



# ADOPTED BUDGET

SALEM AREA MASS TRANSIT DISTRICT

FISCAL YEAR  
**2023-2024**

## Budget Committee Guidelines

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

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

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

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

## Overview of District's Financial Structure

Revenues can be classified into unrestricted and restricted:

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

## Funds

We have 3 funds:

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



## Budget Document Layout

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

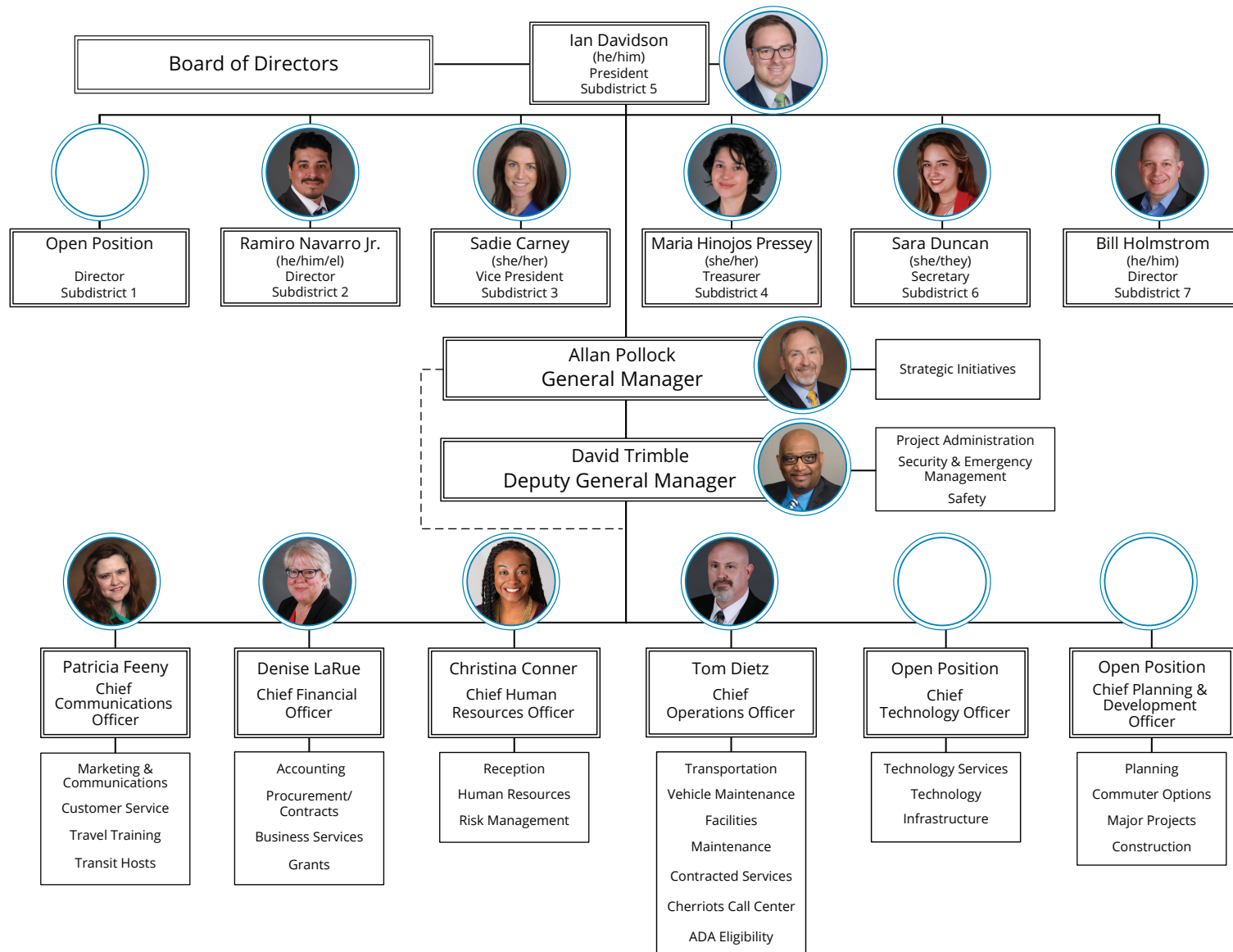
## In Summary...

