

# Adopted Budget

Salem Area Mass Transit District

Fiscal Year  
**2026-2027**



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# Salem Area Mass Transit District Overview



**Organizational Chart**

**Board of Directors**



**Maria Hinojos Pressey**  
President  
Subdistrict 4



**Vacant**  
Director  
Subdistrict 1



**Ramiro Navarro Jr.**  
Director  
Subdistrict 2



**Sadie Carney**  
Treasurer  
Subdistrict 3



**Ian Davidson**  
Vice-President  
Subdistrict 5



**Sara Duncan**  
Secretary  
Subdistrict 6



**Bill Holmstrom**  
Director  
Subdistrict 7

**Allan Pollock**  
General Manager

**David Trimble**  
Deputy General Manager



- Strategic Initiatives
- Government Relations



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



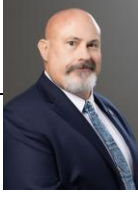
**Raelynn North**  
Chief Financial Officer

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



**Jaél Rose**  
Chief Business Development Officer

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



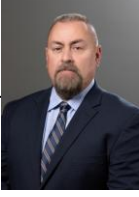
**Tom Dietz**  
Chief Operations Officer

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



**Shofi Ull Azum**  
Chief Planning & Development Officer

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



**Cliff Carpentier**  
Chief Safety Officer

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

## About Salem Area Mass Transit District

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

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

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

## Service & Community Impact

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

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

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

## Cherriots Local



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

## Cherriots Regional



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

## Cherriots Lift



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

## Cherriots Shop & Ride



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

## Commuter Options

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

## Travel Training

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

## Regional Partnerships

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

## Mobility Information for Riders

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

## Rider Support

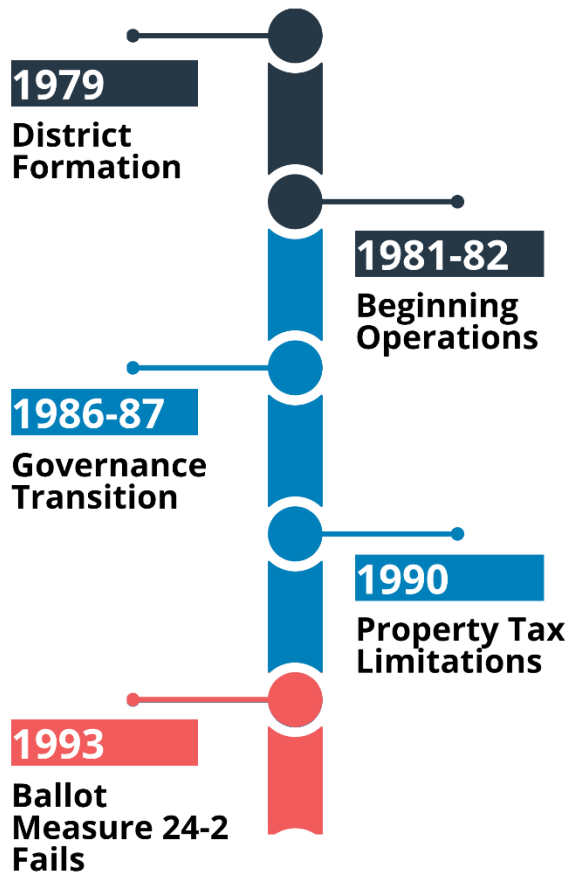
- Customer Service: 503-588-2877; info@cherriots.org
- [Rider Guide](#)

## Social Media

- [facebook.com/cherriots/](https://facebook.com/cherriots/)
- [instagram.com/cherriots/](https://instagram.com/cherriots/)
- [x.com/Cherriots](https://x.com/Cherriots)
- [LinkedIn.com/company/cherriots](https://LinkedIn.com/company/cherriots)

## History

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



### District Formation (1979):

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

### Beginning Operations (1981-82):

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

### Governance Transition (1986-87):

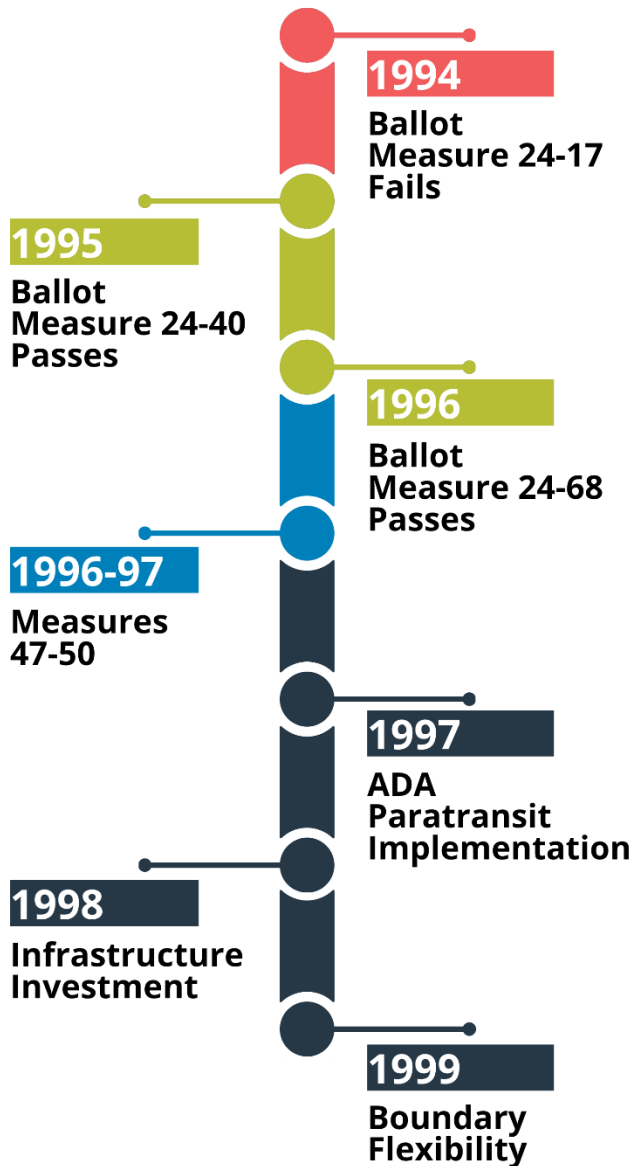
- Legislation amends ORS Chapter 267 requiring all Board members to be elected.
- District redistricted from five to seven subdistricts.
- July 1, 1987: Seven-member fully elected Board takes office.

### Property Tax Limitations (1990):

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

### Ballot Measure 24-2 (1993):

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



**Ballot Measure 24-17 (1994):**

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

**Ballot Measure 24-40 (1995):**

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

**Ballot Measure 24-68 (1996):**

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

**Measures 47-50 (1996-97):**

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

**ADA Paratransit Implementation (1997):**

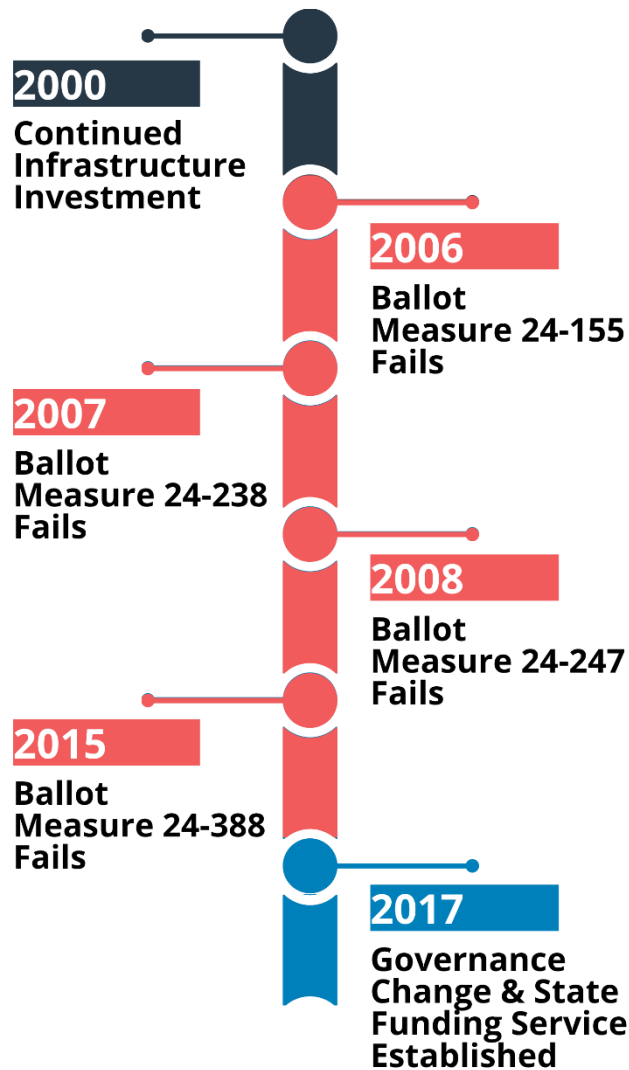
- District begins full ADA complementary paratransit service in compliance with federal law.

