY2023-24 Year- End Estimate	FY2023-24 Adopted Budget	FY2024-25 Adopted Budget	Change from FY2023-24 Budget	Percent Change	
79	<b>Planning &amp; Development</b>								79
80	East Salem Transit Center	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	100.0%	80
81	South Salem Transit Center	201,370	114,678	476,480	4,392,384	6,029,087	1,636,703	37.3%	81
82	Stop Accessibility Improvement Program (BSIP)	341,586	-	-	-	-	-	0.0%	82
83	Stop Accessibility Improvement Program, Local (BSIP)	-	135,123	272,000	473,150	184,951	(288,199)	-60.9%	83
84	Stop Accessibility Improvement Program, Regional (BSIP)	-	-	5,840	130,000	143,000	13,000	10.0%	84
85	Stop and Shelters, New Construction Local Rt 22 (17)	-	-	-	340,000	340,000	-	0.0%	85
86	Transit Signal Priority	-	384	140,000	795,300	300,000	(495,300)	-62.3%	86
87	<b>Total Planning &amp; Development</b>	\$ 542,956	\$ 250,185	\$ 894,320	\$ 6,130,834	\$ 7,497,038	\$ 1,366,204	22.3%	87
88	<b>Total FY25 Capital Project Fund Requirements</b>	\$ 3,154,059	\$ 7,685,507	\$ 17,077,065	\$ 29,703,693	\$ 36,447,643	\$ 6,743,950	22.7%	88



# ADDITIONAL INFORMATION









SALEM AREA MASS TRANSIT DISTRICT

FY2025

# CAPITAL INVESTMENT PLAN



CAPITAL  
INVESTMENT  
PLAN FY2025



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CAPITAL INVESTMENT FRAMEWORK

Project  
Proposals

- Internal Sources
  - Policies
  - Department Requests
  - Technology Upgrade Needs
- External Sources
  - Riders
  - Community Partners
  - Board
- Proposals
  - Major Project Form
  - ICE - Independent Cost Estimate

Vetting

- Criteria
  - Strategic Plan
  - Guiding Principles
  - Long Range Transit Plan
- Prioritize
  - Resource Capacity
  - Safety
  - State of Good Repair, Mandates
  - Existing Services Reliability Delivery and Efficient Operations
  - Expanded Service

Adoption

- Budget Committee
  - Recommended Changes
  - Approval
- Board
  - Conduct Public Hearing
  - Direct Changes

## Context For Cherriots Capital Investments

### Capital Investment Framework

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



### Cherriots guiding principles reflect the hearts and minds of the Cherriots workforce

Creating Community Connections is our why.

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

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

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

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

#### VISION

We Deliver Valued  
Mobility Options  
that Inspire  
Community  
Pride.

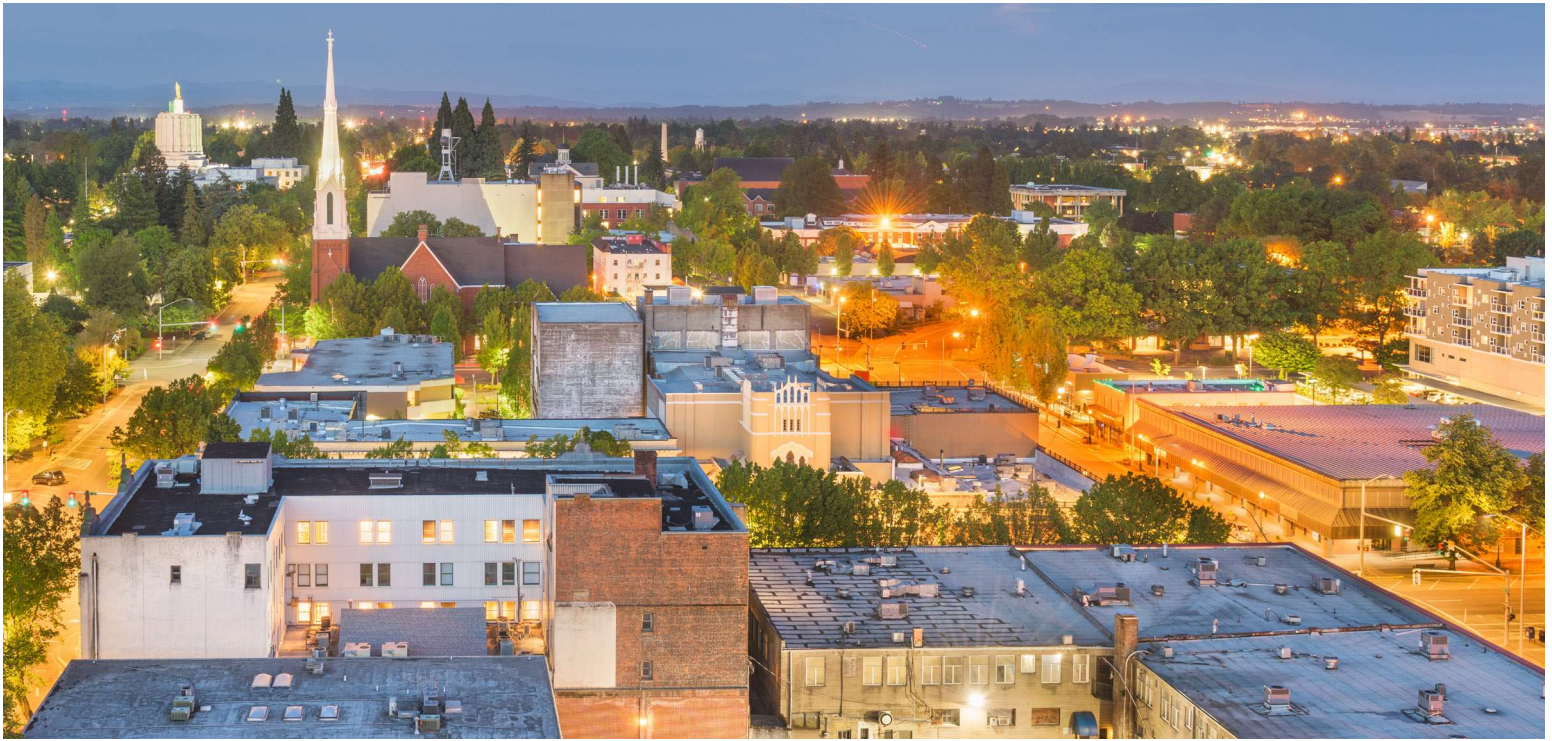
#### MISSION

Creating Community  
Connections

#### VALUES

Communication  
Humility  
Excellence • Respect  
Resourceful  
Inclusive • Ownership  
Transparency  
Safety





## Capital Investment Priorities

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

The CIP has two fundamental objectives:

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

This process has been incorporated into our Transit Asset Management Plan (TAMP), and the District has begun incorporating asset inventory requirements for NTD reporting. Departments are asked to begin addressing the needs of both the budgeting cycle and NTD requirements.

The 2025 CIP totals approximately \$36.4 million in projects.



## Capital Investment Plan Development & Review Process

The CIP is the base document for the Capital Budget process.

Divisions and Departments are required to have a narrative section to describe how they manage their assets and state the current condition of those assets. These narratives are to be accompanied by a five-year outlook of expected costs of replacements and improvements. Narratives and Major Project Forms are due to the Capital Program Committee (CPC) Chair by the first Friday of the new year. A draft of the CIP document will be available by March. After budget adoption, a final CIP document will be printed and circulated.

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

For purposes of developing the CIP, Cherriots uses a definition of capital that is close to the Federal Transit Administration’s definition of capital. Capital projects entail acquisition, construction, improvement and maintenance of facilities and equipment, with the following considerations:

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

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



## Project Classification

When the CPC convenes in January, it will review all project requests and prioritize them. Cherriots views its capital projects as either additions to the capital plan or as maintenance, rehabilitation, and replacement of existing assets. The safe operation of service and employee safety are our highest priorities. Cost effective capital maintenance and capital replacement are integral to safe operations and fiscal stability. Additions to the CIP usually require new revenue or grant revenue to be budgeted.

A Capital Investment Analysis will be required to resolve issues with complex, high-cost projects. If requested by the CPC, additional documentation will need to be completed along with the Major Project form.

## Project Funding

Cherriots projects are funded through competitive state and federal funds, in combination with funding from the District. Projects are funded from a variety of grant sources, including Sections 5307, 5310, 5311, Statewide Transportation Improvement Fund (STIF) formula and discretionary, and Section 5339 formula and discretionary funds.

General funds consist of local non-federal funds such as state tax revenue, Oregon state in-lieu, property taxes, as well as fare revenue. Cherriots is strategic with regards, to planning for funding of capital projects ensuring we submit applications for competitive grants whenever we qualify.

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

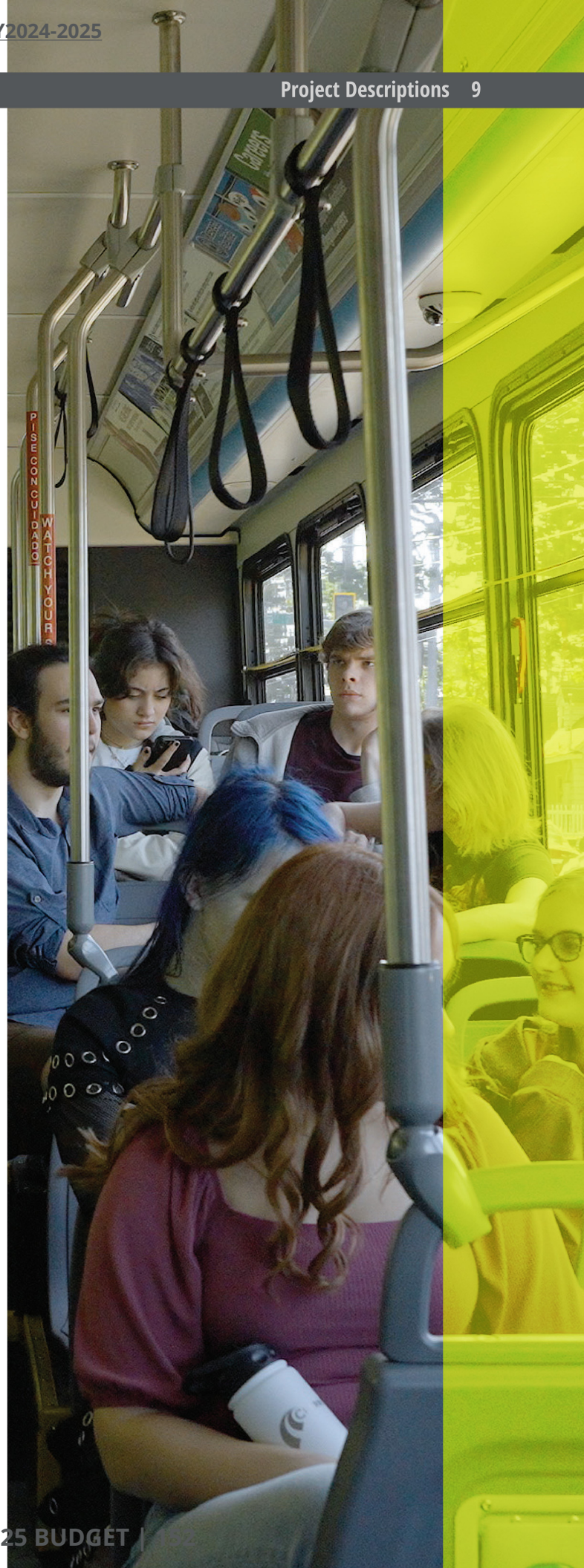
Category	Description	Prioritize Level
Safety - S	Projects related to safety	High
State of Good Repair - SGR	Projects that are cost effective capital maintenance, replacement	High Medium
Mandates - M	Projects related to state, federal requirements	High Medium
Existing Services Reliability, Delivery -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

Cherriots identifies and prioritizes a list of capital projects to invest in to serve the needs of our riders, community, and the Cherriots team to ensure we are prepared to meet the dynamic and ever changing transportation needs of the region.