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

**THANK YOU FOR YOUR TIME!**

# SALEM AREA MASS TRANSIT DISTRICT

## DISTRICT-WIDE ORGANIZATIONAL CHART





**Salem Area Mass Transit District  
FY 2024 Budget Committee  
May 2, 2023**

**Board Member:**

**Subdistrict 1 Vacant**

Term Expires: 6/30/2023\*

**Subdistrict 2 Ramiro Navarro**

Term Expires: 6/30/2025

**Subdistrict 3 Sadie K. Carney**

Term Expires: 6/30/2023

**Subdistrict 4 Maria Hinojos Pressey**

Term Expires: 6/30/2025

**Subdistrict 5 Ian Davidson**

Term Expires: 6/30/2023

**Subdistrict 6 Sara Duncan**

Term Expires: 6/30/2025

**Subdistrict 7 Bill Holmstrom**

Term Expires: 6/30/2023 \*

**Budget Officer**

**Allan Pollock**, General Manager / CEO

Phone: (503) 588-2424 | (503) 566-3933

Email: allan.pollock@cherriots.org

**Community Member:**

**Nick Fortey - Pending Appointment on 4/27/2023**

Appointed: Expires: 6/30/2025\*

**Andrew Hickey**

Appointed: 12/17/2020 Expires: 6/30/2024

**Kathy Lincoln**

Appointed: 12/17/2020 Expires: 6/30/2025\*

**Marie Greene**

Appointed: 3/23/2023 Expires: 6/30/2024\*

**Carl F. Garner**

Appointed: 12/12/2019 Expires: 6/30/2025

**Ashley Carson Cottingham**

Appointed: 12/17/2020 Expires: 6/30/2023

**Sheronne Blasi**

Appointed: 12/17/2020 Expires: 6/30/2023

**Budget Committee Email:** publictestimony@cherriots.org

**\* Unexpired Term**



TABLE OF CONTENTS

1. AGENDA ..... 7-10

2. BUDGET MESSAGE ..... 11-33

3. STRATEGIC PLAN .....34-35

3. BUDGET PRESENTATION.....36-68

4. RESOLUTION..... 70

5. FISCAL YEAR 2023-2024 BUDGET..... 71-173



# AGENDA





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

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

Tuesday, May 2, 2023 at 6:00 PM

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

**AGENDA**

- I. CALL TO ORDER**
  - A. Note the Attendance for a Quorum
  - B. Pledge of Allegiance
- II. ELECTION OF OFFICERS**
  - A. Chairperson
  - B. Vice-Chair
- III. ANNOUNCEMENTS**
- IV. BUDGET MESSAGE**
- V. PUBLIC COMMENT \***
- VI. DISCUSSION OF THE PROPOSED FY2024 BUDGET**
  - A. General Fund
  - B. Transportation Programs Fund
  - C. Capital Project Fund
- VII. ACTION**
  - A. When the Budget Committee completes their review of the budget, they will make a motion to approve the proposed budget for the 2023-2024 fiscal year in the amount of \$XXX,XXX,XXX (Amount will be released once proposed budget is finalized); and approve taxes at a rate of \$0.7609 per \$1,000 of assessed value for operating purposes in the General Fund.
- VIII. OTHER BUSINESS**
- IX. ADJOURN**



**Available meeting formats:**

- In Person: Senator Hearing Room at Courthouse Square, 555 Court Street NE, Salem, Oregon 97301
- Zoom Gov.: Meeting ID: 160 482 9900 | Passcode: 235954  
Go to: <https://cherriots-org.zoomgov.com/j/1604829900?pwd=NFJlbW1rbE0rSlR2a0dxakNCQ3R0Zz09>
- One Tap Mobile: + +16692545252,,1604829900#,,,,\*235954# US (San Jose)
- Landline Phone: +1 669 254 5252 US

***\*Public Comment:*** Designated time for community members to testify before the Budget Committee on any items of the FY2024 Budget or its programs, being limited to three minutes. Public Comments are accepted in writing, by email, in person, or by ZoomGov (Written testimony will be submitted and entered in to the record if it is received by 4:00 P.M. on the day of the meeting).

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

Mail: Attn: Cherriots Budget Committee, 555 Court St. NE, Suite 5230, Salem, OR 97301

Meetings may conclude on May 2, 2023 if the Budget Committee takes action to approve the FY2024 Proposed Budget. However, if the Budget Committee needs more time to review the proposed budget prior to taking action, additional budget committee meetings are also scheduled for Wednesday, May 3, 2023 and Thursday, May 4, 2023 at 6:00 p.m. in the Senator Hearing Room at Courthouse Square and/or using the same ZOOM meeting I.D. and Passcode listed above. Please note, public testimony will not be received at these additional meetings.

Please visit the Districts website at <https://www.cherriots.org/meetings/> for further notifications of the Budget Committee meetings and to inspect the proposed budget document on or after April 24, 2023. A copy of the FY2024 Proposed Budget may also be inspected at the Cherriots Administration Office at 555 Court Street NE, Suite 5230 Salem, OR 97301, between the hours of 8:00 am and 5:00 pm.

**Virtual Meetings:** The Budget Committee meeting is a public meeting; in a place that is ADA- accessible. Budget Committee meetings will also be available via ZoomGov. The meeting I.D. and passcode are below the agenda.

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

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

**Electronic Copies** of the Budget Committee's meeting agenda packet will be available on or after April 24, 2023 on the Cherriots website under Public Meetings and Notices at: <https://www.cherriots.org/meetings/>.

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

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**Reuniones Virtuales:** La reunión del Comité de Presupuesto es una reunión pública; en un lugar accesible según la ADA. Las reuniones del Comité de Presupuesto también estarán disponibles a través de ZoomGov. La reunión I.D. y el código de acceso están debajo de la agenda.

**Subtítulos (CC):** la plataforma de transmisión en vivo de ZoomGov incluye subtítulos (CC). Es una buena herramienta para ayudar a los espectadores a participar en la reunión. Sin embargo, CC no siempre traduce con precisión.

**Formatos alternativos:** esta es una reunión pública en un lugar accesible según la ADA. Con 48 horas de anticipación, se encuentran disponibles audífonos y servicios auxiliares, y formatos alternativos para personas con dominio limitado del inglés. Las solicitudes se pueden hacer al Secretario de la Junta por teléfono al 503-588-2424 o con la ayuda de TTY: Oregon Relay Services al 1-800-735-2900 (o 711). El horario de atención de la administración de Cherriots es de lunes a viernes de 8:00 a. m. a 5:00 p. m.

**Las copias electrónicas** del paquete de la agenda de la reunión del Comité de Presupuesto estarán disponibles a partir del 24 de abril de 2023 en el sitio web de Cherriots en Reuniones públicas y avisos en: <https://www.cherriots.org/meetings/>.

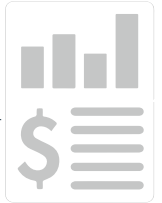
**Lista de distribución de correo electrónico:** Para agregar su dirección de correo electrónico a la lista de distribución de reuniones de la Junta, envíe su dirección de correo electrónico al Secretario de la Junta a [publictestimony@cherriots.org](mailto:publictestimony@cherriots.org).