**Infrastructure Investment (1998):**

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

**Boundary Flexibility (1999):**

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



**Continued Infrastructure Investment (2000):**

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

**Ballot Measure 24-155 (2006):**

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

**Ballot Measure 24-238 (2007):**

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

**Ballot Measure 24-247 (2008):**

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

**Ballot Measure 24-388 (2015):**

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

**Governance Change & State Funding Service Established (2017):**

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

# Strategic Goals & Strategies



## Strategic Goals and Strategies

### Vision, Mission, and Values

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

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



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

**Customer Satisfaction**  
The Net Promotor Score provided by Cherriots customers.

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

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

### Success Outcomes

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

## FY2027 Organizational Goals

### Community Value

- **Comprehensive Operational Analysis Recommendations**



#### Strategies

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

- **Community and Civic Engagement**

#### Strategies

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

### Customer Satisfaction

- **Vehicle Technology Roadmap**

#### Strategies

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



- **Bus Stop Accessibility**

#### Strategies

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

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

## Culture of Ownership

### • National Incident Management System and Incident Command System



#### Strategies

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

### • Strategic Values

#### Strategies

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

### • Tyler Munis (MARTI) ERP Implementation

#### Strategies

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

## Financial Sustainability

### • Transit Asset Management Roadmap

#### Strategies

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



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

- **Fiscal Policies**

- **Strategies**

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

## GFOA Certificate of Achievement for Excellence in Financial Reporting



Government Finance Officers Association

Certificate of  
Achievement  
for Excellence  
in Financial  
Reporting

Presented to

**Salem Area Mass Transit  
Oregon**

For its Annual Comprehensive  
Financial Report  
For the Fiscal Year Ended

June 30, 2024

*Christopher P. Morrill*

Executive Director/CEO

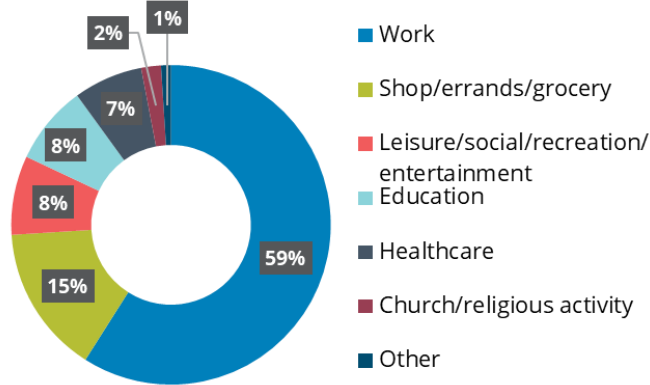
The Government Finance Officers Association of the United States and Canada (GFOA) awarded the Certificate of Achievement for Excellence in Financial Reporting to the District for its Annual Comprehensive Financial Report for Fiscal Year 2024. This marks the District's 13<sup>th</sup> consecutive year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

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

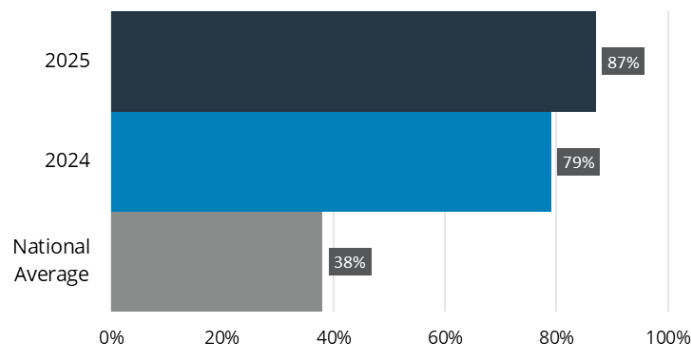
This award is valid for a period of one year only. The District believes its subsequent Annual Comprehensive Financial Reports will continue to conform to program requirements and will submit future reports to the GFOA to determine eligibility for continued recognition.

## Customer Satisfaction & Community Value Surveys

**Trip Purpose**

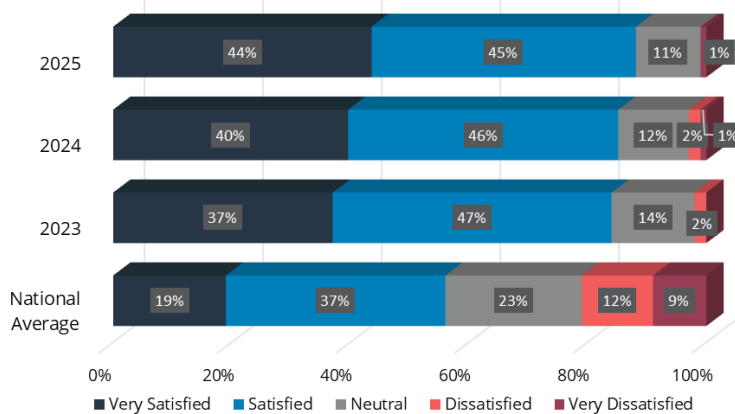


**Bus Cleanliness Score**



**Cherriots Overall Satisfaction**

33% Higher than the National Average



## 2025 Customer Satisfaction Survey Results

### Demographic Breakdown

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

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

### Key Findings

#### Ridership & Usage

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

#### Satisfaction & Support

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

#### Performance Metrics

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

## 2025 Community Value Survey Results

### Key Findings

#### Awareness & Usage

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

#### Community Value

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

#### Mobility & Accessibility

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

#### Economic & Quality of Life Impact

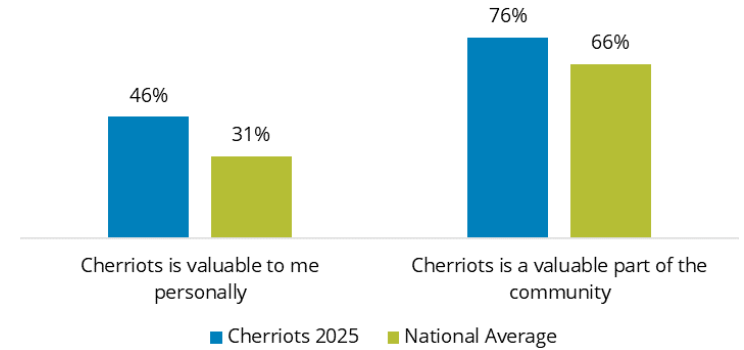
- 72% agree the District helps provide job opportunities in the region, and 68% believe it improves overall quality of life - both above the national average.

#### Environmental & System Benefits

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

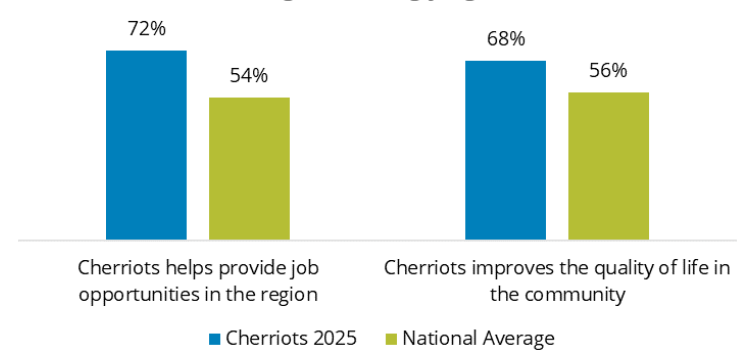
### Community and Personal Value

% Agree/Strongly Agree



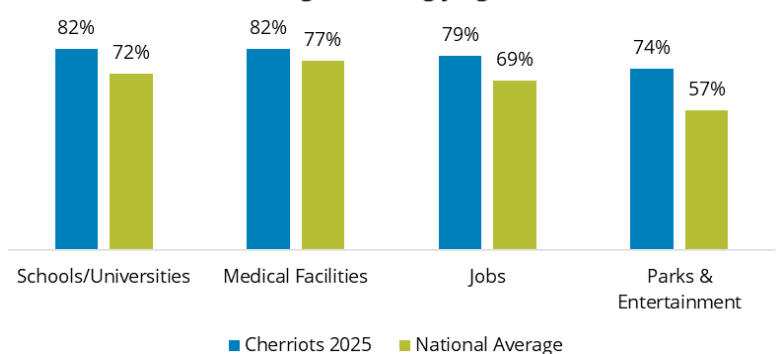
### Employment and Quality of Life

% Agree/Strongly Agree



### Access to Important Destinations

% Agree/Strongly Agree



# Budget Committee



## Guidelines & Process

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

### Committee Guidelines

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

#### Members May:



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

#### Members May Not:



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

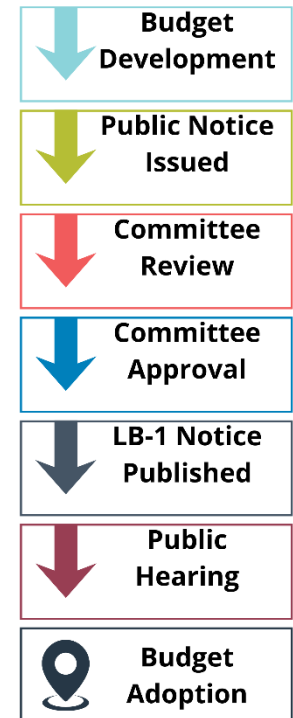
### The Budget Process

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

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

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

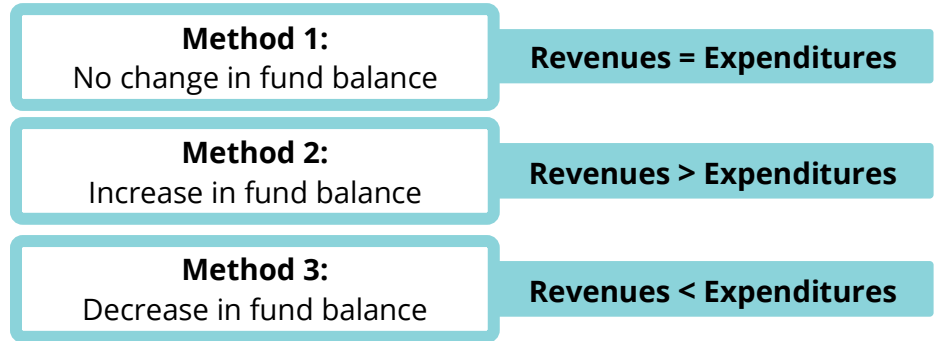
Following Budget Committee approval, the District publishes the LB-1 Notice of Budget Hearing and makes the approved budget available for public review. The Board then holds a public hearing to receive public comment prior to considering final adoption of the budget, typically in June.



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

### Balanced Budget

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



### Budget Policies

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

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

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

### Overview of the District’s Financial Structure

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

### Revenue Classification

Revenues are classified as either unrestricted or restricted:

**Unrestricted Revenues**

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

**Restricted Revenues**

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

## Funds

The District maintains three funds:

### General Fund

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

### Transportation Programs Fund

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

### Capital Projects Fund

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

## Oregon Local Budget Law Requirements

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

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

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

## Public Involvement

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

## How Community Priorities Are Considered

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

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

## Preparing the Budget

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

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

Roster

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

**Budget Officer**

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

## Salem Area Mass Transit District Agenda

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

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

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### Available meeting formats:

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

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

Comments can be submitted:

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

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

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

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

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

**Email Distribution List:** Email [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org) to join the District's public meeting distribution list.

**Formatos de reunión disponibles:**

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

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

Los comentarios pueden enviarse:

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

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

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

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

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

**Lista de distribución por correo electrónico:** Envíe un correo electrónico a [clerkoftheboard@cherriotics.org](mailto:clerkoftheboard@cherriotics.org) para unirse a la lista de distribución de reuniones públicas del Distrito.