## Cherriots Project Descriptions

Capital projects from all categories and prioritized levels are represented in the approved Fiscal Year 25 Budget. Projects such as new buses, gate and fence project for safety, in ground lifts, intelligent transportation systems, and many more are needed to maintain and improve Cherriots services and connect the community to places they want to travel.





## Capital Project Descriptions

### Planning and Development Division

#### Stop Accessibility Improvement Program, Local (BSIP) (Category - EO)

This project will provide civil improvements to bus stops to eliminate barriers for ADA accessibility, add new stops, shelters, and other bus stop amenities in order to improve service efficiency and customer experience.

#### Stop Accessibility Improvement Program, Regional (BSIP) (Category - EO)

This project makes ADA improvements to approximately 126 regional bus stops that will include a combination of bridging curb to sidewalk, pad extensions, and two shelter pads at the back of sidewalk. This project will improve ADA access for passengers in the regional system.

#### DW Fence and Exterior Security Upgrades (Category - S)

Perimeter fence upgrades to enhance security at the DW Operations Headquarters. The scope includes securing the maintenance side by: enhancing the inbound gate functionality, adding electronic gate controls, and providing a system that will trigger the bus inbound gate to open as a bus approaches. The outbound gate would be equipped with a vehicle detection system. The operations building and maintenance sides would be physically separated by adding fencing where needed and installing a proximity card reader at the pedestrian gate near dispatch and west of the Administration building. Additional security will be made to the Operations building side as well by relocating the gate to separate visitor areas and secure areas, adding gate motors, and electronic gate controls.

#### East Salem Transit Center, Preliminary Engineering and Design (Category - EO)

The purpose of this project is to plan for and complete a NEPA environmental analysis for a new transit center on the Chemeketa Community College campus, which would replace the bus stops currently at Building 2 and on Satter Drive NE.

#### South Salem Transit Center (Category - EO)

This project consists of preliminary design, NEPA concurrence, preliminary engineering and final design, environmental and local municipal permits, and construction of a transit center in South Salem to support the District's goal of being a mobility integrator and to support potential future new modes of transportation such as microtransit, bike share, scooter share, and Transportation Network Company (TNC) pick-ups and drop-offs.

#### Stops and Shelters, New Construction New Local Rt. 22 (17) (Category - EO)

This project will provide improved service with the new Route 22 and the extension of routes 4, 12, and 13 to better utilize time that exists in the schedule and increase transit access to the community.





## Capital Project Description

### Information Technology and Infrastructure Division

#### Network Lifecycle Replacement FY25 (Category - SGR)

This project will fund the replacement of Network Technology equipment that has reached its useful life of five years. The District follows industry best practice of a five-year lifecycle for IT equipment such as switches, servers, firewalls, access points, and uninterruptible power supplies.

#### Cyber Security Intrusion Detection (Category - S)

This project will fund the contracting of a Cyber Security Firm to perform a Cyber Security Risk and Vulnerability Assessment and Prepare a Cyber Recovery Plan (CRP), followed by implementing solutions identified as part of a remediation plan. The District intends to fully assess and audit the security of all elements of the District's technology environment, regardless of where it operates. The District's goal is to have a comprehensive and detailed review of the current environment, and then the creation of a CRP as well as an implementation plan to improve our overall technology security posture.

#### CITS - ITS Replacement (Category - EO)

This project will implement an ITS Comprehensive CAD/AVL system for the District, forming the backbone for future operations and management capabilities. This system will support the District's migration toward a more proactive service maintenance and recovery for day-to-day exceptional operation, including real time information services. The District will be able to collect, analyze, and act upon service information and performance metrics.

#### Transit Signal Priority (Category - EO)

This project provides the installation of the Transit Signal Priority (TSP)

system leveraging CAD/AVL GTFS-RT data to facilitate a green light cycle to be held longer on the Cherriots Core Network when approaching a high-frequency transit corridor intersection. Green lights would be extended when a bus is behind schedule, allowing for the bus to get back on schedule. Green light extension will initially be provided at 22 signals along the Lancaster Drive corridor with this project.

#### Onboard Vehicle Camera DVR System, LIFT and S&R (Category - S)

This project replaces the Apollo camera system currently in operation on the Contracted Services fleet (Cherriots LIFT, and Cherriots Shop and Ride).

#### Farebox System Replacement (Category - SGR)

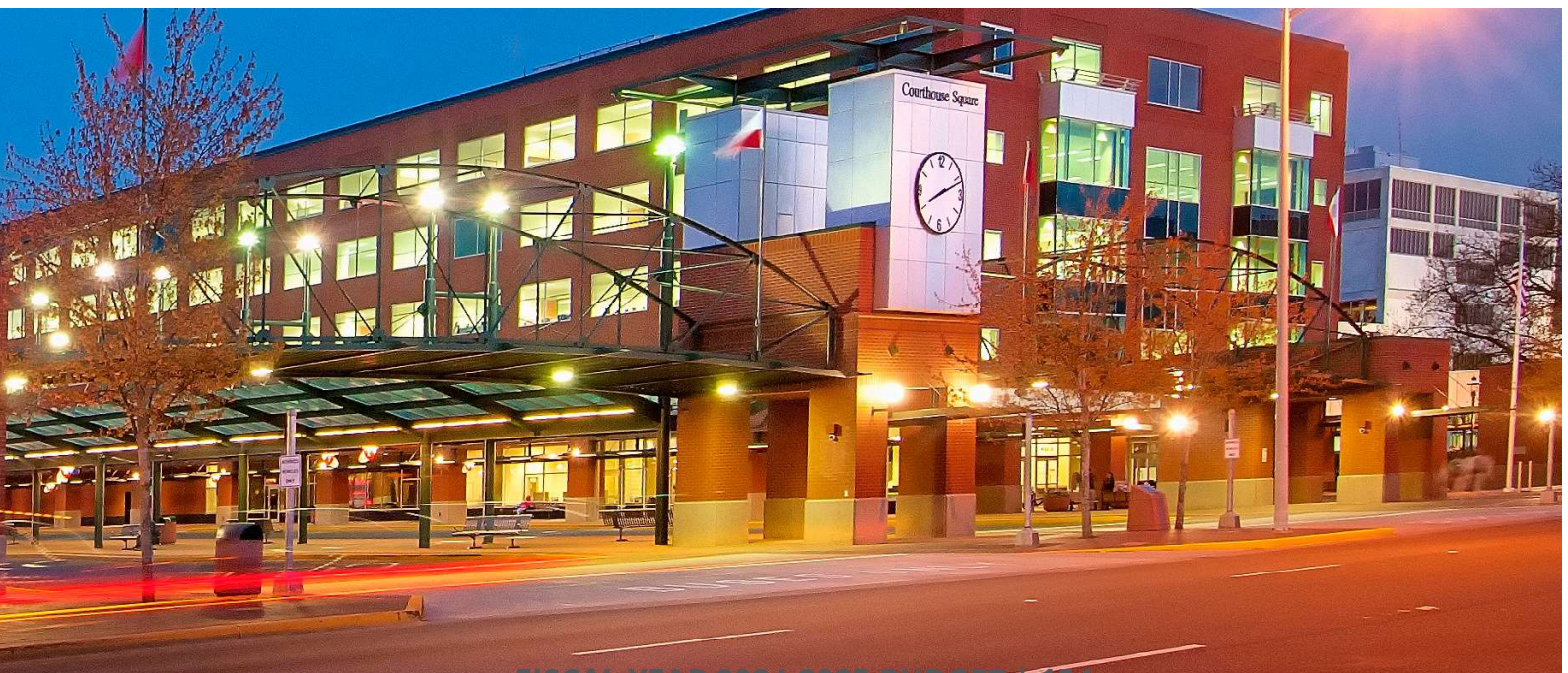
This project replaces the fareboxes in all Cherriots Local buses that are past their end-of-life and are no longer supported by the vendor.

#### DW Maintenance Tracking System Replacement (Category - SGR)

This project provides the replacement of the existing maintenance software (Fleetnet) that is no longer supported or meeting the District's needs.

#### Tyler Munis/MARTI Software Implementation (Category - EO)

This project provides an integrated solution to house finances, payroll, human resources, and purchasing in order to streamline processes and ensure accuracy. The system is called MARTI, and the project is to utilize remaining grant funding to pay for the transition to a cloud-based version, the purchase of new modules, and/or for HR and consultant training.