# BUDGET MESSAGE







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

**From:** Allan Pollock, General Manager

**Date:** May 2, 2023

**Subject:** FISCAL YEAR (FY) 2024 BUDGET MESSAGE

I am very pleased to present the FY24 proposed budget. Unique to this year's proposed budget is that the comparative years represented occurred during a global pandemic. While the data accurately reflects the fiduciary activity of the District, the numbers only tell part of our story.

During the past three years, we experienced and endured unprecedented challenges, disruptions, and uncertainties. But despite the potential peril, there was also promise. The pandemic years provided a window of transformational opportunity to reimagine how we do our work to ensure we would emerge stronger in the post COVID world.

We spent a significant amount of time on two major initiatives that will result in substantial long-term positive impacts: The first year implementation of the District's Diversity, Equity, and Inclusion (DEI) Strategic Plan, and the District's Organizational Strategic Plan. Both documents serve as guides as the district moves beyond COVID-19 and creates the Cherriots for the future.

On May 7, 2023, Cherriots meets a milestone that truly exemplifies the transition from pandemic era operations by moving to 100% service levels on weekdays. This closes the book on pandemic operations and allows us to provide service levels planned for as described in our service enhancement plan. While the FY23 budget provided for 100% service levels, the after effects of COVID significantly impacted staffing levels. We were able to provide 100% weekend service and are currently providing 90% of weekday service levels. During the past several months, staff committed to accelerating recruitment and selection to grow the transit operator workforce to allow for increasing service levels to 100% of planned service.

The proposed budget provides the resources for the District’s FY24 operations and capital plan. The primary focus for the year will include an emphasis on modernization of equipment and processes that will improve the customer experience and improve District operations and an enhanced commitment to safety and security for our employees and customers.

**FY23 Year in Review**

The adoption of the District’s Strategic Plan and DEI plan marked the beginning of a transformational change for the District. These plans signaled the beginning of transitioning away from pandemic operations to a forward-looking mindset. The strategic plan outlines a road map for specific initiatives and programs the Cherriots team will undertake. It also established four focus areas we call success outcomes: Community Value, Customer Satisfaction, Culture of Ownership, and Financial Sustainability. This past year, our focus was establishing baseline data for employee engagement, customer satisfaction and community value. The baseline results validated my belief that Cherriots is a well-respected organization that delivers valued mobility options that inspire community pride. Below is a chart of key survey data:

**Key Survey Results**

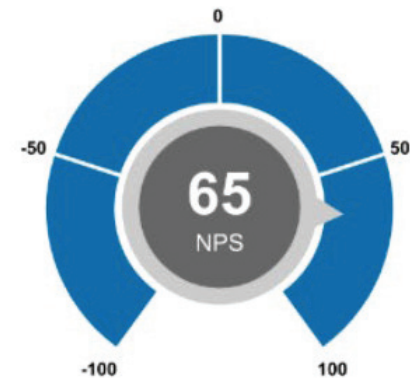
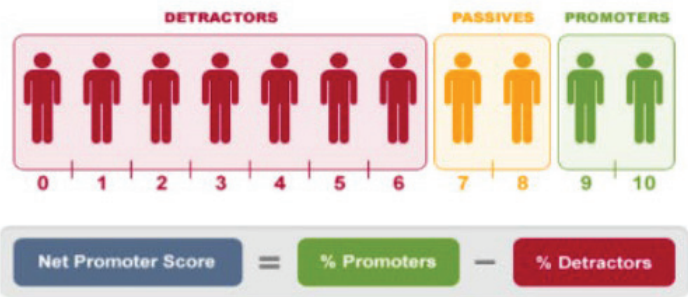
<b>Community Value Score</b>	84% of community members feel Cherriots is valuable to the community.
<b>Overall Customer Satisfaction Score</b>	95% of customers are satisfied with Cherriots’ service.
<b>Employee Engagement Score</b>	59% of employees are, in general, satisfied with their job.

# Net Promoter Score

## Fixed Route Bus

- Cherriots fixed route Net Promoter Score is 65, 29 points higher than the Industry Sampled Average.

How likely would you be to recommend riding Cherriots to a friend or neighbor?



Organization	NPS
Apple	72
In-N-Out Burger	67
Amazon	51
Transit Agencies (Fixed Route)	36
Cell Phone Providers	25
Airlines	12

In addition to adopting and implementing the strategic plan and DEI plan, the District also began the transition of modernizing for the future. Major projects include the zero emission buses, an electronic fare payment system, intelligent transportation system, transit signal prioritization, the South Salem Transit Center, and enterprise resource planning (ERP).

The District also faced challenges this year on two of its major projects. The intelligent transportation system, which was due to be implemented this year, saw continuous problems resulting in the cancellation of the contract with our vendor. A new request for proposal was issued and it is expected that the new firm will be awarded a contract by the end of FY23.