## Agenda

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- 1. Call to Order**
  - A. Note of Attendance for a Quorum
  - B. Safety Minute
  - C. Announcements | Changes to Agenda
- 2. Election of Officers**
  - A. Chair
  - B. Vice-Chair
- 3. Public Comment**
- 4. Budget Message**
- 5. Discussion of the Proposed FY2027 Budget**
  - A. General Fund
  - B. Transportation Programs Fund
  - C. Capital Projects Fund
- 6. Action Item**
  - A. Approve Minutes
    - i. May 6, 2025 Budget Committee Meeting
  - B. Approve the Proposed Budget for the 2026-2027 fiscal year in the amount of \$144,242,844 and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.
- 7. Other Business**
- 8. Adjourn**

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

**Salem Area Mass Transit District**

**Minutes**

Tuesday, May 6, 2025

Index of Board Actions

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

**Attendance**

**Budget Committee**

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

**Staff**

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

**Absent**

- Ramiro Navarro Jr.
- Andrew Hickey
- Sheronne Blasi

## Meeting Information

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### 1. Call to Order

#### A. Note of Attendance for a Quorum

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

Attendance was noted and a quorum was present.

Members of the Budget Committee and District staff introduced themselves.

#### B. Safety Message

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

#### C. Announcements & Changes to Agenda

None

### 2. Election of Officers

#### A. Chair

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

##### Action

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

#### B. Vice-Chair

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

##### Action

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

**3. Public Comment**

None

**4. Budget Message**

Presenter: GM Pollock

Proposed Budget: Pg. 15-21

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

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

Proposed Budget: Pg. 25-35

**B. General Fund**

Proposed Budget: Pg. 36-40

**C. Transportation Programs Fund**

Proposed Budget: Pg. 41-46

**D. Capital Projects Fund**

Proposed Budget: Pg. 47-51

Presenter: CFO LaRue

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

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

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

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

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

**7. Other Business**

None

**8. Adjourn**

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

# Budget Message



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

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

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

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

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

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

## **FY2026 in Review**

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

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

Additional District FY2026 highlights include:

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



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

## FY2027 Preview

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

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

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

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

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

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

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

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

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

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

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

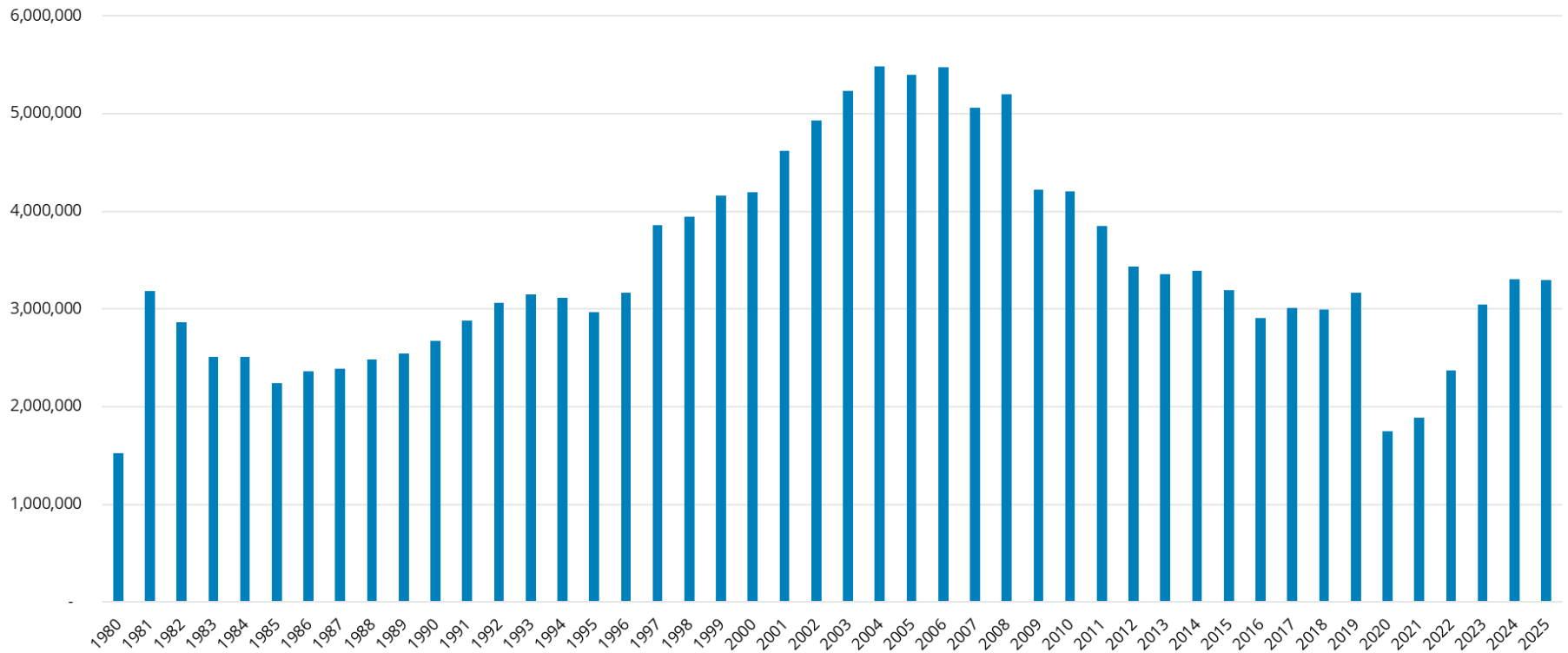
In FY2027 the District will complete its Comprehensive Operations Analysis that began in FY2026. This is an extremely important project as it will analyze service to evaluate how each route is performing. As a result, the District will be able to identify modifications to service to increase effectiveness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

Key projects in the FY2027 proposed budget include:

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

## Ridership

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



## Personnel Services

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

### Additions:

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

### Deletions:

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

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

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

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

## Conclusion

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

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

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

I recommend the Budget Committee approve the FY2027 Proposed Budget.