## Capital Project Description

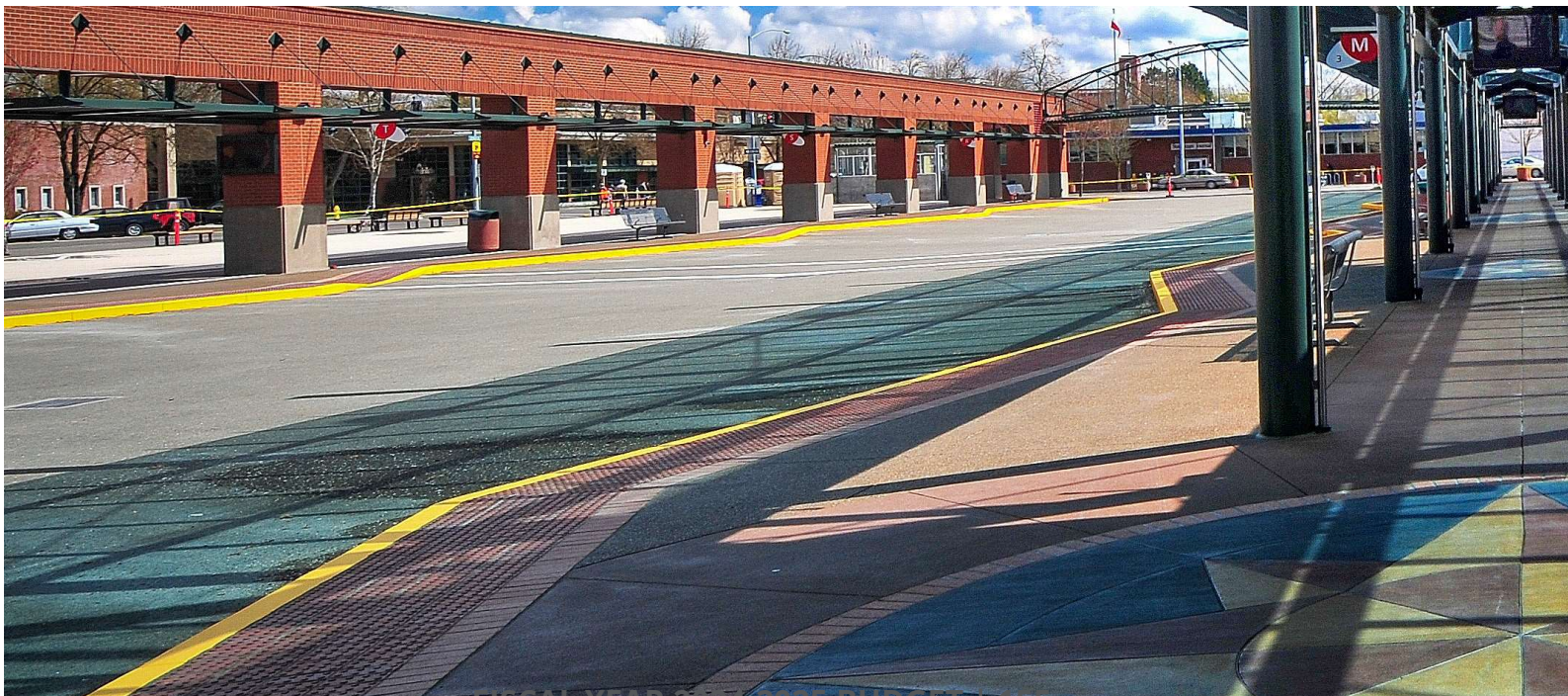
### Operations Division

#### In ground Lifts - Phase 2 & 3 (Category - SGR)

This project will replace current inground lifts that are 28 years old in order to ensure safety and service reliability. The project includes the purchase of four lifts and the associated civil construction to install them.

#### Vehicles Rev, LIFT Bus Replacement (7) (Category - SGR)

Procuring seven CNG Cherriots LIFT buses, (the first CNG Cherriots LIFT buses in the Cherriots fleet) ensures continuous service to individuals who cannot access Cherriots Local routes due to functional abilities.





## Capital Project Description

### Vehicles Rev, Local Right Sized Expansion Buses (2) (Category - SGR)

The procurement of two right-sized vehicles expands the Cherriots Local fleet with smaller vehicles to serve smaller neighborhood streets.

### Electric Bus and Charging Infrastructure - FY22 CPF (Category - SGR)

This project funds the purchase of five Gillig battery-powered electric buses; the chargers that will be utilized to charge the electric buses; the new construction for the charging infrastructure, as well as the installation of the chargers. All project management, planning, acquiring, purchasing, installing, designing, and construction associated with electric buses, chargers, and the infrastructure will be funded by this project. The five electric buses will be replacing five buses that have exceeded their minimum useful life. The chargers and charging infrastructure will be new. Training will be required and will be provided by Gillig for the implementation, usage, and maintenance of the electric buses.

### Electric Bus and Charging Infrastructure - FY23 Low No (Category - SGR)

This project will fund the purchase of five Gillig battery-powered electric buses; the chargers that will be utilized to charge the electric buses; the new construction for the charging infrastructure as well as the installation of the chargers. All project management, planning, acquiring, purchasing, installing, designing, and construction associated with electric buses, chargers, and the infrastructure will be funded by this project. The five electric buses will be replacing five buses that have exceeded their minimum useful life. The chargers and charging infrastructure will be new. Training will be required and will be provided by Gillig for the implementation, usage, and maintenance of the electric buses.

### Electric Bus Charging Infrastructure, Electric Ave. (Category - SGR)

This project will fund the purchase of BEB chargers, engineering and construction needed to install the chargers.

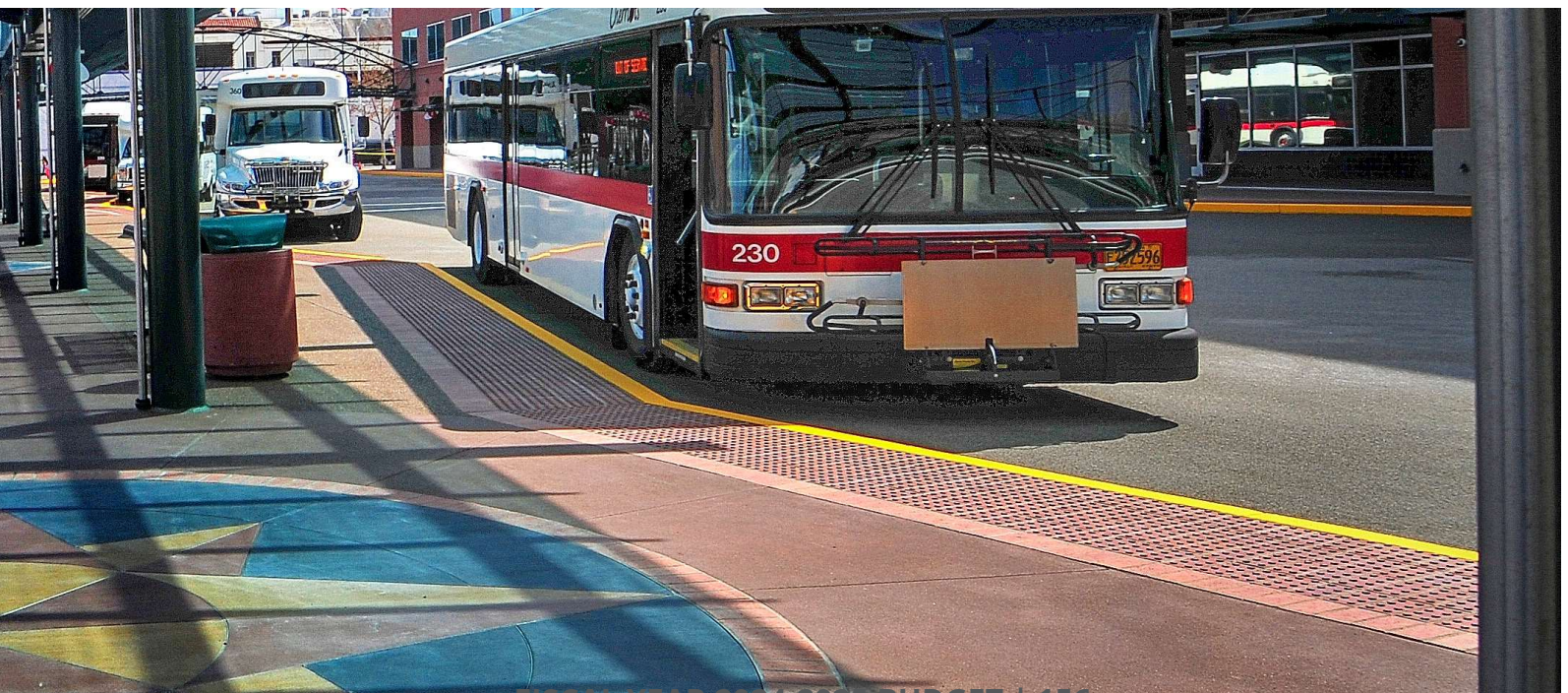
### Electric Bus Replacement (2) (Category - SGR)

This project will fund the purchase of two Gillig battery-powered electric buses.

## Safety and Security

### KTC Vehicle Entry Control (Category - S)

This project will add a mechanized, automated control gate for the ingress/egress to the bus only lane at KTC. This access control device will be triggered by an RFID transponder or an in-ground loop or an optical eye that will only be installed on SAMTD vehicles.







### Capital Projects Master List: Current and Projected

Spreadsheet from Finance with all projects  
and associated types of funding.

Fiscal Year 2025 Capital Project Budget Plan

	*Pink identifies projects combined in the budget document.	EXPENSES	
MARTI Project ID	OFFICIAL PROJECT NAME	Org	FY25 Total Project Amount
230006	CITS (ITS replacement)	20060000	917,556
240025	Cyber Security Intrusion Detection Project	20060000	90,000
230021	DW Fence and Exterior Security Upgrades	20020000	1,540,000
240037	DW Maint Tracking System Replacement	20060000	456,000
TBD	East Salem Transit Center, Prelim Engr-Design	20080000	500,000
240006	Electric Bus and Charging Infrastructure	20070000	8,034,803
240034	Electric Bus and Charging Infrastructure	20070000	7,746,845
TBD	Electric Bus and Charging Infrastructure	20070000	952,534
TBD	Farebox System Replacement	20070000	1,837,567
230023	Inground Lifts (Phase 2 & 3)	20070000	1,293,093
TBD	KTC Vehicle Entry Control	20070000	231,000
TBD	Network Equipment Lifecycle Replacements FY25	20060000	150,000
TBD	On-board Vehicle Camera DVR System, LIFT & S&R	20070000	100,000
SSTCMH	South Salem Transit Center	20080000	6,029,087
LocalSAIP	Stop Accessibility Improvement Program, Local (BSIP)	20080000	184,951
240035	Stop Accessibility Improvement Program, Regional	20080000	143,000
TBD	Stop and Shelters, New Construction Local Rt 22 (17)	20780000	340,000
230007	Transit Signal Priority	20080000	300,000
230005	Tyler Munis/MARTI Software Implementation	20030000	168,863
TBD	Vehicles-Rev, Electric Bus Replacements (2)	20070000	3,600,000
230022	Vehicles-Rev, LIFT Bus Replacements (7)	20070000	1,297,084
240036	Vehicles-Rev, Local Right-Sized Expansion Buses (2)	20070000	535,260

## Capital Projects

Projected FY25 Approved Projects			
Title of Project	Anticipated Cost	Solicitation Type	Type of Project
Tyler Munis/MARTI Software Implementation	\$168,863	Software	Improvement
KTC Vehicle Entry Control	\$231,000	Equipment	Improvement
Onboard Vehicle Camera DVR System, LIFT and S&R	\$100,000	Equipment	Improvement
Electric Bus and Charging Infrastructure (FY23 Low No)	\$8,034,000	Equipment, Construction, Project Management	State of Good Repair
Electric Bus Charging Infrastructure, Electric Ave.	\$952,534	Equipment	Improvement
Electric Bus and Charging Infrastructure (FY22 CPF)	\$7,746,476	Construction, Engineering, Project Management, Equipment	State of Good Repair
Vehicle Rev, Local Right Sized Expansion Buses (2)	\$535,260	Equipment	Improvement
DW Maintenance Tracking System Replacement	\$456,000	Software	State of Good Repair
Stop Accessibility Improvement Program, Local (BSIP)	\$184,951	Construction, Engineering, Project Management	Improvement