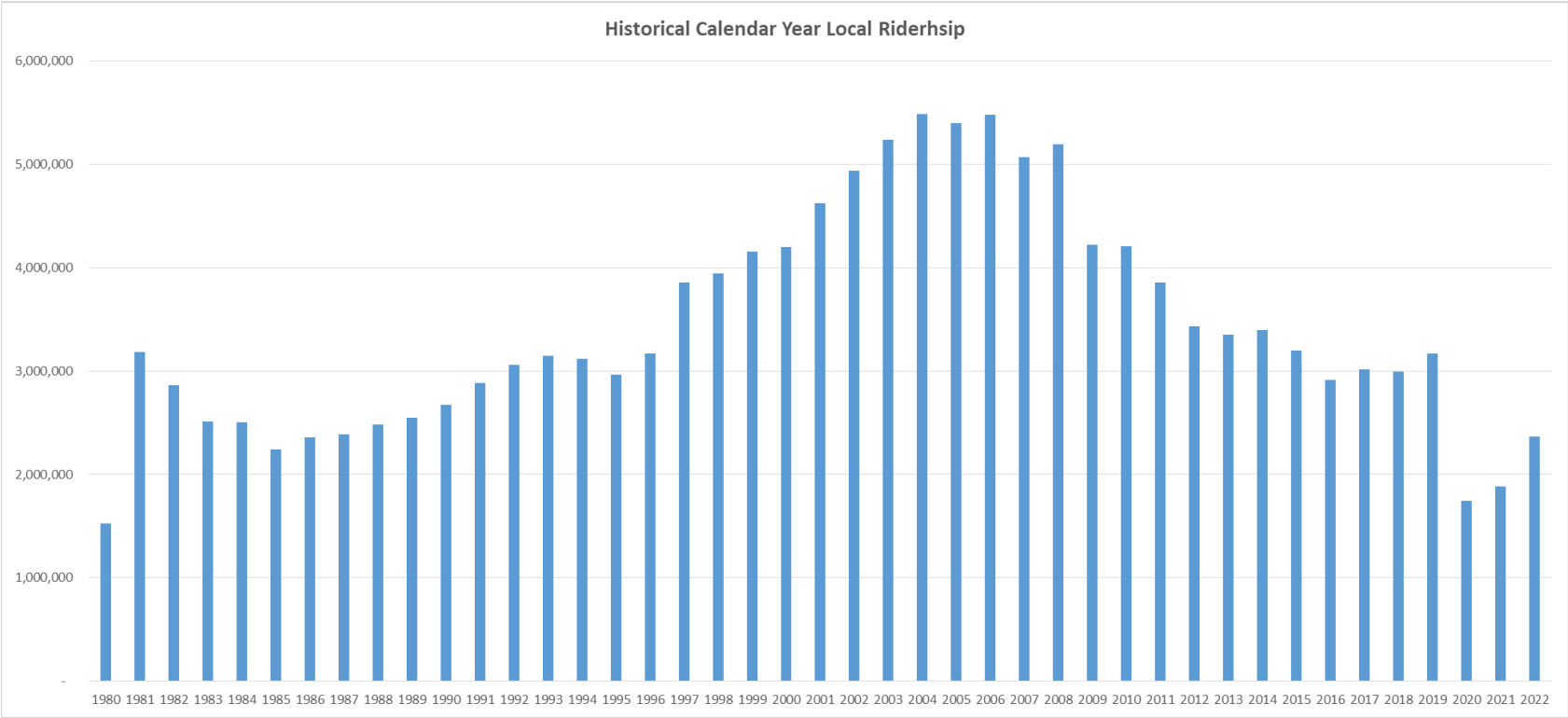


The zero emission bus project was subject to supply chain issues as well as land use impacts that slowed the project down. Transit bus manufacturers experienced supply chain disruptions that have delayed production schedules. Our current 10-bus order is now in production with the delivery of the first buses later this month. In addition, infrastructure work at our Del Webb Operations Headquarters was delayed when ancient artifacts were discovered on adjacent property owned by Salem Electric. As a result, permit approvals are delayed pending clearance from the State Historic Preservation Office.

Being the cleanest transit fleet in Oregon is not enough for Cherriots. We are striving to be an even more environmentally friendly organization. We are currently conducting a greenhouse gas inventory to establish our baseline levels of greenhouse gas emissions. This will allow us to plan strategies to reduce our impact on the climate. Strategies will be developed in FY24 as we establish the District’s first ever climate action plan.

One measure of value to a community is transit ridership. Cherriots continues to show ridership gains as we move away from the pandemic years. The chart below shows the slow, steady growth of ridership as we move past the post pandemic era.

Year	Cherriots Local Ridership
2019	3,167,851 (Pre-Covid)
2020	1,745,365
2021	1,883,348
2022	2,368,003
2023	Q1: 694,011    Projected: 2,776,044



The District also received recognition from the Government Finance Officers Association (GFOA) earning its 10th consecutive Certificate of Achievement for Excellence in Financial Reporting for its Annual Comprehensive Financial Report (ACFR) for the fiscal year ending June 30, 2021.

I am proud of our past and excited for our future. In FY24, the District is laying the groundwork for an exciting future. By modernizing our equipment and processes we are taking the necessary steps to improve the customer experience and preparing for service enhancements in the coming years.

### **Fiscal Year 2024 Preview**

The primary focus for this year is the improvement of the customer experience through the modernization of equipment and services. These projects include:

- Introduction of 10 zero-emission buses and the debut of the Electric Corridor (Route 11 Lancaster Drive)
- Electronic fare payment system
- Continuation of the South Salem Transit Center Mobility Hub
- Intelligent Transportation System
- Transit Signal Prioritization
- Implementation of the new HR/Finance software to improve efficiency, financial reporting, and reduce redundant activity.

### **Security Enhancements**

The District is also enhancing our commitment to safety and security this year for our employees and customers. We have all experienced an increase in unsheltered individuals and people experiencing mental health crises throughout our community and country. These societal issues have encroached into the transit space and have taken an emotional toll on our frontline employees and customers. Recent survey results have shown community, customer, and employee concern for safety at transit facilities. This has an impact on ridership that must be addressed.

At the April meeting, the board approved a new security contract that commits \$11 million over the next seven years for expanded security services. This contract provides for ongoing security services at the downtown and Keizer transit centers to provide a safe and secure environment for customers and employees. In addition, the District will be adding new security services, including enhanced staffing levels at both the downtown and Keizer transit centers and a mobile patrol component that will enable the contractor to provide security support to the operations throughout the local service area. This will include mobile security patrols and response to shelters and park and ride lots. Finally, the increase in staffing will allow the contractor to expand the security presence on board buses.