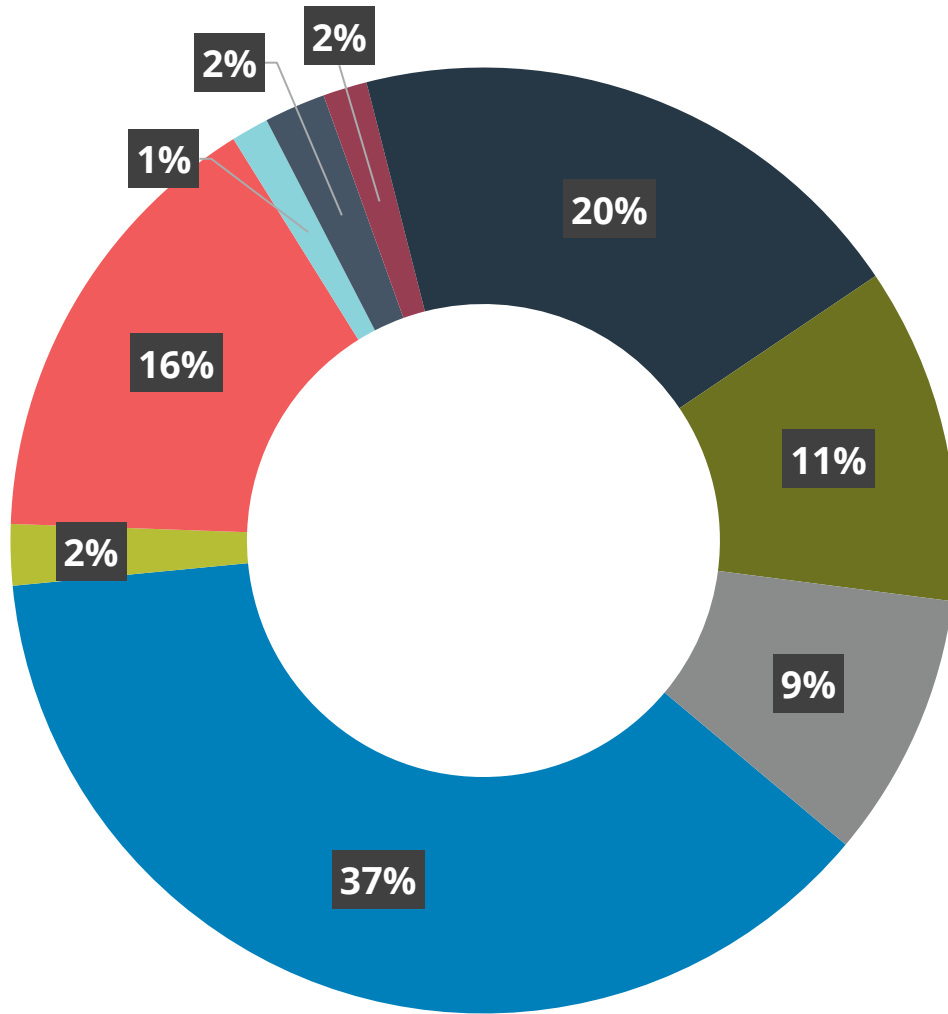
# Financial Summary



# Total Resources, Requirements, & Reserves

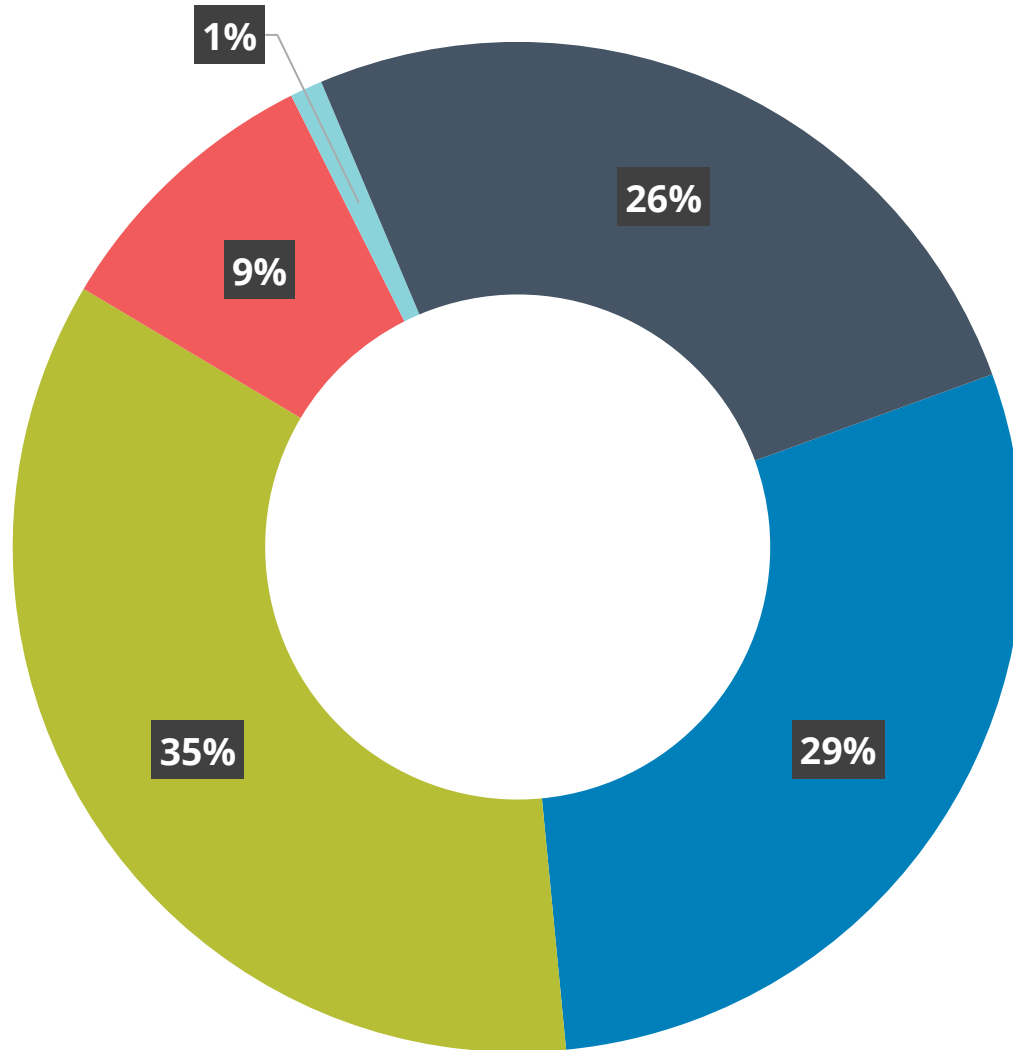


### District-Wide Financial Resources \$144.2M



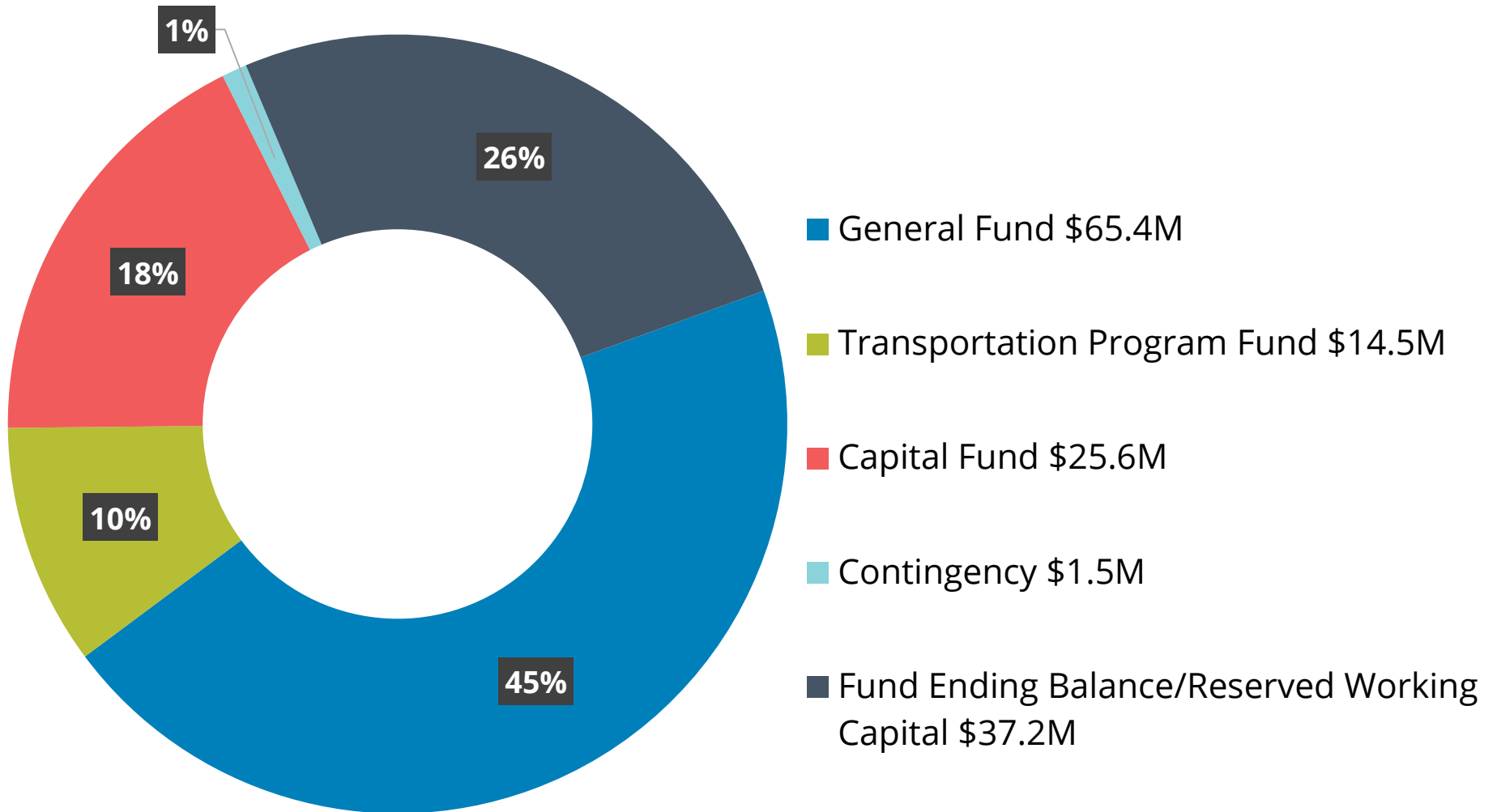
- Fund Beginning Balance \$53.9M
- Fares \$3.0M
- Federal \$22.5M
- Federal - Pass Through \$1.8M
- Miscellaneous \$3.0M
- Pass Through \$2.2M
- State \$28.2M
- Taxes \$16.6M
- Transfers In \$13.0M

### District-Wide Financial Requirements \$144.2M



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

### District-Wide Financial Requirements by Fund \$144.2M



# Financial Summary



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

# Financial Summary



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

# Financial Summary



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

# Financial Summary



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

# Financial Summary



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

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

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

<b>Actual Fund/Reserve Increase (Decrease)</b>	<b>\$ (1,775,370)</b>	<b>\$ (2,327,290)</b>	<b>\$ (4,491,928)</b>
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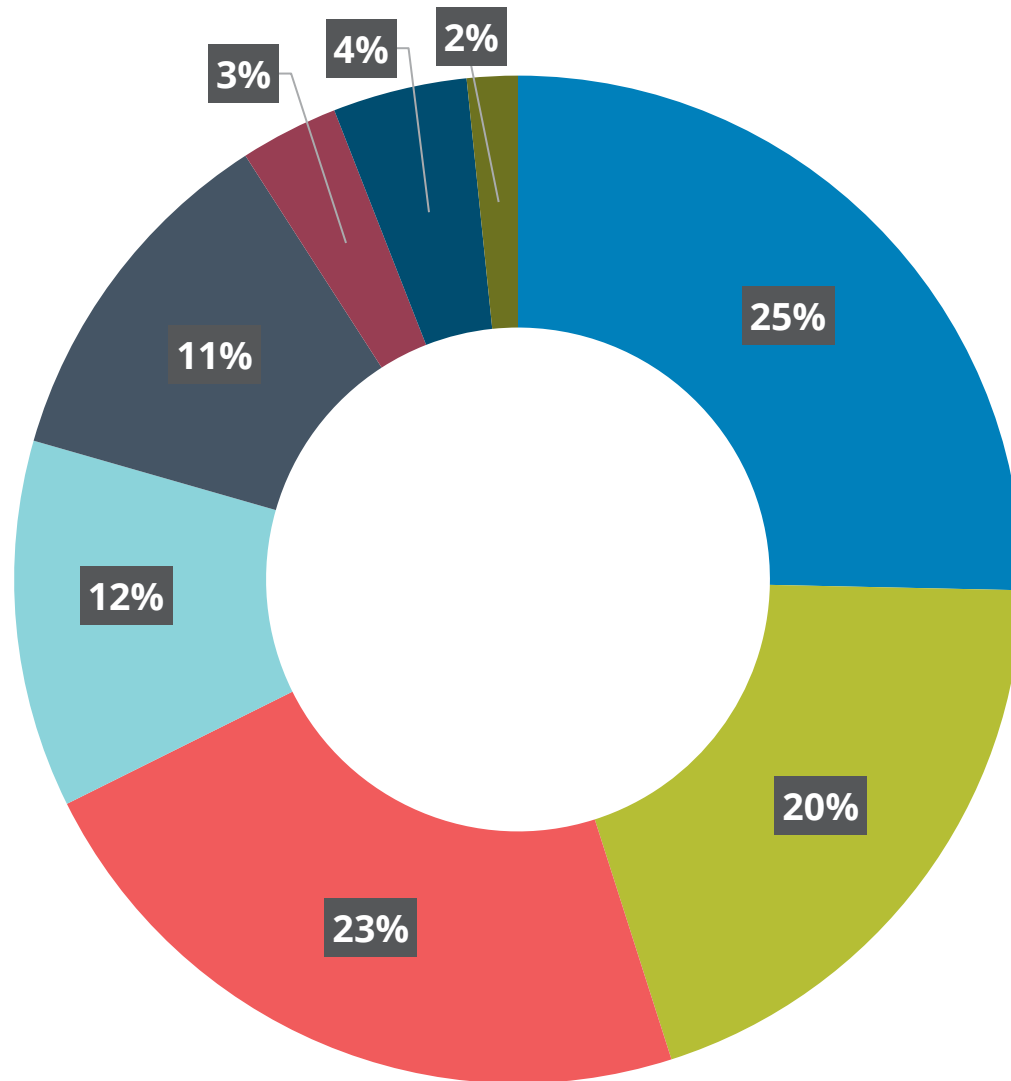
<b>Variance from Budget to Actual</b>	<b>\$ 13,761,496</b>	<b>\$ 15,763,511</b>	<b>\$ 12,203,119</b>
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Revenue Variance	\$ (7,570,228)	\$ (36,163,854)	\$ (14,488,962)
Expense Variance			
Personnel Services	2,157,618	1,924,384	1,630,387
General Fund Materials & Services	2,853,869	1,882,670	798,876
Transportation Programs Fund Materials & Services	610,536	1,225,576	167,836
Capital Projects	14,209,701	32,699,597	18,287,292
Transfers Out	-	12,695,138	4,307,690
Contingency	1,500,000	1,500,000	1,500,000
<b>Variance from Budget to Actual</b>	<b>\$ 13,761,496</b>	<b>\$ 15,763,511</b>	<b>\$ 12,203,119</b>