Stop and Shelters, New Construction Local Rt. 22 (17)	\$255,000	Construction, Engineering, Project Management	Improvement
Stop Accessibility Improvement Program, Regional (BSIP)	\$143,000	Construction, Engineering, Project Management	Improvement
DW Fence and Exterior Security Upgrades	\$1,600,000	Construction, Engineering, Project Management	Improvement
CITS (ITS Replacement)	\$917,556	Equipment, Software	Improvement
Network Equipment Lifecycle Replacement FY25	\$150,000	Equipment	Improvement
South Salem Transit Center	\$6,029,087	Construction	Improvement
Transit Signal Priority	\$300,000	Equipment Software	Improvement
Farebox System Replacement	\$1,485,000	Equipment Software	Improvement
Electric Bus Replacement (2)	\$3,600,000	Buses	State of Good Repair
Inground Lifts (Phase 2 and 3)	\$1,293,093	Equipment and Construction	State of Good Repair
Vehicle Rev, LIFT Bus Replacements (7)	\$1,297,084	Buses	State of Good Repair
East Salem Transit Center, Preliminary Engineering and Design	\$500,000	Preliminary Engineering and Design	Improvement
Cyber Security Intrusion Detection	\$90,000	Assessment	Improvement

Cherriots Fixed

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025	REPLACE BY END FY
223 - 226	2008	40	4	BD	Gillig	17	2023
227 - 234	2011	40	8	BD	Gillig	14	2026
123 - 126	2011	35	4	BD	Gillig	14	2026
127 - 130	2012	35	4	BD	Gillig	13	2027
1801 - 1806	2019	35	6	CNG	Gillig	6	2034
1851 - 1856	2019	40	6	CNG	Gillig	6	2034
1901 - 1904	2019	35	4	CNG	Gillig	6	2034
1951 - 1963	2020	40	13	CNG	Gillig	5	2035
2251 - 2255	2022	40	5	CNG	Gillig	3	2037
2390 - 2393	2023	26	4	Gas	Arboc	2	2029
2370 - 2379	2024	40	10	Electric	Gillig	1	2039
TBD	2025	26	2	Gas	Arboc	0	2031
TBD	2025	40	10	Electric	Gillig	0	2040
TBD	2027	40	12	TBD	TBD	0	2042
TBD	2028	40	4	TBD	TBD	0	2043



Local Capital

BUS MAKE & DESCRIPTION	# OF VEHICLES	YEAR NEEDED	REPLACEMENT CYCLE	FY 25	FY 26	FY 27	FY 28	FY 29	FY25-FY29 TOTAL
Replacement Buses									
Cherriots Fixed-Route Vehicles Electric	4	2024	15 Years	\$5,253,000					\$5,253,000
Cherriots Fixed-Route Vehicles Electric	12	2025	15 Years		\$16,218,000				\$16,218,000
Cherriots Fixed-Route Vehicles	4	2026	15 Years			\$5,559,000			\$5,559,000
Total Replacement				\$5,253,000	\$16,218,000	\$5,559,000	\$0	\$0	\$27,030,000
Expected Expansion Buses									
Cherriots Fixed-Route Vehicles Category D	2	2024	7 Years	\$370,000					\$370,000
Cherriots Fixed-Route Vehicles	0	2024	15 Years						\$0
Cherriots Fixed-Route Vehicles	0	2025	15 Years						\$0
Cherriots Fixed-Route Vehicles	0	2026	15 Years						\$0
Cherriots Fixed-Route Vehicles	0	2027	15 Years						\$0
Total Expected Expansion				\$370,000	\$0	\$0	\$0	\$0	\$370,000
Total Cherriots Requirements				\$5,623,000	\$16,218,000	\$5,559,000	\$0	\$0	\$27,400,000

LIFT Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025	REPLACE BY END FY
834 , 837	2010	22	2	GAS	Startrans	15	2018
838 , 839 , 842 , 843	2011	22	4	GAS	Startrans	14	2019
846 - 849	2011	22	4	Gas	Startrans	14	2019
851 - 853	2011	22	3	Gas	Startrans	14	2019
862 - 865	2013	22	4	GAS	Arboc	12	2021
1401 - 1403	2014	15	3	GAS	AM General	11	2022
1404 - 1407	2015	22	4	GAS	AM General	10	2023
866 - 870	2018	22	5	GAS	Glaval	7	2026
871 - 875	2019	22	5	GAS	Eldorado	6	2027
876 - 878	2022	22	3	Gas	NorCal	3	2030
TBD	2025	22	26	ALT	TBD	0	2033
TBD	2027	22	5	ALT	TBD	0	2035
TBD	2029	22	5	Alt	TBD	0	2037

LIFT Capital

BUS MAKE & DESCRIPTION	# OF VEHICLES	YEAR NEEDED	REPLACEMENT CYCLE	FY 25	FY 26	FY 27	FY 28	FY 29	FY25-FY29 TOTAL
Replacement Buses									
Cherriots Lift Vehicles CNG	7	2025	8 Years	\$1,295,000					\$1,295,000
Cherriots Lift Vehicles	17	2025	8 Years	\$2,805,000					\$2,805,000
Cherriots Lift Vehicles	5	2027	8 Years			\$874,500			\$874,500
Cherriots Lift Vehicles	5	2028	8 Years				\$899,250		\$899,250
Total Replacement				\$4,100,000	\$0	\$874,500	\$899,250	\$0	\$5,873,750
Expected Expansion Buses									
Cherriots Lift Vehicles	0	2024	8 Years						\$0
Cherriots Lift Vehicles	0	2025	8 Years						\$0
Cherriots Lift Vehicles	0	2026	8 Years						\$0
Cherriots Lift Vehicles	0	2027	8 Years						\$0
Cherriots Lift Vehicles	0	2027	8 Years						\$0
Total Expected Expansion				\$0	\$0	\$0	\$0	\$0	\$0
Total Cherriots LIFT Requirements				\$4,100,000	\$0	\$874,500	\$899,250	\$0	\$5,873,750

Regional Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025	REPLACE END FY
308 - 311	-	25	4	Gas	Cutaway	5	2028
361 - 363	2018	32	3	Diesel	Bluebird	7	2030
364 - 370	2022	32	7	Diesel	Bluebird	3	2034
TBD	2026	25	4	Alt	TBD	0	2034

Regional Capital

BUS MAKE & DESCRIPTION	# OF VEHICLES	YEAR NEEDED	REPLACEMENT CYCLE	FY 25	FY 26	FY 27	FY 28	FY 29	FY25-FY29 TOTAL
Replacement Buses									
REGIONAL BUSES (Category B)	0								\$0
REGIONAL BUSES (Cutaway)	4	2026	7 Years					\$806,600	\$806,600
REGIONAL BUSES	0								\$0
REGIONAL BUSES (Category B)	0								\$0
REGIONAL BUSES	0								\$0
Total Replacement									\$806,600
Expected Expansion Buses									
REGIONAL BUSES	0	2023	12 Years						\$0
REGIONAL BUSES	0	2024	12 Years						\$0
REGIONAL BUSES	0	2025	12 Years						\$0
REGIONAL BUSES	0	2026	12 Years						\$0
REGIONAL BUSES	0	2027	12 Years						\$0
Total Expected Expansion				\$0	\$0	\$0	\$0	\$0	\$0
Total Cherriots Regional Requirements				\$0	\$0	\$0	\$0	\$0	\$806,600



Shop and Ride Vehicle Replacement

FLEET NBR	FY BUILT	BUS LENGTH	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025	REPLACE END FY
504	2010	22	1	GAS	Champion	15	2018
550 , 551	2010	15	2	GAS	Minivan	15	2018
552	2019	22	1	Gas	Eldorado	6	2027
505	2020	22	1	Gas	Eldorado	5	2028
TBD	2026	22	3	TBD	TBD	0	2034
TBD	2028	22	1	TBD	TBD	0	2036
TBD	2029	22	1	TBD	TBD	0	2037

Shop and Ride Capital

BUS MAKE & DESCRIPTION	# OF VEHICLES	YEAR NEEDED	REPLACEMENT CYCLE	FY 25	FY 26	FY 27	FY 28	FY 29	FY25-FY29 TOTAL
Replacement Buses									
Cutaway	3	2023	8 years	\$555,000					\$555,000
MiniVan	1	2023	8 years				\$70,850		\$70,850
Bus	1	2024	8 years					\$207,200	\$207,200
Bus	0	2025	8 years						\$0
Bus	0	2026	8 years						\$0
Total Replacement				\$555,000	\$0	\$0	\$70,850	\$0	\$833,050
Expected Expansion Buses									
Shop and Ride	0	2024	8 Years						\$0
Shop and Ride	0	2025	8 Years						\$0
Shop and Ride	0	2026	8 Years						\$0
Shop and Ride	0	2027	8 Years						\$0
Shop and Ride	0	2028	8 Years						\$0
Total Expected Expansion				\$0	\$0	\$0	\$0	\$0	\$0
Total Cherriots Regional Requirements				\$555,000			\$70,850	\$207,200	\$833,050

## Non Revenue Vehicle Replacement

FLEET NBR	FY BUILT	FLEET SIZE	FUEL TYPE	BUS MAKE & DESCRIPTION	AGE END FY 2025	REPLACE BY END FY
V1652	2004	1	Gas	Ford F-250	21	2012
V1653	2004	1	GAS	Dodge Caravan	21	2012
T1654	2006	1	GAS	Chevy 3500 Shop Truck	19	2014
V1655	2008	1	Gas	Chevy Uplander	17	2016
T1656	2009	1	Gas	Ford F-350	16	2017
E002,E003	2011	2	Hybrid	Ford Escape	14	2019
E004	2012	1	Hybrid	Ford Escape	13	2020
A1657 , A1660	2012	2	Hybrid	Toyota Prius	13	2020
A1659 , A1660	2012	2	Hybrid	Toyota Camry	13	2020
TS01G	2012	1	Gas	Chevy Silverado	13	2020
TS02G - TS04G	2014	3	Gas	Chevy 2500	11	2022
AS05G - AS07G	2014	3	Hybrid	Toyota Camry	11	2022
VS01G	2015	1	Gas	Toyota Sienna	10	2023
SUP1 - SUP4	2023	4	Hybrid	Ford Explorer	2	2031
TBD	2022	7	GAS	Shop Trucks	3	2030
TBD	2022	3	GAS	Minivan	3	2030
TBD	2022	3	GAS	Supervisor Vehicle	3	2030
TBD	2022	7	TBD	Shuttle Vehicle	3	2030

Non Revenue Vehicle Capital

BUS MAKE & DESCRIPTION	# OF VEHICLES	YEAR NEEDED	REPLACEMENT CYCLE	FY 25	FY 26	FY 27	FY 28	FY 29	FY25-FY29 TOTAL	
Replacement Buses										
NRV Shop Trucks	2	2022	5 years	\$174,000					\$174,000	
NRV Facilities Trucks	3	2022	5 years	\$225,000					\$225,000	
NRV trucks	2	2022	5 years	\$70,000					\$70,000	
NRV mini-vans	3	2022	5 years	\$150,000					\$150,000	
NRV supervisor vehicle	3	2022	5 years	\$135,000					\$135,000	
NRV Shuttle	7	2022	5 years	\$196,000					\$196,000	
NRV Shop Trucks	2	2022	5 years	\$174,000					\$174,000	
Total Replacement				\$950,000					\$950,000	
Expected Expansion Truck										
NRV	1	2024	5 years	\$75,000					\$75,000	
NRV	0	2022	5 years						\$0	
NRV	0	2022	5 years						\$0	
NRV	0	2022	5 years						\$0	
Total Expected Expansion				\$75,000		\$0	\$0	\$0	\$0	\$75,000
Total Cherriots Regional Requirements				\$1,025,000			\$1,025,000			