Additional security efforts in FY24 include:

- Increased facility maintenance staffing to address cleanliness at our bus stops and facilities.
- Reconvening of the Courthouse Square Block Security Stakeholder Group
- Working with our community partners to minimize the impact of societal issues on the transit space.
- Improve security related data collection and analysis.

### **Personnel Services**

In order to ensure project delivery and service enhancements, the FY24 proposed budget includes the following staffing requests:

#### **Additions:**

- Chief Planning & Development Officer
- Chief Technology Officer
- Capital and Project Control Manager
- Human Resources Manager
- Operations Supervisor
- Operations Training Supervisor
- Transit Operator (6)
- Facilities Maintenance Worker (2)

#### **Deletions:**

- Director of Technology & Program Management
- Network Administrator
- Benefits and Leave Administrator

In accordance with the collective bargaining agreement, a 5% cost-of-living allowance (COLA) will be awarded to represented employees effective July 1, 2023. A 5% COLA for non-represented employees is also included in the proposed FY24 budget.

The District has elected to self-administer, through a third party administrator, the new Paid Leave Oregon program and has budgeted the employer required 0.4% of total wages.

### **Conclusion**

The FY24 proposed budget will provide the resources to implement a full year of service, as approved by the Board prior to the COVID-19 pandemic. I would like to thank the Board of Directors, Budget Committee Community Members, and the District staff for the commitment they have made to this community. Cherriots is prepared to move forward into a new era of service utilizing technology to improve the customer experience.

I recommend the Budget Committee approve the FY 24 proposed budget.



# FY 2024 Budget Message

Salem Area Mass Transit District  
May 2, 2023





# FY 2023 Year in Review

- Began Modernization of Equipment and Processes
- Continued Service Reductions
- Strategic Focus



# Success Outcomes

- Community Value
- Customer Satisfaction
- Culture of Ownership
- Financial Sustainability



# Key Survey Results

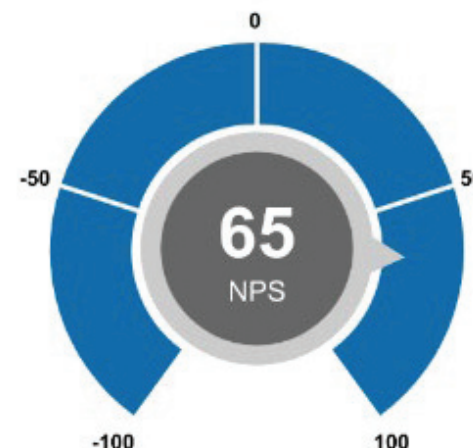
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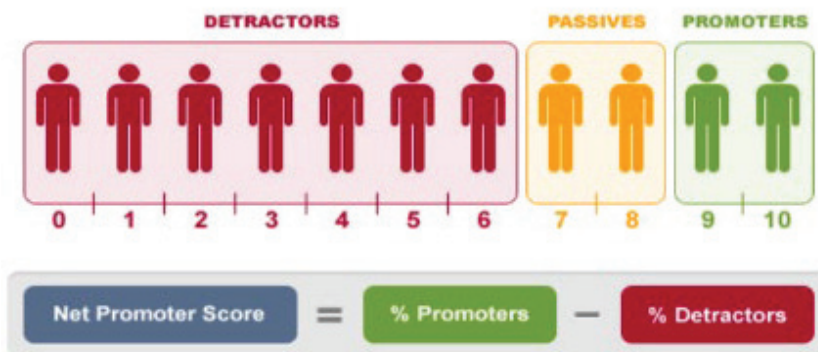
# Net Promoter Score

## *Fixed Route Bus*

- Cherriots fixed route Net Promoter Score is 65, 29 points higher than the Industry Sampled Average.



How likely would you be to recommend riding Cherriots to a friend or neighbor?