# General Fund

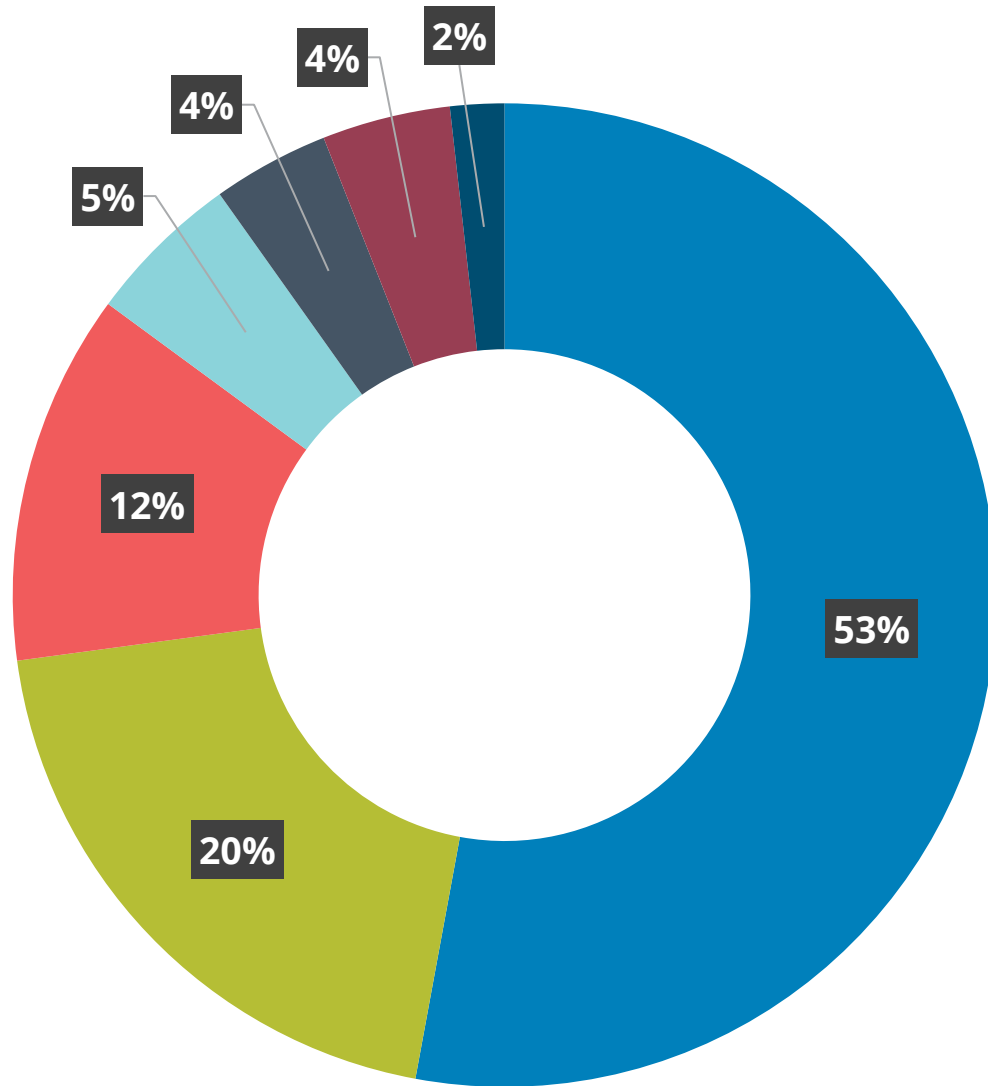


### General Fund Resources / Revenues \$65.4M



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

### General Fund Requirements / Expenses \$65.4M



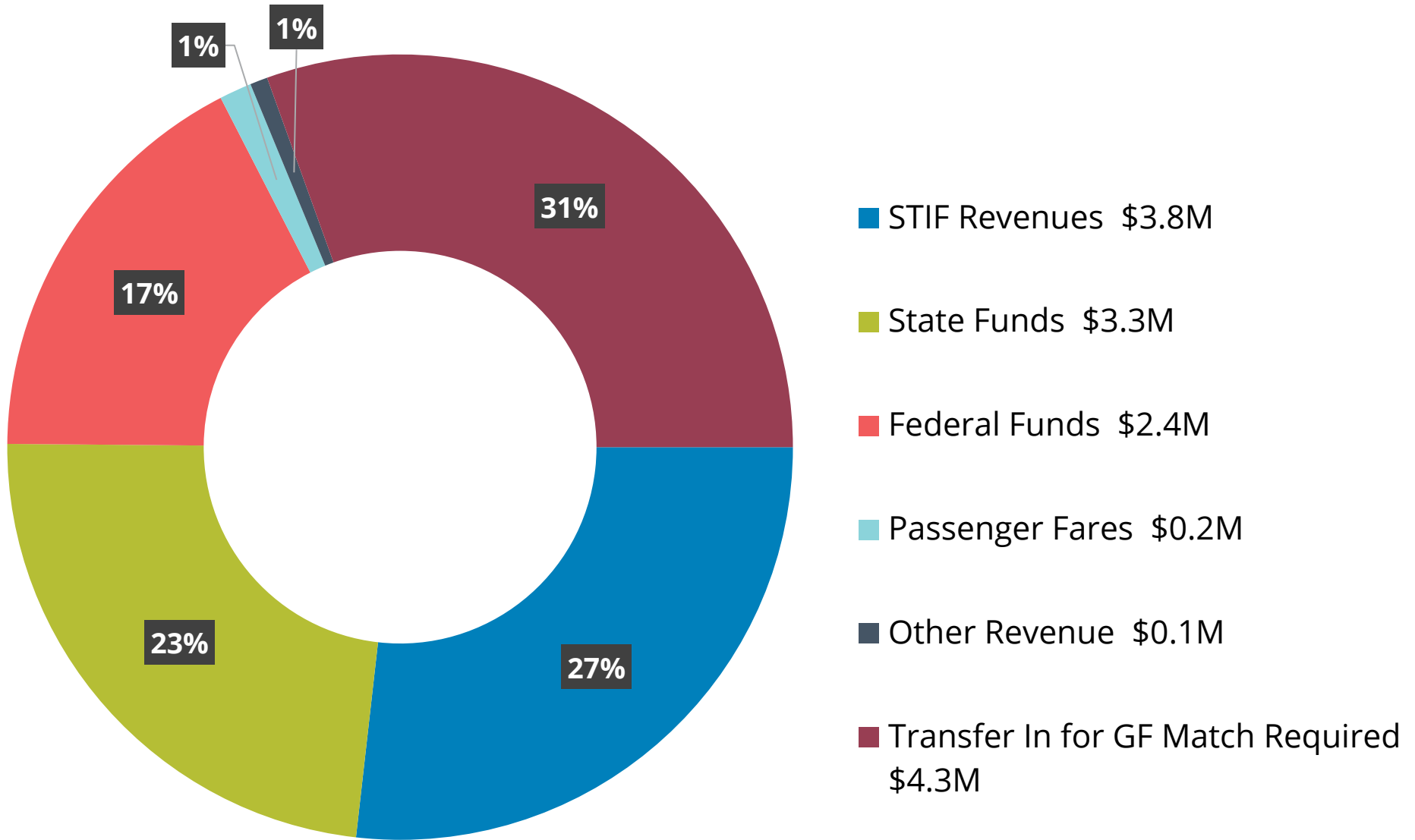
- Operations \$34.6M
- Transfers Out to Other Funds \$13.0M
- GM/DGM/BOD/General Admin \$8.0M
- Safety & Security \$3.3M
- Communication \$2.5M
- Finance \$2.8M
- Planning & Development \$1.1M