SALEM AREA MASS TRANSIT DISTRICT  
Creating Community Connections Since 1979



**Salem Area Mass Transit District**  
**Assessed Value and Actual Value of Taxable Property**  
**Last Ten Fiscal years**

Fiscal Year Ended June 30	Real Property			Public Utilities	Personal Property	Total Taxable Assessed Value	Total Direct Tax Rate	Actual Value of Taxable Property
	Residential	Commercial	Other					
2023	13,514,489,124	5,824,240,011	1,314,566,191	679,650,086	562,035,927	21,894,981,339	0.7609	39,379,181,855
2022	13,011,535,210	5,414,020,871	1,240,751,532	661,184,988	545,158,430	20,872,651,031	0.7609	37,066,222,996
2021	12,528,453,174	5,143,599,211	1,200,789,908	595,651,714	522,827,255	19,991,321,262	0.7609	31,663,709,385
2020	12,011,666,418	4,999,418,272	1,132,716,186	606,896,866	498,819,849	19,249,517,591	0.7609	34,611,507,518
2019	11,526,943,227	4,878,211,846	347,402,200	560,447,832	465,486,768	18,503,865,590	0.7609	32,875,746,663
2018	11,068,458,201	4,600,364,794	1,041,137,160	572,108,794	475,964,706	17,758,033,655	0.7609	30,266,763,653
2017	10,609,988,492	4,386,449,426	1,036,795,905	448,922,166	436,390,694	16,418,918,782	0.7609	27,696,991,362
2016	10,190,655,657	4,249,688,977	1,022,709,766	417,339,803	413,860,724	15,742,935,794	0.7609	25,627,319,527
2015	9,800,288,264	4,094,261,279	954,630,626	379,053,441	382,966,983	15,611,200,594	0.7609	24,134,174,611
2014	9,412,905,600	4,004,452,790	885,287,920	368,759,319	412,792,970	15,084,198,599	0.7609	23,109,872,859
2013	9,006,179,549	3,843,092,878	897,491,335	369,029,826	390,105,749	14,505,899,337	0.7609	21,902,212,924

Sources:

Marion County and Polk County Assessors.

Salem Area Mass Transit District  
Direct and Overlapping Property Tax Rates  
Last Ten Fiscal years  
(rate per \$1,000 of assessed value)

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
Salem Area Mass Transit District										
Permanent Tax Rate	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609	\$ 0.7609
Overlapping Rates:										
Marion County	3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03	\$ 3.03
Polk County	2.14	\$ 2.14	\$ 2.14	\$ 2.14	\$ 2.14	\$ 2.09	\$ 2.54	\$ 2.54	\$ 2.26	\$ 2.26
Cities	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09	0.28 - 8.09
School Districts & ESD's	0.30 - 7.74	0.30 - 7.74	0.30 - 7.83	0.30 - 7.84	0.30 - 7.92	0.30 - 8.12	0.30 - 8.34	0.30 - 8.12	0.30 - 8.42	0.30 - 8.07
Chemeketa Community College	0.89	0.89	0.89	0.89	0.90	0.90	0.90	0.92	0.89	0.86
Sewer & Service Districts	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.00	0.00
Water & Water Control Districts	0.05 - 1.00	0.05 - 1.00	0.05 - 1.00	0.05 - 1.00	0.04 - 1.00	0.05 - 1.00	0.05 - 1.00	0.05 - 1.00	0.05 - 1.00	0.05 - 1.00
Rural Fire Protection Districts	0.53 - 2.82	0.53 - 2.82	0.53 - 2.34	0.53 - 2.90	0.53 - 2.91	0.53 - 2.92	0.53 - 2.93	0.53 - 2.51	0.53 - 2.52	0.53 - 2.53
Special Purpose Districts	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57	0.08 - 0.57

Sources:  
Marion and Polk County Tax Collectors

Notes:  
(1) Information in this schedule satisfies the District's annual disclosure requirements under SEC Rule 15c2-12.  
(2) Rates for individual taxing districts are available in the annual tax roll summaries posted on the county's website.

**Salem Area Mass Transit District**  
**Principal Property Taxpayers**  
**Current Fiscal Year and Nine Years Ago**

Taxpayer	2023			2014		
	Rank	Taxable Assessed Value	Percentage of Total Taxable Assessed Value	Rank	Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Northwest Natural Gas Co	1	\$ 227,417,000	1.04%	2	\$ 71,364,500	0.47%
Portland General Electric Co	2	190,197,000	0.87%	1	81,437,779	0.54%
Comcast Corporation	3	125,208,235	0.57%		-	
Bit Investment Ninety-Seven LLC	4	82,971,150	0.38%		-	
State Accident Insurance Fund	5	60,798,550	0.28%	9	30,420,920	0.20%
Lancaster Development Company LLC	6	55,599,510	0.25%	3	65,777,140	0.44%
Snyders-Lance Inc	7	52,623,950	0.24%		-	
Lumen Technologies Inc	8	55,055,112	0.25%		-	
GRI Keizer LLC	9	56,464,240	0.26%		-	
State Investments LLC	10	43,513,323	0.20%	6	35,911,547	0.24%
GPT Properties TR		-		10	26,307,830	0.17%
Metropolitan Life Insurance Co		-		4	44,077,610	0.29%
CenturyLink		-		5	37,541,500	0.25%
HD Salem OR Landlord LLC		-		7	33,396,330	0.22%
Wal-Mart Real Estate Business Trust		-		8	33,039,530	0.22%
Total for principal taxpayers		949,848,070	4.34%		459,274,686	3.04%
Total taxable assessed value		\$ 21,894,981,339			\$ 15,084,198,599	

## Sources:

Marion County and Polk County Tax Assessors  
Top Ten for both counties consolidated

Salem Area Mass Transit District  
Property Tax Levies and Collections  
Last Ten Fiscal Years

Fiscal Year Ended June 30	Total Tax Levy for Fiscal Year		Collected within the Fiscal Year of the Levy		Collections in Subsequent Years	Total Collections to Date				
			Amount	Percentage		Amount	Percentage			
	Collected	of Levy	Collected	of Levy						
2023	\$	15,175,489	\$	14,496,110	95.52%	\$	-	\$	14,496,110	95.52%
2022		14,497,537		13,847,840	95.52%		138,831		13,986,671	96.48%
2021		13,949,784		13,331,718	95.57%		115,460		13,447,178	96.40%
2020		13,375,200		12,747,112	95.30%		227,849		12,974,961	97.01%
2019		12,906,585		12,304,644	95.34%		240,234		12,544,878	97.20%
2018		12,426,577		11,958,195	96.23%		266,878		12,225,073	98.38%
2017		11,965,300		11,378,225	95.09%		270,683		11,648,908	97.36%
2016		11,509,781		10,905,167	94.75%		280,272		11,185,439	97.18%
2015		10,882,259		10,279,838	94.46%		304,968		10,584,806	97.27%
2014		10,472,555		9,853,189	94.09%		330,998		10,184,187	97.25%

Sources:  
Marion County Assessor and Polk County Treasurer

**Salem Area Mass Transit District**  
**Demographic and Economic Statistics**  
**Last Ten Fiscal Years**

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Year	Population (1)	Personal Income (in thousands)(2)	Per Capita Personal Income (3)	Unemployment Rate (4)
2023	352,249*	19,051,872*	55,120*	3.6%
2022	346,703	18,874,639	54,440	3.9%
2021	347,775	18,699,043	53,768	5.0%
2020	346,339	17,010,290	49,115	6.9%
2019	344,842	15,490,534	44,921	3.9%
2018	344,035	14,024,346	41,093	4.3%
2017	339,200	12,836,365	38,168	4.5%
2016	333,950	12,301,699	37,199	5.5%
2015	329,770	11,614,203	35,614	6.1%
2014	326,150	11,484,654	35,489	6.9%

This schedule is for Marion County and is provided as reference only. The District operates in both Marion and Polk Counties, however more operations occur in Marion than Polk County.

(1) Population estimate as of July 1, 2023; Population Research Center, Portland State University

(2) Personal Income estimate as of calendar year 2022; Bureau of Economic Analysis, Regional Economic Data

(3) Per Capita Personal Income as of calendar year 2022; Bureau of Economic Analysis, Regional Economic Data

(4) Unemployment Rate is average of 10 months of calendar year 2023; Bureau of Labor Statistics, Local Unemployment Statistics

\* estimated



**Salem Area Mass Transit District**  
**Salem Metropolitan Area Employers - Largest to Smallest**  
**Current Year and Nine Years Ago**

<u>Employer</u>	<u>2023</u>		<u>2014</u>	
	<u>Employees</u>	<u>% of Total</u>	<u>Employees</u>	<u>% of Total</u>
Government	44,800	24.41%	40,267	27.44%
Educational and health services	34,800	18.95%	24,533	16.71%
Trade, transportation, and utilities	30,100	16.39%	22,992	15.66%
Leisure and hospitality	16,000	8.71%	13,342	9.09%
Professional and business services	17,300	9.42%	12,375	8.43%
Construction	13,900	7.57%	11,875	8.09%
Manufacturing	12,000	6.54%	7,167	4.88%
Financial activities	6,700	3.65%	7,033	4.79%
Other services	5,700	3.10%	4,983	3.39%
Information	1,700	0.93%	1,242	0.85%
Mining and logging	600	0.33%	1,000	0.68%
Total Salem Metropolitan Area Non-Farm Payroll Employment	<u>183,600</u>	<u>100.00%</u>	<u>146,809</u>	<u>100.00%</u>

Source: Oregon Employment Department Salem Area MSA Nonfarm Employment -

<https://www.qualityinfo.org/ed-ceest>

Notes: (1) Information for 2014 is presented for the calendar year.

Information for 2023 is preliminary numbers for October, 2023.