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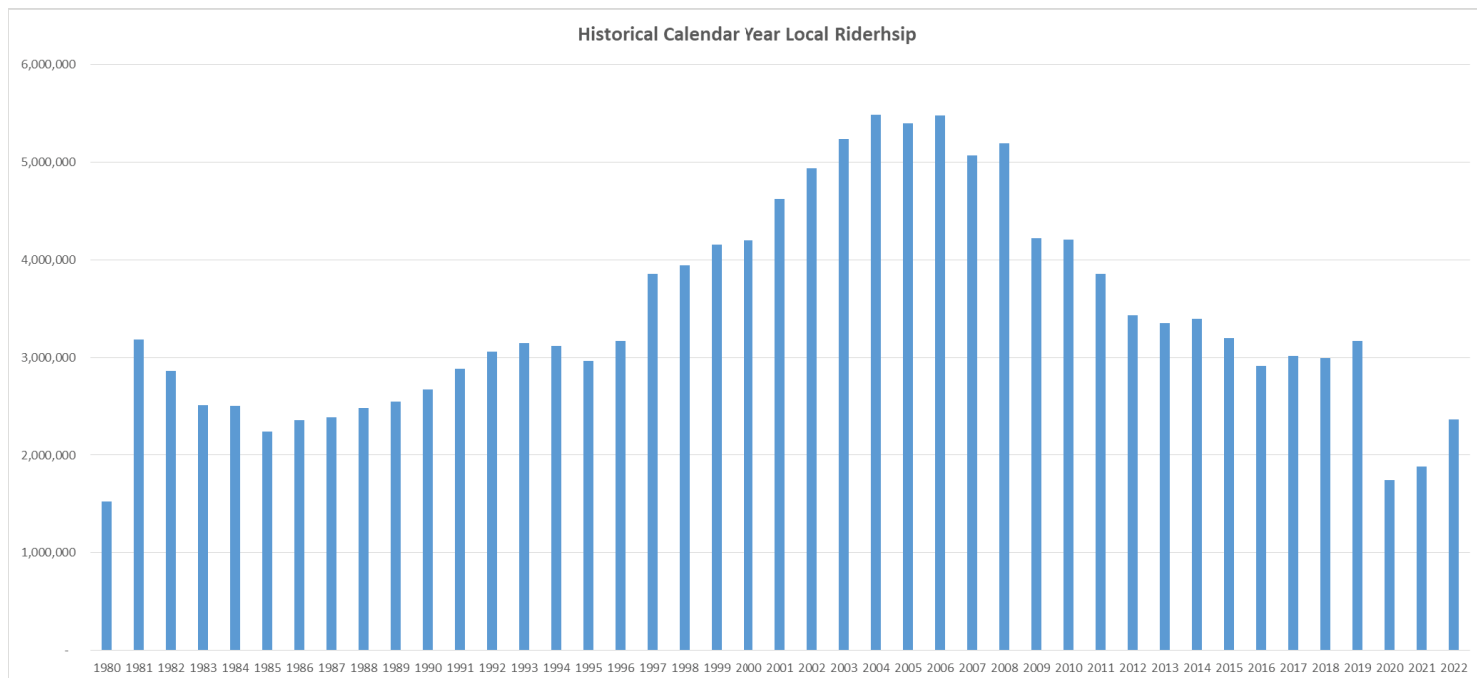
# FY 2023 Challenges

- ITS Project
- BEB Infrastructure



# 1980-2022 Ridership Chart

Year	Ridership
2019	3,167,851 (Pre-Covid)
2020	1,745,365
2021	1,883,348
2022	2,368,003
2023	Q1: 694,011 Projected: 2,776,044





## FY 2024 Preview

- Modernization of Equipment and Processes
  - Zero-emission Buses
  - Electronic Fare Payment System
  - SSTCHM
  - ITS
  - TSP
  - MARTI



# FY 2024 Preview Continued

- Security Enhancement
  - New Service Provider
  - Enhanced Staffing Levels
  - Mobile Patrols
  - On-board Presence





## FY 2024 Preview Continued

- Increased Facility Maintenance Staffing
- Reconvene Regional Security Workgroup
- Working with Community Partners
- Improve Security Related Data Collection and Analysis



# Personnel Services

- Position Requests
- COLA Adjustments
- Paid Leave Oregon



# Position Requests:

- Additions:
  - Chief Planning & Development Officer
  - Chief Technology Officer
  - Capital & Project Control Manager
  - Operations Supervisor
  - Operations Training Supervisor
  - Transit Operator (6)
  - Facilities Maintenance Worker (2)



# Position Requests Continued

- Deletions:
  - Director of Technology & Program Management
  - Network Administrator
  - Benefits & Leave Administrator














Cherriots is an Essential Community Service

**Thank You for Serving**



# STRATEGIC PLAN



<div>  <b>CHERRIOTS</b> 2024         </div> <div>ORGANIZATIONAL TACTICS</div>		
<b>CHERRIOTS CORE AREA OF SERVICE / OPERATIONS</b>  	<b>COMMUNITY VALUE</b>  <ol style="list-style-type: none"> <li>1. Integration of Battery Electric Buses/ Zero-Emission Awareness</li> <li>2. Climate Action Plan</li> <li>3. Access</li> <li>4. Community Value Survey</li> </ol>	
	<b>CUSTOMER SATISFACTION</b>  <ol style="list-style-type: none"> <li>1. E-fare Implementation</li> <li>2. Cherriots Intelligent Transportation System (CITS)</li> <li>3. Customer Satisfaction Survey</li> <li>4. Clean, Safe Passenger Amenities</li> </ol>	
	<b>CULTURE OF OWNERSHIP</b>  <ol style="list-style-type: none"> <li>1. Management and Resource Tracking Instrument (MARTI)</li> <li>2. Diversity, Equity, and Inclusion (DEI)</li> <li>3. Employee Engagement Survey</li> <li>4. Compensation Analysis</li> <li>5. Merit-based Performance Management System</li> </ol>	
	<b>FINANCIAL SUSTAINABILITY</b>  <ol style="list-style-type: none"> <li>1. Financial Story</li> <li>2. Budget / Forecast</li> </ol>	



A nighttime photograph of a city street. A blue and white bus is in motion, blurred, on the left side of the frame. In the background, there is a brick building with a large clock tower. The scene is illuminated by streetlights, and some trees with autumn-colored leaves are visible. The image is partially covered by a dark blue geometric overlay on the left and bottom right.