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

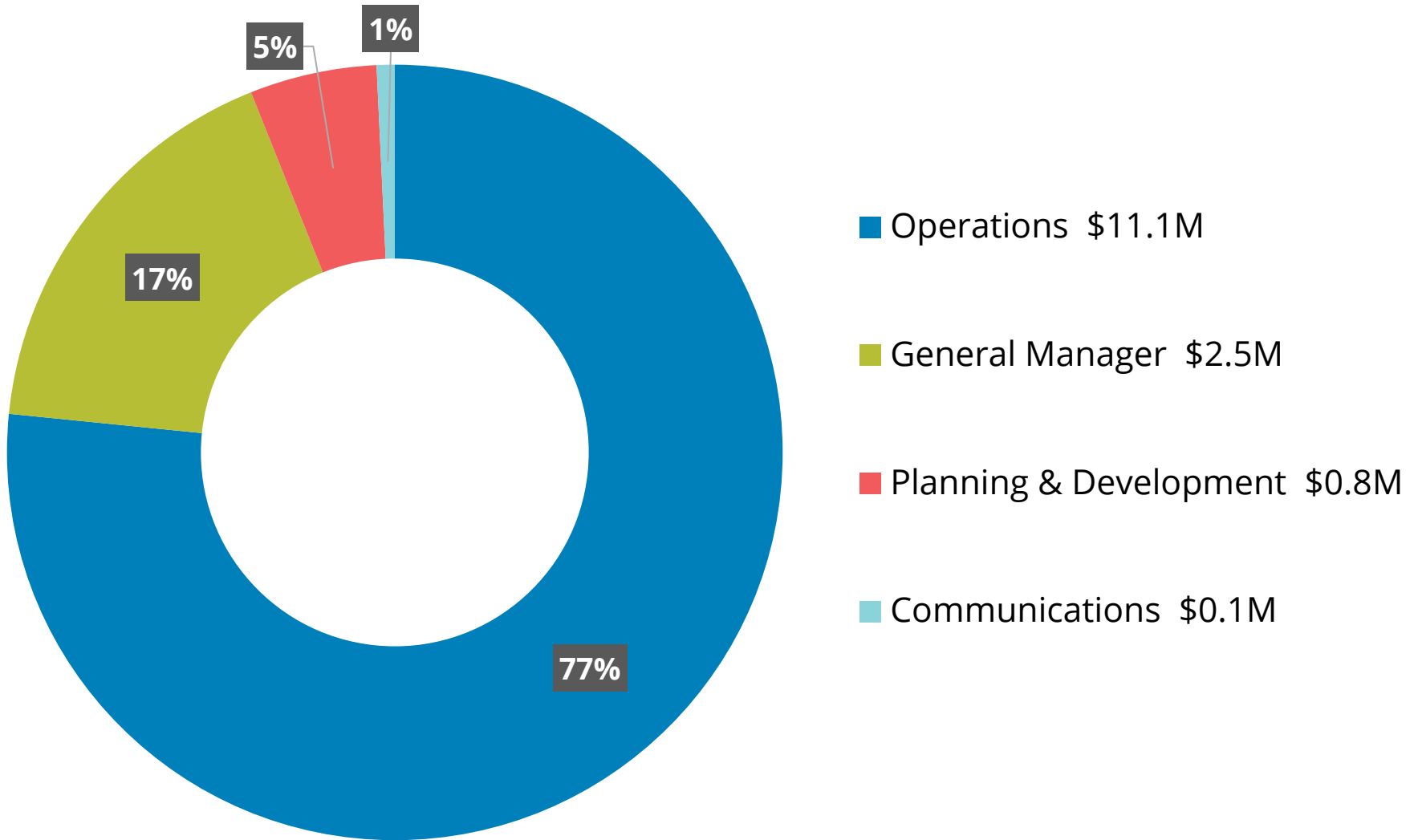
# Transportation Programs Fund



### Transportation Programs Fund Resources / Revenues \$14.1M



### Transportation Programs Fund Requirements / Expenses \$14.5M

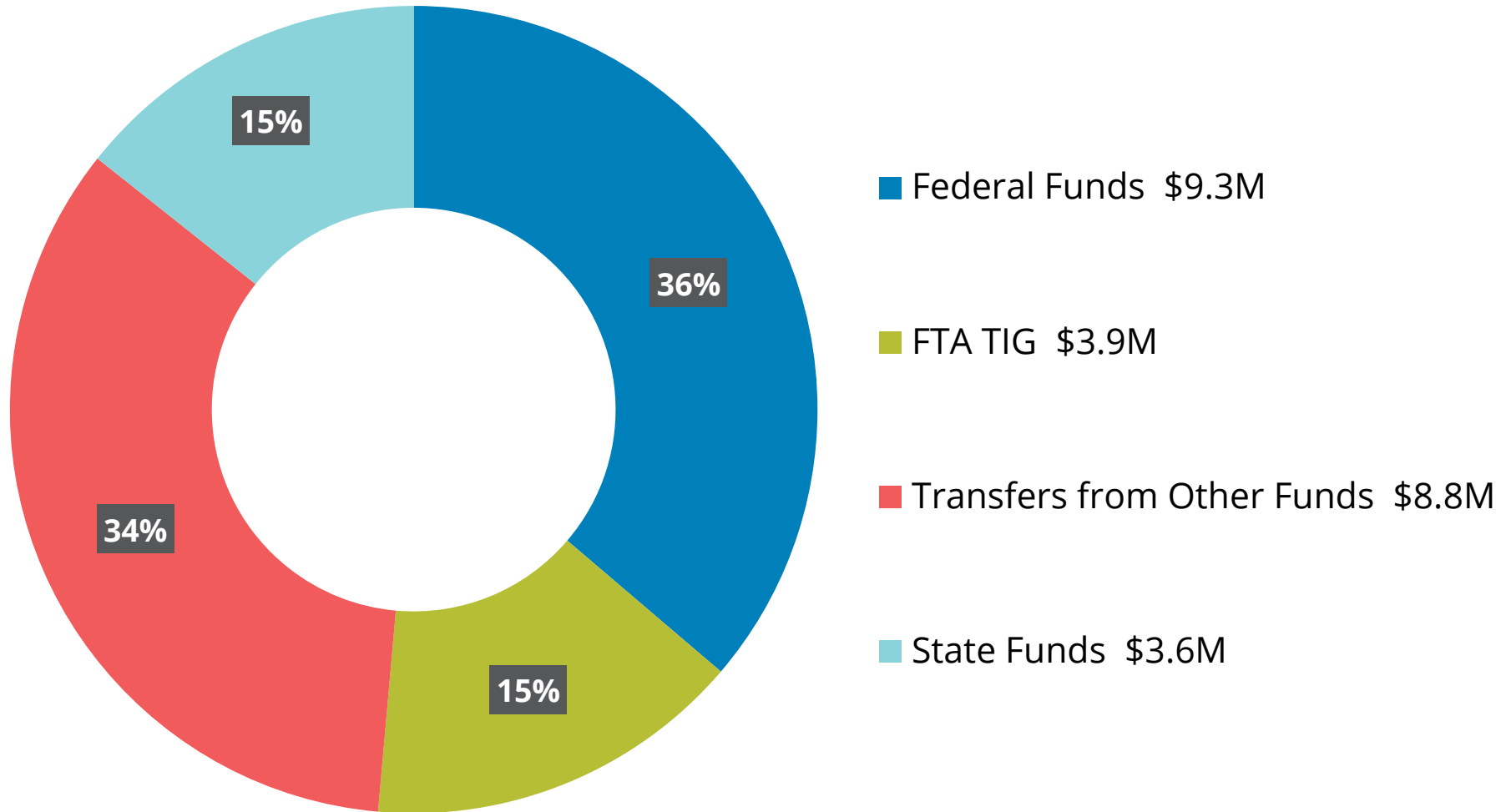


<b>Transportation Programs Fund</b>		<b>FY2026-27</b>	<b>Percent</b>	<b>Cumulative</b>	
<b>Top 80% of Expenditures</b>		<b>Adopted Budget</b>	<b>of Total</b>	<b>Percent</b>	
<b>Materials &amp; Services</b>					
1	Contract Transportation	\$ 8,188,900	74.82%	74.82%	1
2	Fuel	757,050	6.92%	81.73%	2
3	All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

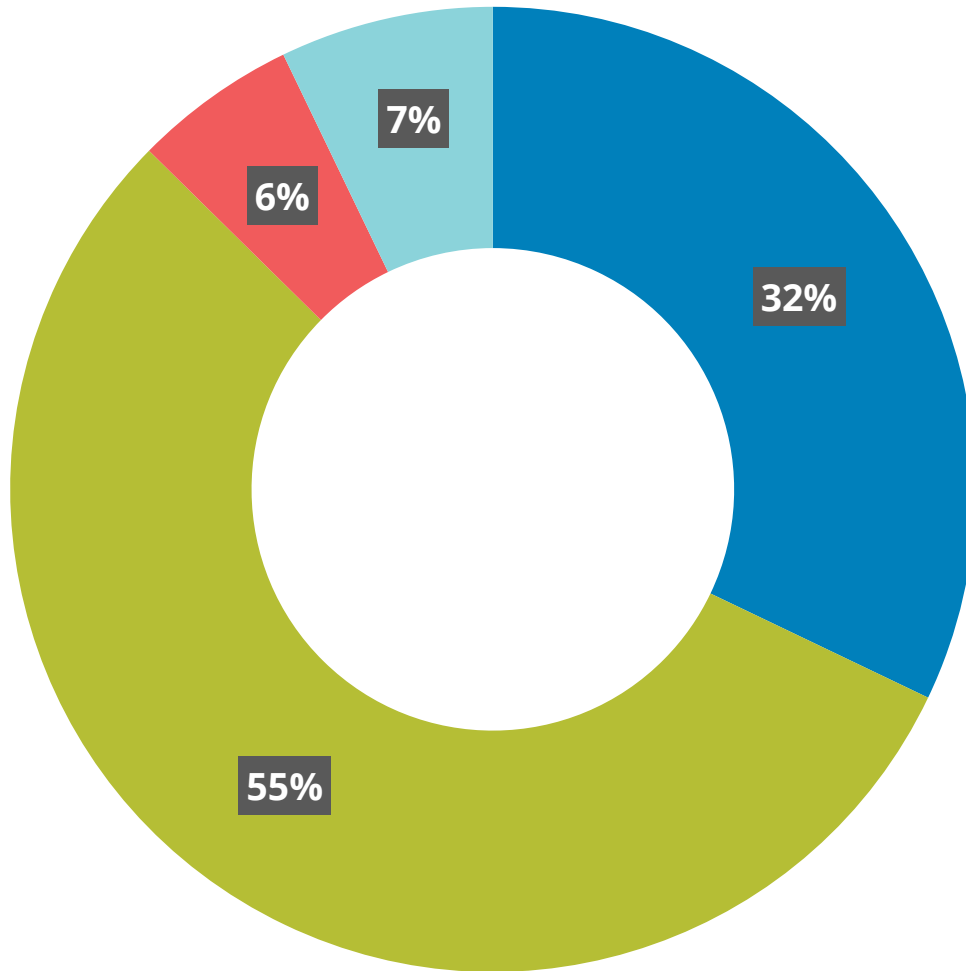
# Capital Projects Fund



### Capital Projects Fund Resources / Revenues \$25.6M



### Capital Projects Fund Requirements / Expenses \$25.6M



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

## FY2026 - 27 Capital Projects Highlights

### Continuation/Completion Projects

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

### New Projects

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



Resolution Approving FY2026 - 2027 Budget



**Resolution No. 2026-09**

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

**Be It Resolved** that the Board of Directors of Salem Area Mass Transit District, hereafter referred to as "District," hereby adopts the budget for fiscal year 2026-2027 in the total amount of \$144,242,844; now on file at the District Administration Office, 555 Court St. NE, Suite 5230, Salem, OR 97301.

**Making Appropriations**

**Be It Resolved** that the amounts for the fiscal year beginning July 1, 2026, and for the purposes shown to the right are hereby appropriated:

**Be It Resolved** that the Board of Directors of the District hereby imposes the taxes provided for in the adopted budget at the rate of \$.7609 per \$1,000 of assessed value for operations; and that these taxes are hereby imposed and categorized for the tax year 2026-2027 upon assessed value of all taxable property within the District as follows:

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

**Excluded from Limitation:** \$0.00

The above resolution statements were approved and declared adopted on this 25<sup>th</sup> day of June 2026.