Salem Area Mass Transit District  
Operating Revenue and Cost Measurements  
Last Ten Fiscal Years

Fixed Route System							Fixed Route System						
Fiscal Year	Fare Revenue	Operating Expense	Revenue Margin	Annual Vehicle Miles	Annual Revenue Miles	Unlinked Passenger Trips (UPT)	Fiscal Year	Annual Passenger Miles	Annual Vehicle Revenue Hours	Operating Expense per Mile	Operating Expense per Revenue Mile	Operating Expense per UPT	Operating Expense per Passenger Mile
2014	2,363,360	20,331,685	11.6%	2,125,959	2,001,989	3,322,655	2014	11,695,746	156,860	9.56	10.16	6.12	1.74
2015	2,623,816	20,751,653	12.6%	2,191,929	2,059,524	3,371,517	2015	11,867,740	155,246	9.47	10.08	6.15	1.75
2016	2,305,504	21,699,414	10.6%	2,316,592	2,173,882	2,999,022	2016	10,556,745	159,283	9.37	9.98	7.24	2.06
2017	2,825,740	23,395,701	12.1%	2,566,500	2,417,272	2,940,565	2017	9,703,865	173,457	9.12	9.68	7.96	2.41
2018	2,519,889	24,493,950	10.3%	2,289,507	2,146,850	3,011,629	2018	9,938,376	166,004	10.70	11.41	8.13	2.46
2019	2,196,271	26,343,862	8.3%	2,270,336	2,124,151	2,955,477	2019	9,753,074	167,949	11.60	12.40	8.91	2.70
2020	1,771,170	28,535,939	6.2%	2,172,007	2,028,340	2,619,250	2020	8,014,905	163,402	13.14	14.07	10.89	3.56
2021	-	31,036,925	0.0%	2,419,098	2,258,436	1,718,883	2021	5,259,782	182,197	12.83	13.74	18.06	5.90
2022	1,688,365	32,358,719	5.2%	2,432,658	2,268,251	2,039,555	2022	6,241,038	184,184	13.30	14.27	15.87	5.18
2023	2,146,859	37,364,843	5.7%	2,553,489	2,382,460	2,762,649	2023	7,138,072	194,433	14.63	15.68	13.53	5.23
Regional Fixed Route*							Regional Fixed Route*						
Fiscal Year	Fare Revenue	Operating Expense	Revenue Margin	Annual Vehicle Miles	Annual Revenue Miles	Unlinked Passenger Trips (UPT)	Fiscal Year	Annual Passenger Miles	Annual Vehicle Revenue Hours	Operating Expense per Mile	Operating Expense per Revenue Mile	Operating Expense per UPT	Operating Expense per Passenger Mile
2021	-	1,867,590	0.0%	453,990	396,231	56,948	2021	845,237	18,566	4.11	4.71	32.79	2.21
2022	136,837	1,945,736	7.0%	519,027	451,728	63,368	2022	897,073	21,726	3.75	4.31	30.71	2.17
2023	120,797	2,363,090	5.1%	575,525	511,166	84,987	2023	1,164,409	24,053	4.11	4.62	27.81	2.03

\*Starting in FY2020, this new mode reflects the NTD reporting definition of Purchased Transportation - Motor Bus, and includes Regional routes operated by a third party.

Salem Area Mass Transit District  
Operating Revenue and Cost Measurements  
Last Ten Fiscal Years

## Demand Response\*\*

										Operating Expense	Operating Expense		
Fiscal Year	Fare Revenue	Operating Expense	Revenue Margin	Annual Vehicle Miles	Annual Revenue Miles	Unlinked Passenger Trips (UPT)	Fiscal Year	Annual Passenger Miles	Annual Vehicle Revenue Hours	Operating Expense per Mile	per Revenue Mile	Operating Expense per UPT	per Passenger Mile
2014	175,101	13,710,320	1.3%	4,750,911	4,382,166	528,610	2014	3,626,371	270,933	2.89	3.13	25.94	3.78
2015	226,675	16,771,188	1.4%	7,871,544	7,482,224	581,184	2015	**	272,262	2.13	2.24	28.86	**
2016	388,919	16,075,696	2.4%	5,624,117	5,108,673	560,070	2016	**	321,548	2.86	3.15	28.70	**
2017	376,232	16,013,265	2.3%	7,122,370	5,595,404	566,641	2017	4,982,763	330,708	2.25	2.86	28.26	3.21
2018	415,049	14,119,579	2.9%	4,055,025	3,684,110	455,807	2018	3,424,780	234,747	3.48	3.83	30.98	4.12
2019	402,005	7,282,216	5.5%	1,341,807	1,181,677	241,297	2019	1,371,923	86,874	5.43	6.16	30.18	5.31
2020	116,831	5,803,855	2.0%	761,455	668,407	114,522	2020	766,037	56,148	7.62	8.68	50.68	7.58
2021	-	5,420,831	0.0%	483,078	424,076	58,208	2021	301,673	36,418	11.22	12.78	93.13	17.97
2022	190,516	4,492,706	4.2%	553,070	487,544	71,900	2022	391,398	40,262	8.12	9.21	62.49	11.48
2023	198,854	4,502,561	4.4%	594,371	533,538	84,798	2023	507,160	40,823	7.58	8.44	53.10	8.88

## Vanpool

Vanpool							Vanpool						
Fiscal Year	Fare Revenue	Operating Expense	Revenue Margin	Annual Vehicle Miles	Annual Revenue Miles	Unlinked Passenger Trips (UPT)	Fiscal Year	Annual Passenger Miles	Annual Vehicle Revenue Hours	Operating Expense per Mile	Operating Expense	Operating Expense	
											per Revenue Mile	per UPT	per Passenger Mile
2014	200,596	381,891	52.5%	499,454	499,454	79,084	2014	2,841,022	11,418	0.76	0.76	4.83	0.13
2015	481,530	391,795	122.9%	613,938	613,938	79,084	2015	2,864,484	11,418	0.64	0.64	4.95	0.14
2016	488,651	245,285	199.2%	566,917	566,917	78,774	2016	3,199,040	13,201	0.43	0.43	3.11	0.08
2017	418,369	177,903	235.2%	578,196	578,196	72,591	2017	2,550,101	13,352	0.31	0.31	2.45	0.07
2022	257,946	238,952	107.9%	299,722	299,722	44,088	2022	1,138,557	6,838	0.80	0.80	5.42	0.21
2023	561,683	446,738	125.7%	538,865	538,865	94,821	2023	2,441,828	12,887	0.83	0.83	4.71	0.18

\*\* In FY2014 no sampling was done on demand response mode so the District agreed to not report passenger miles for FY2015 and FY2016. The District conducted sampling in FY2017.

\*\*In FY2020, Demand Response operating statistics changed to reflect NTD report definitions for service modes. It now includes Cherriots Lift and Shop & Ride.



*Executive Summary*

# LONG RANGE TRANSIT PLAN

*December 2022*

# Executive Summary

A strong public transit system is the backbone of an environmentally friendly and economically thriving community. The Long Range Transit Plan will deliver valued mobility options that inspire community pride. The Cherriots Long Range Transit Plan supports this by describing where Cherriots will go in 5-, 10-, and 20-year timeframes. Cherriots is committed to delivering valued mobility options that inspire community pride. We are guided by nine key values: communication, humility, excellence, respect, resourcefulness, inclusivity, ownership, transparency, and safety.

The long range planning process occurred from September 2021 to December 2022. The plan was built around inclusive public engagement activities, with technical analysis and research supporting the investigations into how Cherriots must adapt and grow.

The Long Range Transit Plan includes background and technical documents describing work completed during the 16-month planning process. These are available as appendices and include the Plan Review, Snapshot Existing Conditions Report, Scenario Evaluation and Strategy Development Report, and two Public Engagement Summaries.

## Vision, mission, values

The Cherriots 20-year strategies in this plan set priorities for future service based on Cherriots vision, mission, and values. The Cherriots Long Range Transit Plan follows the agency’s guiding principles that also guide the Strategic Plan.

- Vision

We deliver valued mobility options that inspire community pride
- Mission

Creating Community Connections
- Values

Communication, Humility, Excellence, Respect, Resourceful, Inclusive, Ownership, Transparency, Safety

## Cherriots planning process

This is Cherriots first Long Range Transit Plan but not the first time Cherriots has looked to the future. Other plans and documents guiding Cherriots development and growth include the Strategic Plan, Comprehensive System Analysis, and Metropolitan Transportation Plan, as well as contributions to city and county transportation system plans. For more information on the near-term service planning process, see the Cherriots Strategic Plan.

Related planning processes over time

Plan	Update years		
	1 - 2	2 - 5	5 - 10
Cherriots			
Strategic Plan	●		
Service Plans	●		
Diversity, Equity, and Inclusion Plan		●	
Coordinated Public Transit Human Services Plan		●	
Long Range Transit Plan			●
Climate Action Plan			●
Partner Agencies			
SKATS Metropolitan Transportation Plan		●	
Local Comprehensive Plans		●	
Local Transportation System Plans			●
Local Climate Action Plans			●
Oregon Public Transportation Plan			●

\* SKATS = Salem-Keizer Area Transportation Study



## Public engagement

The Long Range Transit Plan was supported by a public engagement process that engaged community members to listen and learn about priority needs, inform us about their long range service priorities, and explore ideas and tradeoffs in developing an implementable public transportation plan. Public outreach activities occurred online and in person through the online survey, online open house, virtual workshop, stakeholder interviews, community presentations, outreach talking points and flyers, mailings, flyers posted on buses, and tabling events. The project had two public engagement phases:

- Phase 1:** Winter 2021 when we asked people within the communities to share their priorities and values for the future of the transit system and their unmet needs.
- Phase 2:** Summer 2022 when we asked community members about transit strategies and alternatives to understand what works best for them and what else was needed.

The project team identified leaders within organizations that represented:

- Older adults
- People experiencing physical, intellectual, or developmental disabilities and visual impairments
- Refugees
- People of color
- Low income
- Students in elementary, middle, and high school, as well as local college students

Table E1 shows the themes that were identified through interviews, presentations, and conversations with the public through both public engagement phases.



Table E1. Public engagement themes identified from the engagement phases

<b>Increase in Frequency:</b> Frequency increases were preferred over geographic coverage increases .
<b>Affordability of fares:</b> It is especially important for college students and caregivers.
<b>Technology is important:</b> Although crucial for younger people, the older demographic has become technology savvy following the pandemic. Technology options selected include real-time schedule information, app-based fares, and digital kiosks.
<b>Interest in vanpools:</b> There is community interest in vanpools, especially if they serve people who are acquainted and comfortable with each other.
<b>Flexible transit:</b> An on-demand bus service serving different zones was one of the top choices as an option for Cherriots to explore further.
<b>Same-day service:</b> Desired for paratransit riders, people with urgent medical appointments, and especially compelling for people who are blind or visually impaired, and for people with disabilities.
<b>Transit reliability in rural areas:</b> Important because many people live outside Salem where housing is more affordable and therefore need a way to and from Salem.
<b>Education campaign:</b> Improving education campaigns about how to find and use bus schedules, also at the high school level.
<b>Bus Stop accessibility:</b> Elements are required to increase accessibility such as street lighting and sidewalks (bus riders are pedestrians too).
<b>First and last mile service:</b> Needed for those who cannot reach a bus route that is a little too far to walk to.
<b>Diverse information media and languages:</b> Reach the Latinx community through Spanish media and TV, and Pacific Islander and Asian communities via flyers posted in Asian markets (languages: Chuukese, Marshallese, Pohnpeian, Palauan).

## Future Services

The Long Range Transit Plan strategies describe Cherriots investments to meet the District’s vision, mission, values, and strategic priorities, working in coordination to deliver responsive, reliable, and safe transit. There are six top strategies that define the way Cherriots will embark on this 20-year journey. Figures E1 and E2 summarize these top strategies and other future service improvements in the Cherriots transit system. All service changes will align with the Cherriots Title VI program and follow public hearing requirements.