# BUDGET PRESENTATION







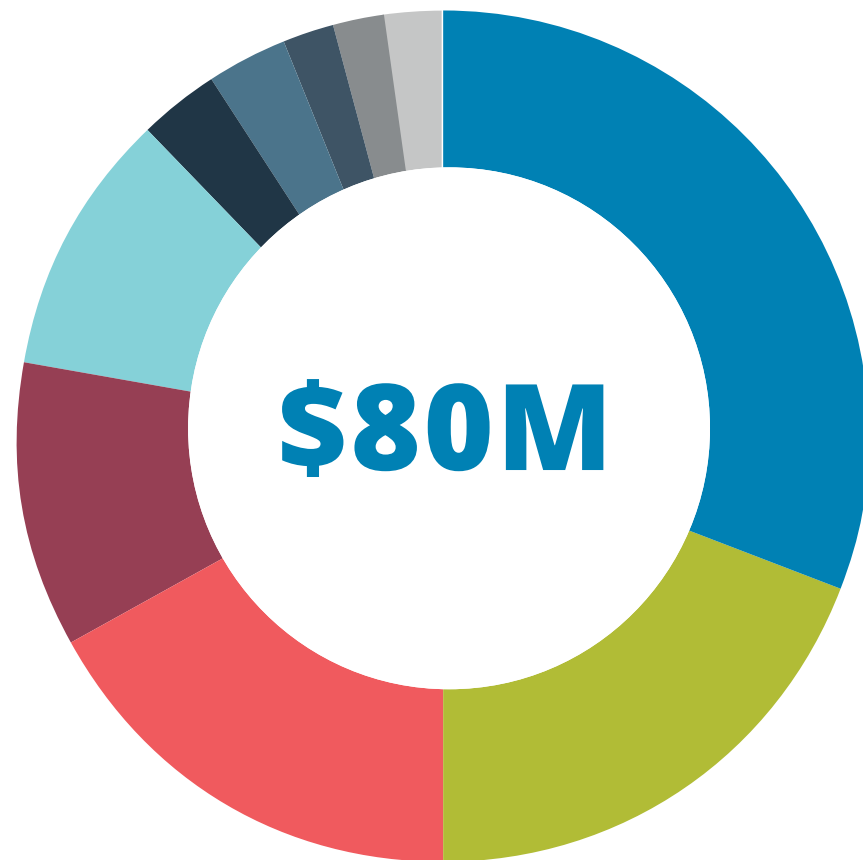


# TOTAL RESOURCES AND REQUIREMENTS



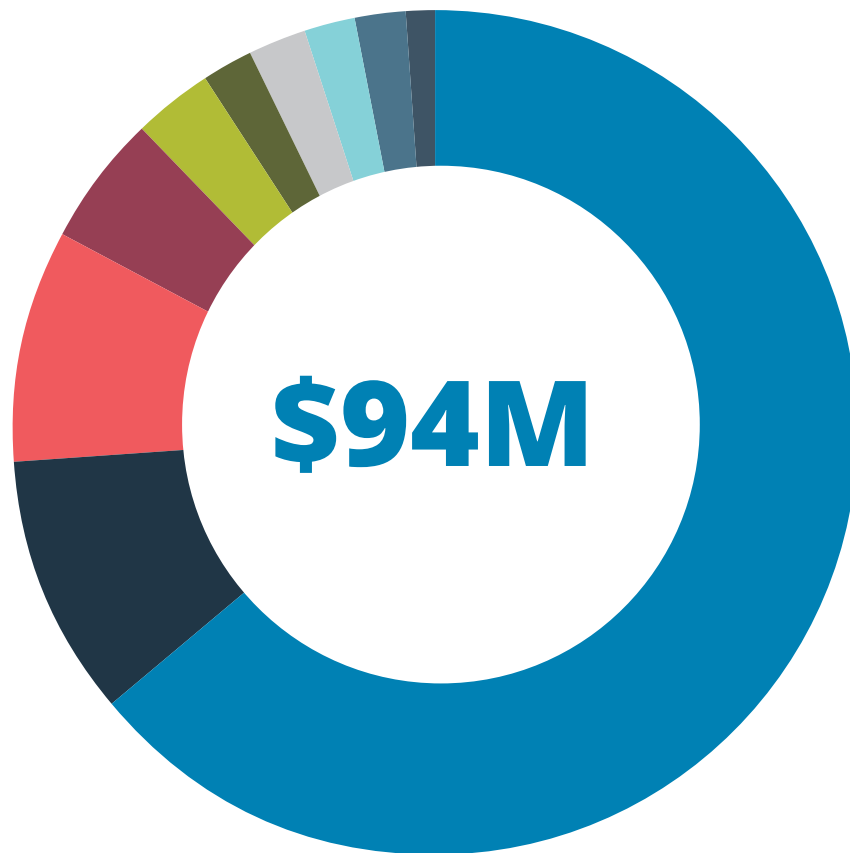






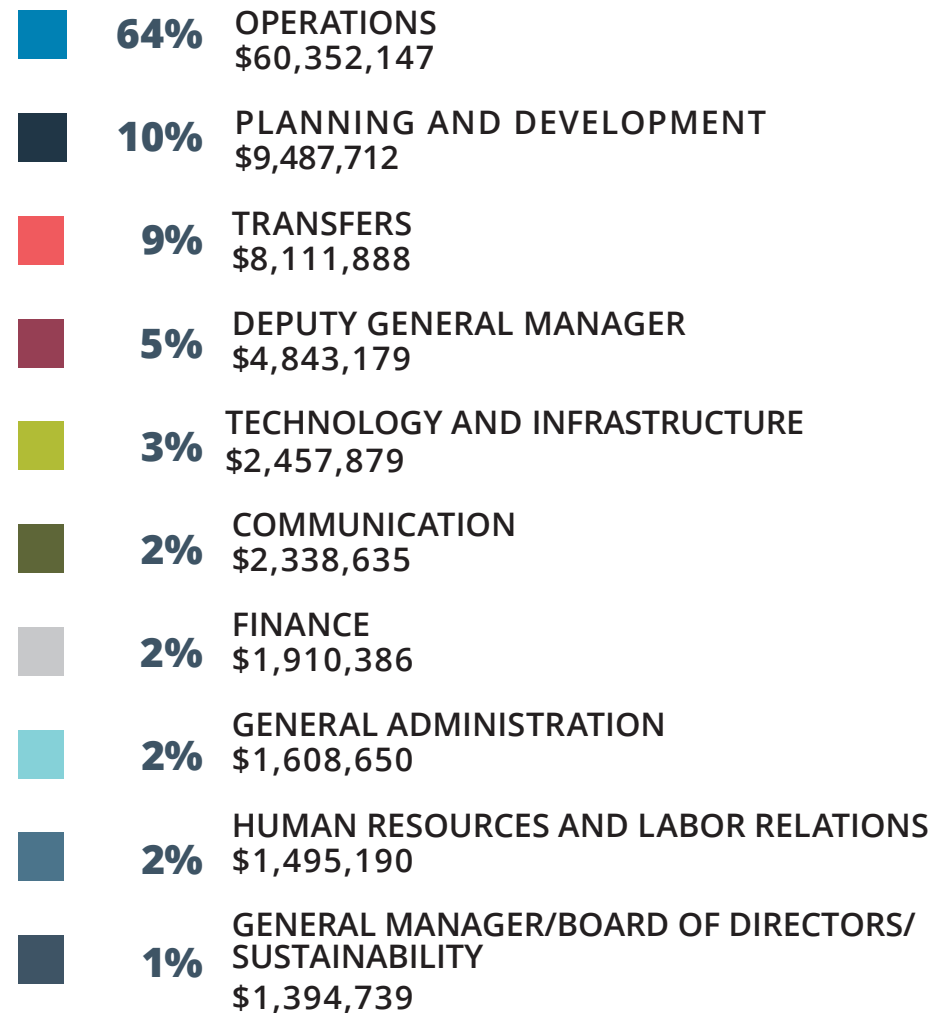
## **\$79,963,539** DISTRICT WIDE REVENUES/RESOURCES

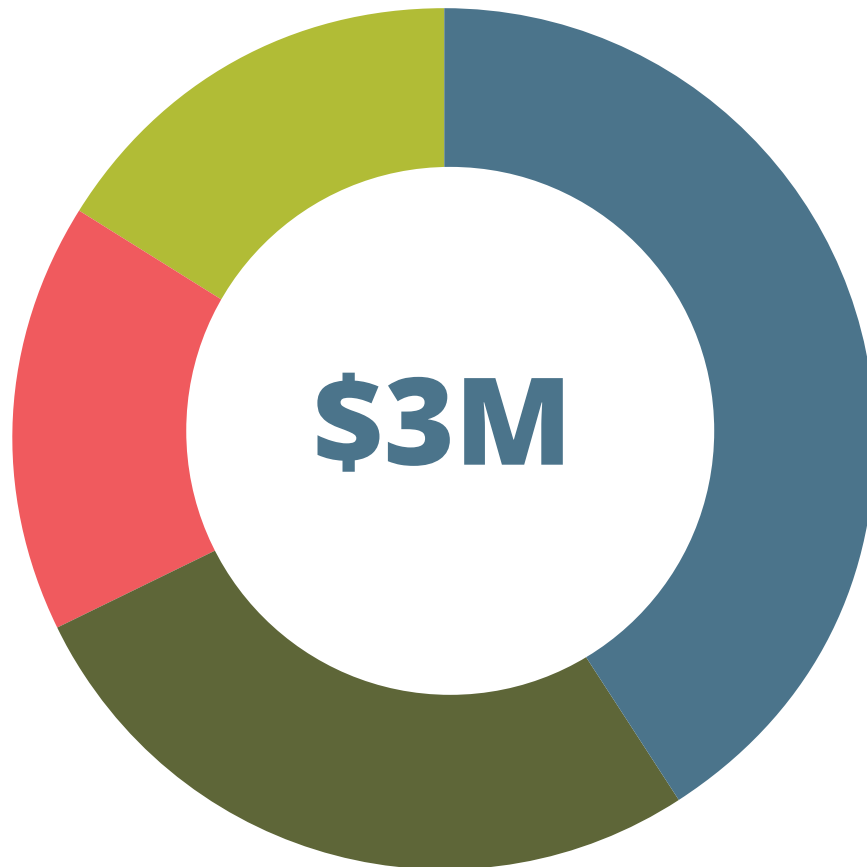
<div></div>	31%	FEDERAL REVENUE \$25,062,711
<div></div>	19%	PROPERTY TAXES \$14,762,527
<div></div>	17%	STIF REVENUE \$13,902,959