*Maria Hinojos Pressey*  
Maria Hinojos Pressey (Jun 25, 2026 18:50:08 PDT)

Maria Hinojos Pressey, Board President

**Attest:**

*Kirra Pressey*  
Kirra Pressey (Jun 25, 2026 18:50:45 PDT)

Kirra Pressey, Clerk of the Board

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

# Revenue & Expenditures All Funds



# Revenue and Expenditures



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

# Revenue and Expenditures

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

# Personnel Services



# Personnel Services



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

# Personnel Services



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

# Personnel Services



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



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



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



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

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



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



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



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



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

# General Fund



# General Fund



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

# General Fund



	FY2023-24	FY2024-25	FY2025-26	FY2025-26	FY2026-27	Change from	Percent
General Fund Revenues/Resources & Expenses/Requirements Summary	Actual	Actual	Year-End Estimate	Adopted Budget	Adopted Budget	FY2025-26 Budget	Change
28 Transfer to Transportation Programs Fund	(3,657,104)	-	(847,710)	(2,900,146)	(4,292,231)	(1,392,085)	48.0%
29 Transfer to Capital	(4,454,785)	-	(3,064,368)	(4,128,502)	(1,210,728)	2,917,774	-70.7%
30 Transfer to Capital from STIF Reserve	-	-	-	-	(5,227,716)	(5,227,716)	-100.0%
31 Transfer to Capital from GF Capital Reserve	-	-	(470,058)	(1,666,000)	(2,338,658)	(672,658)	40.4%
32 Transfer to Capital from GF Asset Reserve	-	-	(68,832)	(64,010)	-	64,010	-100.0%
<b>33 Total Transfers to Other Funds</b>	<b>\$(8,111,889)</b>	<b>\$ -</b>	<b>\$(4,450,968)</b>	<b>\$(8,758,658)</b>	<b>\$(13,069,333)</b>	<b>\$(4,310,675)</b>	<b>49.2%</b>
<b>Total Net Operating &amp; Transfers to Other Funds</b>	<b>\$(4,391,568)</b>	<b>\$ 642,113</b>	<b>\$(1,794,595)</b>	<b>\$(10,617,714)</b>	<b>\$(14,777,392)</b>	<b>\$ 4,159,678</b>	<b>39.2%</b>
35 Contingency	\$ -	\$ -	\$ -	\$ 1,500,000	\$ (1,500,000)	\$ (3,000,000)	-200.0%
36 Reserved Working Capital	-	-	-	(31,599,792)	(19,054,642)	12,545,150	-39.2%
37 Reserved Working Capital - Capital Reserve	-	-	-	(1,841,525)	(4,601,346)	(2,759,821)	149.9%
<b>38 Total Other Designations</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$(31,941,317)</b>	<b>\$(25,155,988)</b>	<b>\$ 6,785,329</b>	<b>-21.2%</b>
Total Net Operating, Transfers to Other Funds & Other Designations	\$(4,391,568)	\$ 642,113	\$(1,794,595)	\$(42,559,031)	\$(39,933,380)	\$ 2,625,651	-6.2%
40 Beginning Working Capital	45,477,430	41,085,862	41,727,975	42,559,031	39,933,380	(2,625,651)	-6.2%
<b>41 Ending Working Capital</b>	<b>\$41,085,862</b>	<b>\$41,727,975</b>	<b>\$ 39,933,380</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

# General Fund



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

# General Fund



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



General Manager Division

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

Division Description & Responsibilities

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

# General Fund



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



**Deputy General Manager Division**

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

**Division Description & Responsibilities**

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

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

# General Fund



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

# General Fund



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

# General Fund



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



Human Resources & Labor Relations Division

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

Division Description & Responsibilities

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

# General Fund



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



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



Finance Division

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

Division Description & Responsibilities

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

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

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

# General Fund



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

# General Fund



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



Technology & Program Management Division

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

Division Description & Responsibilities

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

# General Fund



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



Information Technology & Infrastructure Division

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

Division Description & Responsibilities

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



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



Communications Division

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

Division Description & Responsibilities

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

# General Fund



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

# General Fund



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



Operations Division

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

**Division Description & Responsibilities**

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

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

# General Fund



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

# General Fund



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

# General Fund



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



Planning & Development Division

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

Division Description & Responsibilities

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

# General Fund



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

Safety & Security Division

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

**Division Description & Responsibilities**

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

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

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

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

# General Fund



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



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



General Administration

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

Division Description & Responsibilities

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

# General Fund



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

# Transportation Programs Fund



**Transportation Programs Fund**

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

**Fund Description**

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

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

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

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

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

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

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

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

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

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

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

# Capital Projects Fund



**Capital Projects Fund**

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

**Fund Description**

The Capital Projects Fund is used to manage funds and expenditures for major capital acquisitions and projects. Funding for capital acquisitions and projects is a combination of federal, state, and local sources.

# Capital Projects Fund



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

# Capital Projects Fund



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

# Capital Projects Fund



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

# Capital Projects Fund



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

# Capital Projects Fund



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

# Capital Projects Fund



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

# Capital Investment Plan



## Capital Investment Overview

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

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## Guiding Principals

Creating Community Connections is our why.

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

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

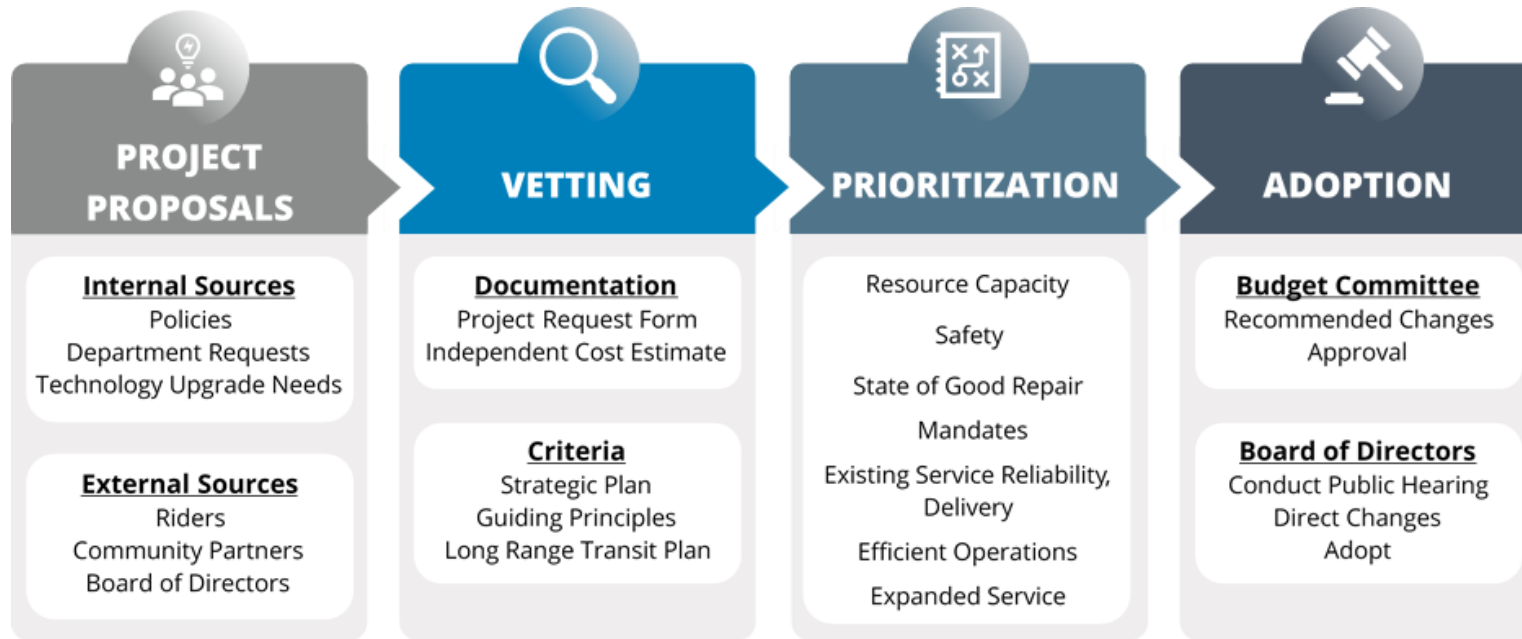
The Capital Investment Plan (“CIP”) is a framework providing direction and guidance for District capital and other investments. The CIP prioritizes resources to achieve improvements in the context of the District’s long-term capital goals, aligned with the District’s organizational strategic goals.