The strategies in this chapter are organized into six categories representing service or investment types. Each section describes policies, services, and infrastructure investments to address rider needs and improve transportation in and connecting the region. See the full Long Range Transit Plan for specific short-, medium- and long-term strategies.

### L RTP TOP MESSAGES AND STRATEGIES



**Meeting commitments to existing service goals.** One short to medium-term (1-10 years) Cherriots priority is to expand both weekday and weekend service levels to meet goals for the Core Network and other routes. Cherriots is still building on commitments to offer a baseline of bus service across the local and regional networks. Cherriots will prioritize meeting policies set for the Core Network, Cherriots Local and Cherriots Regional routes, seven days per week.



**Adding service frequency and reliability to Cherriots Local and Regional routes.** Cherriots heard clearly in the public engagement conducted for the Long Range Transit Plan that new and future riders want to see more bus frequency on existing routes. This can include transit enhancements that help keep buses on-time and ensure access to services, jobs, and people across the region. Cherriots will pursue these and other strategies to meet this need.



**Building Cherriots into a Mobility Integrator.** Cherriots is a trusted provider of transportation services and will look for opportunities to leverage its expertise to work towards offering options such as flexible routes and micro-transit, while building partnerships for emerging mobility such as bike share. Growing into a mobility integrator means staying informed of the travel needs and opportunities that are constantly changing in the communities we serve.



**Enhancing bus stops and transit centers.** The quality of amenities at Cherriots bus stops and transit centers represent key gateways to opportunity. Cherriots will make bus stops and mobility hubs that are safe, accessible, and with links to a variety of transportation options a key focus of this strategy.



**Building partnerships with local jurisdictions for service expansion and land use integration.** Cherriots will continue to work in partnership with cities and counties to provide transportation services as our communities grow. Cherriots will balance investments in new service areas while balancing capital and operating resources.



**Becoming a leader in environmental sustainability through clean transportation choices.** Cherriots has started a zero emissions journey with groundbreaking investments in electric buses. Cherriots will seek out and capture future opportunities to preserve and improve our environment.

### Transit network

- Add Local service: Increase service frequency to meet service goals and beyond, add service hours to meet travel trends, and extend route coverage
- Develop and implement High-capacity transit operational and capital strategies to improve Core Network speed and reliability
- Expand regional mobility including added service and new routes
- Identify and serve new service areas across the Local and Regional networks.

### Bus stops and transit centers

- Develop a bus stop typology to design, identify amenities and prioritize improvements for standard bus stop, superstop bus stops, transit mobility hub, and transit centers.
- Implement new stops to improve access and connections for bus riders.

### Customer information and fares

- Complete implementation of e-fare program, including actions to protect customer data.
- Identify opportunities to expand reduced fares to other groups.
- Monitor the adoption of e-fare payment by seniors, people with disabilities, low-income riders, and ethnic minority riders, including from a Title VI perspective.
- Identify opportunities to reduce barriers to use of new trip planning and fare payment technologies for low-income riders.
- Look for opportunities to extend e-fare payment to new and existing services and explore new technologies that make fare payment easier for customers.
- Leverage data collected from e-fare payment to inform service plan and fare updates.

### Flexible mobility

- Look for opportunities to use flexible mobility to provide first- and last-mile connections for riders who are traveling throughout the region.
- Establish clear standards for the performance of on-demand and flex-route transit to guide future implementation.

- Incorporate flex routes, ride hailing partnerships, and expanded vanpools into scenarios during future updates of the Long Range Transit Plan.
- Look for opportunities to expand on-bus bicycle capacity as existing vehicles are replaced.
- Work with service providers to integrate new mobility options into Cherriots e-fare payment and trip planning systems.

### Transportation options

- Complete the Transportation Options strategic plan to meet the needs of travelers in Marion, Yamhill, and Polk Counties.
- Partner with new multifamily housing developments close to the Salem Downtown Transit Center to provide information and encouragement for walking, biking, carpooling, and transit use.
- Pilot a residential Group Pass Program with one or more new housing developments.
- Expand vanpool programming to manufacturing and agricultural employers.
- Expand the Group Pass Program to partners in housing developments, colleges, and universities.
- Expand program activities to promote bicycle riding and provide training.
- Leverage alignment with local Climate Action Plans and business and community sustainability priorities to increase shared mobility options in the region.

### Vehicles

- Replace the current renewable diesel (R-99) fleet with zero-emissions buses.
- Prioritize ongoing training for Cherriots maintenance and transportation staff to maintain and operate an increasingly zero-emissions fleet.
- Continue to expand capacity for electric buses through additional depot and on-route chargers.
- Investigate and study new opportunities as zero-emissions and other technologies advance and become more widely available.
- Cherriots will continue its focus on reducing emissions and improving the local environment by focusing on battery electric buses and infrastructure, and pursuing new and innovative technologies that lower Cherriots reliance on fossil fuels.



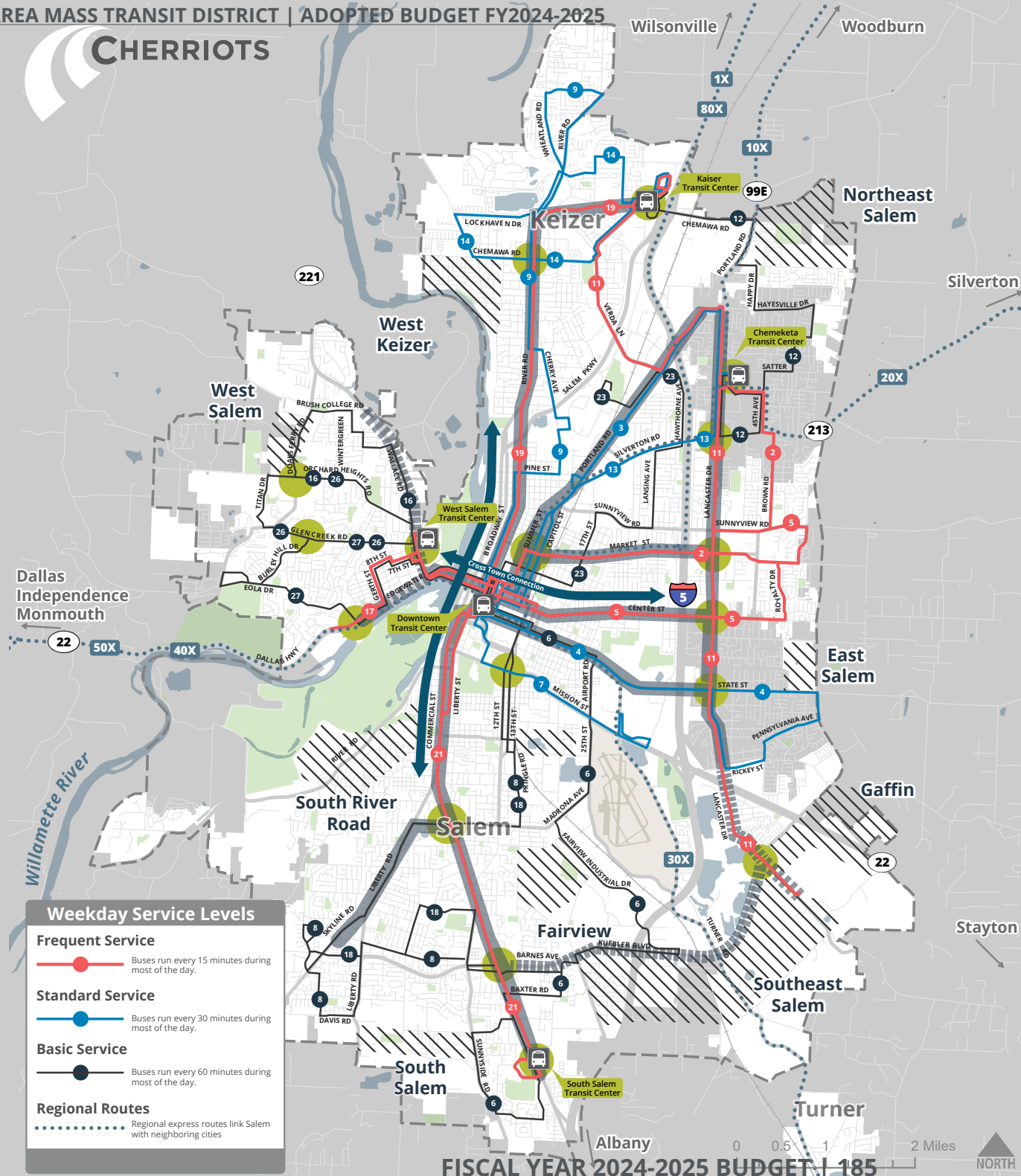


Figure E1.  
Future service vision map

### Legend

- Transit Center
- Amtrak Line
- Urban Growth Boundary
- Collector Streets
- Streets
- Park
- Water
- Unincorporated Areas
- Transit Hub or Super Stop
- Core Network
- Future Core Network
- Future Service Areas
- Improved Cross-town Connections