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



## Capital Investment Framework

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



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

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

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

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



## Capital Investment Priorities

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

### **The CIP has two fundamental objectives:**

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

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

## Capital Investment Plan Development and Review Process

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

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

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

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

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

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



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

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

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

**Projects are grouped into three categories based on funding status:**

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

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

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

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



## Project Classification

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

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

## Project Funding

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

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

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

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

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

## FY27 Funded Project Descriptions

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

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



## Deputy General Manager Division

### Automated Passenger Counter Equipment Replacement - Fixed Route

**MARTI ID:** 270001

**Classification:** ESR, EO

**Timeline:** FY27

**Project Phase:** Initiation

**Strategic Alignment:** Community Value

**FY27 Total:** \$591,800.00

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

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

### Network and Server Lifecycle Equipment Replacement FY27

**MARTI ID:** 270003

**Classification:** ESR, EO

**Timeline:** FY27

**Project Phase:** Initiation

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$180,931

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

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

### South Salem Transit Center

**MARTI ID:** SSTCMH

**Classification:** EO

**Timeline:** FY27-FY31

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$12,700,000

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

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

### Tyler Munis Software Implementation

**MARTI ID:** 230005

**Classification:** EO

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Culture of Ownership

**FY27 Total:** \$373,000

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

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

### District Website Improvement

**MARTI ID:** 260014

**Classification:** SGR

**Timeline:** FY27

**Project Phase:** Procurement

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$260,000

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

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

## Operations Division

### **Bus Batteries, 2020 BEB Replacement**

**MARTI ID:** 230003

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

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

### **DTC Transit Center Weight Analysis**

**MARTI ID:** 270010

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

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

### **Electric Bus and Charging Infrastructure - Congressionally Designated Spending FY22**

**MARTI ID:** 240034

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

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

### **Del Webb Groundwater Environmental Analysis**

**MARTI ID:** 260032

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

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

### **Del Webb Maintenance Tracking System Replacement**

**MARTI ID:** 240037

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

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

**Fare Collection System Replacement**

**MARTI ID:** 250007

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

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

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

**In-Ground Tank Replacement Phase 1**

**MARTI ID:** 270004

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

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

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

**Keizer Transit Center Vehicle Entry Control**

**MARTI ID:** 250012

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

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

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

**LIFT Bus Replacement (10)**

**MARTI ID:** 260011

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

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

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

**LIFT Tablet Mobile Data Terminal**

**MARTI ID:** 270002

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

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

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

**Electric Bus and Charging Infrastructure and Training - LowNo FY23**

**MARTI ID:** 240006

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

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

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

**Shop Floor Resealing**

**MARTI ID:** 270005

**Classification:** SGR, S

**Timeline:** FY27

**Project Phase:** Preparation

**Strategic Alignment:** Culture of Ownership

**FY27 Total:** \$112,320

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

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

**Shop Roof Replacement**

**MARTI ID:** 270006

**Classification:** SGR

**Timeline:** FY27

**Project Phase:** Preparation

**Strategic Alignment:** Culture of Ownership

**FY27 Total:** \$123,000

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

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

**Yard Tug**

**MARTI ID:** 260012

**Classification:** S, EO

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Culture of Ownership

**FY27 Total:** \$147,375

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

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

## Planning & Development Division

### East Salem Transit Center

**MARTI ID:** 260005

**Classification:** ESR

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$241,240

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

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

### Local Bus Stops Improvements

**MARTI ID:** 220023

**Classification:** ESR

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$380,00

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

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

### Regional Bus Stop Improvements

**MARTI ID:** 240035

**Classification:** SGR

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$81,985

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

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

### Stop Amenities, Local FY27

**MARTI ID:** 270007

**Classification:** ESR

**Timeline:** FY27

**Project Phase:** Initiation

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$108,113

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

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

### STIF-17 Bus Stop Improvements

**MARTI ID:** 250018

**Classification:** ESR

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$140,000

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

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

**Transit Signal Priority**

**MARTI ID:** 230007

**Classification:** EO

**Timeline:** FY27

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$450,000

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

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

## Safety & Security Division

### Facilities Cameras FY27

**MARTI ID:** 270008

**Classification:** S

**Timeline:** FY27

**Project Phase:** Initiation

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$30,800

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

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

### Del Webb Fence and Exterior Security Upgrades

**MARTI ID:** 230021

**Classification:** S

**Timeline:** FY27-29

**Project Phase:** Execution

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$1,760,000

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

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

### Downtown Transit Center Waste Receptacles

**MARTI ID:** 270009

**Classification:** S

**Timeline:** FY27

**Project Phase:** Initiation

**Strategic Alignment:** Customer Satisfaction

**FY27 Total:** \$39,600

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

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

# Vehicle Replacement Tables

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

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



### Local Vehicle Replacement

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

### Regional Vehicle Replacement

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

### Shop and Ride Vehicle Replacement

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

### LIFT Vehicle Replacement

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

### Non-Revenue Vehicle Replacement

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

## Unfunded Projects – 10 Year Framework

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

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



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

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

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

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

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

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

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

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

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

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

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

# Additional Information



## Links

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

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

[FY2025 Annual Comprehensive Financial Report](#)

[Long Range Transit Plan](#)

[Strategic Plan](#)

## Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Federal 5310 Pass Through Funds:** Formula funding for the purpose of assisting private nonprofit groups in meeting transportation needs of seniors and individuals with disabilities.

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

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

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

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

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

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

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

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

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

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

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

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

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

**Major Object Categories:** Broad categories of expenditures.

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

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

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

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

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

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

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

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

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

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

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

**Requirements:** Budgeted expenditures plus ending fund balance.

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

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

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

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

**STIF Pass Through Funds:** Statewide Transportation Improvement Funds are State funds awarded to other public transportation service providers within Marion and Polk counties,

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

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

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

## Acronyms

**ACFR:** Annual Comprehensive Financial Report

**ADA:** Americans with Disabilities Act

**ASP:** Agency Safety Plan

**BEB:** Battery Electric Bus

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

**CIP:** Capital Investment Plan

**CNG:** Compressed Natural Gas

**COLA:** Cost of Living Adjustment

**COOP:** Continuity of Operations Plan

**CPC:** Capital Program Committee

**CPF:** Capital Projects Fund

**CY:** Calendar Year (Jan 1 - Dec 31)

**DGE:** Diesel Gallon Equivalent

**EO:** Efficient Operations

**ES:** Expanded Service

**ESR:** Existing Service Reliability

**FHWA:** Federal Highway Administration

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

**FTA:** Federal Transit Administration

**FTE:** Full Time Equivalent

**FY:** Fiscal Year (Jul 1 - Jun 30)

**GF:** General Fund

**HB:** House Bill

**ICE:** Independent Cost Estimate

**IGA:** Intergovernmental Agreement

**LRTP:** Long Range Transit Plan

**MPO:** Metropolitan Planning Organization

**NTD:** National Transit Database

**ODOT:** Oregon Department of Transportation

**ODOT-PTD:** Public Transportation Division

**OPT:** Oregon Public Transit

**ORS:** Oregon Revised Statutes

**OTC:** Oregon Transportation Commission

**PTAC:** Public Transportation Advisory Committee

**RNG:** Renewable Natural Gas

**RTAP:** Rural Transit Assistance Program

**RTSP:** Regional Transportation Systems Plan

**SGR:** State of Good Repair

**STIF:** Statewide Transportation Improvement Fund

**STIFAC:** STIF Advisory Committee

**STIP:** Statewide Transportation Improvement Program

**TAMP:** Transit Asset Management Plan

**USDOT:** United States Department of Transportation

**UGA:** Urban Growth Area

**UGB:** Urban Growth Boundary

**URA:** Urban Renewal Area

**UZA:** Urbanized Area

**Budget Calendar FY2026 - 2027**

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

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

## Notice of Budget Committee Meeting & Affidavit of Publication



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

### Public Notice

#### Notice of Virtual Budget Committee Meeting(s)

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

#### Join the Budget Advisory Committee Meeting Virtually

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

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

#### Public Comment

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

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

**Written Comments:** Email [publictestimony@cherriotics.org](mailto:publictestimony@cherriotics.org).

**Verbal Comments via Zoom:** Email [clerkoftheboard@cherriotics.org](mailto:clerkoftheboard@cherriotics.org) to sign up. Instructions will be provided.

#### Additional Meetings (If Needed)

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

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

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

#### Budget Availability

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

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

#### Translation Services

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

#### AFFIDAVIT OF PUBLICATION

STATE OF OREGON, COUNTY OF MARION, SS:

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

*Christine Baker*

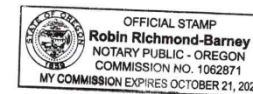
CHRISTINE BAKER, chief clerk, Salem Reporter.

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

*Rob Richmond-Barney*

Notary Public for Oregon

My commission expires Oct. 21, 2029





# Notice of Budget Hearing & Affidavit of Publication

**FORM OR-LB-1 NOTICE OF BUDGET HEARING**

A public meeting of the Salem Area Mass Transit District will be held on on June 25, 2026 at 5:30 pm at the Senator Hearing Room in Courthouse Square, 555 Court St NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2026 as approved by the 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 SAMTD Administrative Office at 555 Court St NE, Suite 5230, Salem, OR 97301, between the hours of 9:00 a.m. and 5:00 p.m. or online at www.cherriots.org. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Allan Pollock Telephone: (503) 588-2424 Email: clerkoftheBoard@cherriots.org

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount Last Year 2024-2025	Adopted Budget This Year 2025-2026	Approved Budget Next Year 2026-2027
Beginning Fund Balance/Net Working Capital	60,717,199	59,099,135	53,892,981
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,685,696	2,893,710	3,009,204
Federal, State & all Other Grants, Gifts, Allocations & Donations	34,677,199	64,665,168	54,667,517
Interfund Transfers / Internal Service Reimbursements	0	8,758,657	13,069,333
All Other Resources Except Current Year Property Taxes	3,205,624	2,972,457	3,019,792
Current Year Property Taxes Estimated to be Received	15,815,013	16,278,892	16,584,017
<b>Total Resources</b>	<b>117,095,731</b>	<b>154,668,019</b>	<b>144,242,844</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
	Actual Amount Last Year 2024-2025	Adopted Budget This Year 2025-2026	Approved Budget Next Year 2026-2027
Personnel Services	36,656,609	38,927,016	41,868,808
Materials and Services	18,306,169	22,953,491	24,971,574
Capital Outlay	3,748,044	40,124,767	25,609,016
Interfund Transfers	0	8,758,657	13,069,333
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	58,384,909	42,404,088	37,224,113
<b>Total Requirements</b>	<b>117,095,731</b>	<b>154,668,019</b>	<b>144,242,844</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 Manager/Board of Directors	715,588	707,952	811,162
FTE	3.0	3.0	2.0
Deputy General Manager	1,111,835	2,373,995	2,639,174
FTE	6.0	14.0	14.0
Human Resources & Labor Relations	1,066,307	926,678	0
FTE	6.8	5.8	0.0
Finance	1,520,994	1,404,463	2,154,320
FTE	10.0	8.0	12.8
Communication	1,818,863	1,682,689	2,062,864
FTE	13.6	13.6	14.6
Planning & Development	850,510	910,206	956,683
FTE	5.0	5.0	5.0
Safety & Security	640,078	935,452	1,167,244
FTE	4.0	5.0	6.0
Technology & Infrastructure	874,530	0	0
FTE	6.0	0.0	0.0
Operations	26,696,575	28,564,588	30,354,248
FTE	206.8	206.8	207.4
Unallocated General Administration & Contingency	423,079	453,100	700,000
FTE	0.0	0.0	0.0
Transportation Programs Fund	11,264,158	13,327,099	14,464,890
FTE	8.2	7.4	5.8
Capital Projects Fund	3,748,044	40,124,767	25,609,016
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	66,365,170	63,257,030	63,323,243
FTE	0.0	0.0	0.0
<b>Total Requirements</b>	<b>117,095,731</b>	<b>154,668,019</b>	<b>144,242,844</b>
<b>Total FTE</b>	<b>269.4</b>	<b>268.6</b>	<b>267.6</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING \***  
The FY 2026-27 Approved Budget reflects a revision in the reporting structure.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed Last Year 2024-2025	Rate or Amount Imposed This Year 2025-2026	Rate or Amount Approved Next Year 2026-2027
Permanent Rate Levy (rate limit 0.7609 per \$1,000)	0.7609	0.7609	0.7609
Local Option Levy	n/a	n/a	n/a
Levy For General Obligation Bonds	n/a	n/a	n/a

**STATEMENT OF INDEBTEDNESS**  
The Salem Area Mass Transit District does not have Long Term Debt.

**AFFIDAVIT OF PUBLICATION**

STATE OF OREGON, COUNTY OF MARION, SS:

I, Justin Wilkinson, being first duly sworn, depose and say that I am the chief clerk of Salem Reporter a newspaper of general circulation published in Salem, Oregon, as defined in Oregon Revised Statutes Chapter 193; that I know from my personal knowledge that Salem Reporter published a printed copy of NOTICE OF CHERRIOTS BUDGET HEARING which is hereto annexed, in the entire issue of said newspaper on June 6, 2026, and continuously thereafter including June 19, 2026.

Justin Wilkinson, chief clerk, Salem Reporter.

Subscribed and sworn to before me this 23rd day of June, 2026.

Notary Public for Oregon

My commission expires Oct. 21, 2029