### 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.

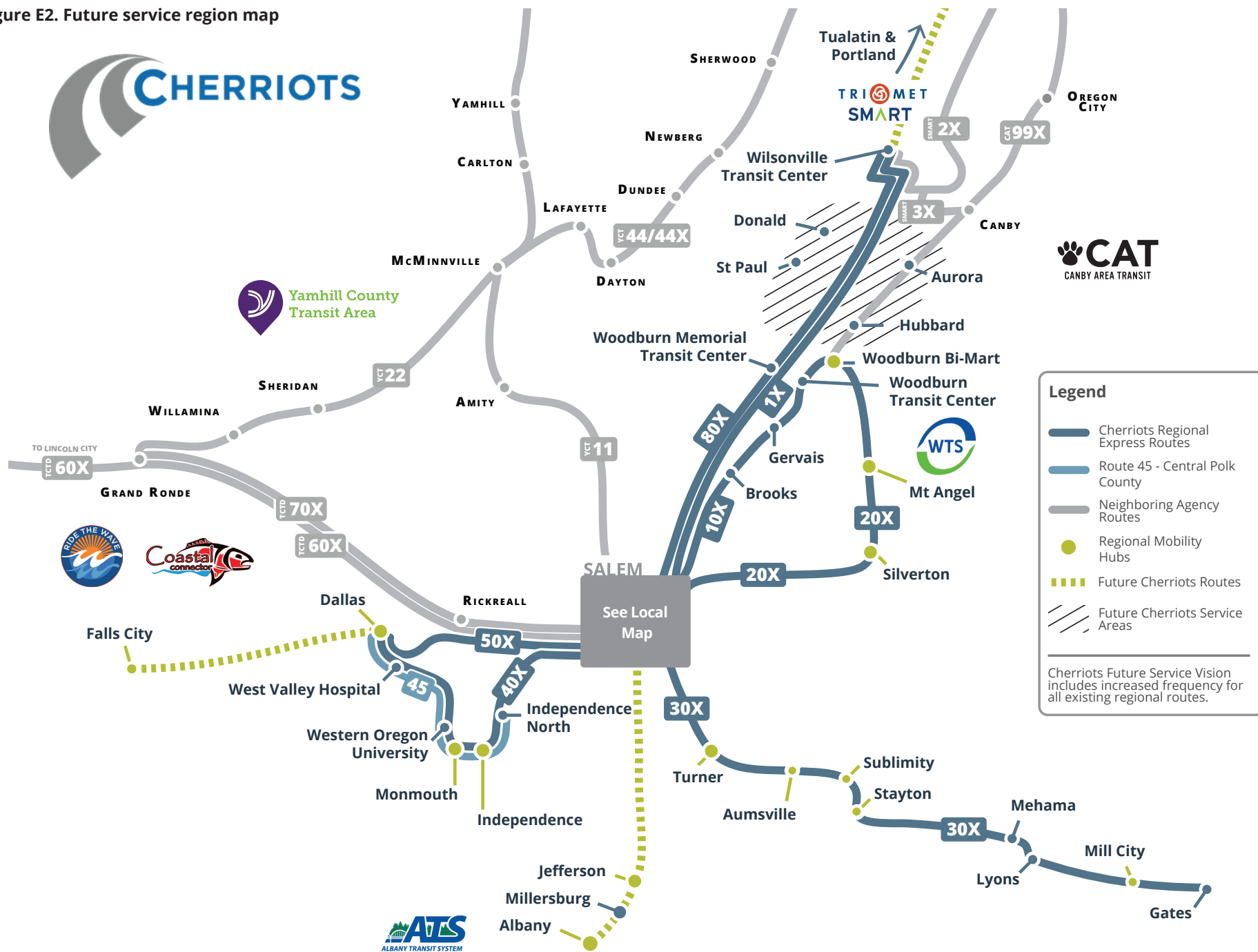
#### Basic Service

Buses run every 60 minutes during most of the day.

#### Regional Routes

Regional express routes link Salem with neighboring cities

**Figure E2. Future service region map**







Prepared by

**Jacobs**

Portland, Oregon 2022  
with Fehr and Peers and JLA Public Involvement

For more information visit our project website:

[www.cherriots.org/projects/Long Range Transit Plan](http://www.cherriots.org/projects/Long Range Transit Plan)

## Revenue/Resource Definitions

**Passenger Fares** – Funds collected from passengers.

**Federal STP Funds** – The STP/STBG 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 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 seniors and individuals with disabilities.

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

**Federal 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.

**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.

**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 Funds are State funds authorized through Oregon Legislature, originally based on a state payroll tax but now include the former STF program and its funding sources, i.e., ID card fees, non-highway gas tax, and cigarette tax revenues.

**STIF Pass Through Funds** – Special Transportation Improvement Funds are State funds awarded to other public transportation service providers within Marion and Polk counties but administered by the District as the Qualified Entity of the STIF program.

**STF Funds** – Special Transportation Funds are State funds for support of transportation services for seniors and individuals with disabilities. This program merged with the STIF program as of July 2023.

**STF Pass Through Funds** – Special Transportation Funds are State funds, which merged with STIF as of July 2023.

**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 March 2024, the interest rate is 5.20 percent, up 1.44 percentage points 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

**BUDGET CALENDAR**

Fiscal Year 2024-2025

Day	Date	Time	Responsible	Activity
Thursday	October 26, 2023	5:30 PM	Finance	Board adopts FY 2024-2025 Budget Calendar (for FY 2024-25 Budget Process)
Mon - Fri	Week of April 8, 2024		Finance	Publish First Notice of Budget Committee Meeting (10-30 Days)
Mon - Fri	Week of April 22, 2024		Finance	Publish Second Notice of Budget Committee Meeting (5-30 Days)
Wednesday	April 12, 2024		Executive Leadership Team	SAMTD Executive Leadership Team approves draft for Budget Committee consideration
Mon – Fri	Month of April, 2024		Finance	Budget Committee Orientation with Committee members upon request
Tuesday	May 7, 2024	5:30 PM	Senior Leadership Team	First Budget Committee Meeting – • Election of Officers & Budget Message
Wednesday	May 8, 2024	5:30 PM	Senior Leadership Team	Second Budget Committee Meeting – (if necessary) • Deliberation & Approval
Thursday	May 9, 2024	5:30 PM	Senior Leadership Team	Third Budget Committee Meeting – (if necessary) • Deliberation & Approval
Tues - Fri	Week of May 28, 2024		Finance	Publish Budget Summary and Notice of Budget Hearing (5-30 Days)
Thursday	June 27, 2024	5:30 PM	Budget Committee	Board holds Budget Hearing
Thursday	June 27, 2024	5:30 PM	Board	Board adopts FY2023-24 Budget, makes appropriation, levies taxes
Mon - Fri	Week of July 15, 2024		Finance	Adopted budget and levy certification form due to County Assessors (submission required by July 31, 2024)





Oregon

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Salem-Keizer Transit  
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STATE OF WISCONSIN, COUNTY OF BROWN

The Statesman Journal, of general circulation as defined by Sections 193.010 to 193.110, Oregon revised Statutes; printed and Published in Salem in Marion County, Oregon; and that this Public Notices is printed copy of which is hereby annexed was Published in said newspapers in the issue:

04/17/2024

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**PUBLIC NOTICE****Notice of Virtual Budget Committee Meetings for Salem Area Mass Transit District**

The Salem Area Mass Transit District, of Marion and Polk Counties, State of Oregon, will hold a Virtual Budget Committee meeting available to watch live on <https://cherriots.org.zoomgov.com/j/1616979613?pwd=RYtueWtuR2tqVUJQMiliOTRmdTBsUT09> Meeting ID: 161 697 9613 | Passcode: 805965 to discuss the budget for the fiscal year July 1, 2024 to June 30, 2025. The meeting begins at 5:30 pm on May 7, 2024 to receive the budget message and to receive comment from the public on the budget.

Written public comments are encouraged and should be submitted to [publictestimony@cherriots.org](mailto:publictestimony@cherriots.org) by 4:00 pm on Monday, May 6, 2024. Persons wishing to provide verbal public comment should sign up through the Zoom platform and instructions will be provided at the Zoom meeting. Please provide your full name and address for the public record, and limit your public comments to three minutes. Meetings may conclude on May 7, 2024 if the Budget Committee takes action to approve the FY2024-2025 Proposed Budget. However, virtual Budget Committee meetings are also scheduled on May 8, 2024 at 5:30 pm, if necessary for deliberation. Public testimony will not be received at these additional meetings. Please visit the Districts website at <https://www.cherriots.org/meetings/> for further notifications of the Budget Committee meetings and to inspect the budget document on or after April 29, 2024. A copy of budget document may also be inspected or obtained (for a fee) at the Cherriots Administration Office at 555 Court Street NE Suite 5230, Salem, OR 97301 between the hours of 8:00 am and 5:00 pm. If you require translation services, please call (503) 588-2424 or email [kirra.pressey@cherriots.org](mailto:kirra.pressey@cherriots.org) in advance.

Statesman Journal  
April 17, 2024

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# SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2024-2025

FORM LB-1

## NOTICE OF BUDGET HEARING

A public meeting of the Salem Area Mass Transit District will be held on June 27, 2024 at 5:30 p.m. at the Senator Hearing Room in Courthouse Square, 555 Court St. NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2024, as approved by the Salem Area Mass Transit Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the SAMTD Administration Office at 555 Court St NE, Suite 5230, Salem OR 97301, between the hours of 8:00 a.m. and 5:00 p.m. or online at [www.cherriots.org](http://www.cherriots.org). This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Denise LaRue, Chief Financial Officer

Telephone: 503-588-2424

Email: [denise.larue@cherriots.org](mailto:denise.larue@cherriots.org)

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2022 - 2023	Adopted Budget This Year 2023 - 2024	Approved Budget Next Year 2024 - 2025
Beginning Fund Balance/Net Working Capital	47,016,078	53,891,142	55,028,460
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,466,510	2,439,944	2,297,608
Federal, State & all Other Grants, Gifts, Allocations & Donations	46,337,826	52,701,702	58,128,329
Interfund Transfers	10,573,385	8,111,888	12,695,138
All Other Resources Except Current Year Property Taxes	2,071,730	1,947,478	3,115,841
Current Year Property Taxes Estimated to be Received	14,789,597	14,762,527	16,310,471
<b>Total Resources</b>	<b>123,255,126</b>	<b>133,854,681</b>	<b>147,575,847</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	30,346,725	35,493,530	38,580,994
Materials and Services	14,929,011	20,691,294	21,414,412
Capital Outlay	7,685,507	29,703,693	36,447,643
Interfund Transfers	10,573,385	8,111,888	12,695,138
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	59,720,498	38,354,276	36,937,660
<b>Total Requirements</b>	<b>123,255,126</b>	<b>133,854,681</b>	<b>147,575,847</b>

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM			
Name of Organizational Unit or Program FTE for that unit or program			
General Mgr/Board of Directors/Sustainability	636,692	607,063	653,170
FTE	3.0	3.0	3.0
Deputy General Manager	1,597,467	1,162,050	1,083,630
FTE	11.0	7.0	6.0
Human Resources & Labor Relations	688,474	947,590	1,045,347
FTE	6.8	6.8	6.8
Finance	1,544,030	1,725,858	1,739,932
FTE	10.5	11.0	10.0
Communication	1,526,478	1,774,270	1,799,386
FTE	13.8	14.2	13.6
Technology & Program Management	305,157	0	0
FTE	1.5	0.0	0.0
Planning & Development	0	971,852	913,241
FTE	0.0	6.0	5.0
Safety & Security	0	0	705,758
FTE	0.0	0.0	4.0
Technology & Infrastructure	810,624	1,036,779	1,073,855
FTE	5.9	5.9	6.0
Operations	21,781,160	25,732,512	27,951,369
FTE	192.7	202.0	206.8
Unallocated General Administration and Contingency	602,835	466,858	436,000
FTE	0.0	0.0	0.0
Transportation Programs Fund	(4,167,002)	(2,588,406)	(2,874,695)
FTE	8.2	8.5	8.2
Capital Projects Fund	(5,552,575)	(4,454,784)	(8,641,138)
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	103,481,783	106,473,039	121,689,992
FTE	0.0	0.0	0.0
<b>Total Requirements</b>	<b>123,255,123</b>	<b>133,854,681</b>	<b>147,575,847</b>
<b>Total FTE</b>	<b>253.4</b>	<b>264.4</b>	<b>269.4</b>

STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING			
The FY2024-25 Approved Budget reflects a revision in the reporting structure. Revenues have increased in this budget due to additional funds for capital projects.			
PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2022 - 2023	Rate or Amount Imposed This Year 2023 - 2024	Rate or Amount Approved Next Year 2024 - 2025
Permanent Rate Levy (rate limit 0.7609 per \$1,000)	0.7609	0.7609	0.7609
Local Option Levy	n/a	n/a	n/a
Levy For General Obligation Bonds	n/a	n/a	n/a

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