<div></div>	11%	OREGON IN-LIEU \$8,600,000
<div></div>	10%	TRANSFERS IN \$8,111,888
<div></div>	3%	FTA TIG \$2,614,120
<div></div>	3%	PASSENGER FARES \$2,439,944
<div></div>	2%	OTHER REVENUE \$1,947,478
<div></div>	2%	DAS/BETC PROGRAM \$1,345,000
<div></div>	2%	STIF PASSTHROUGH \$1,176,912



**\$94,000,405**

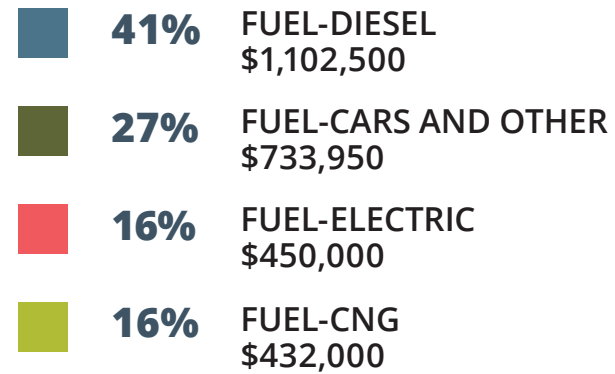
DISTRICT WIDE EXPENSES/REQUIREMENTS





**\$2,718,450**

FUEL COSTS



80X KEIZER /  
WILSONVILLE  
EXPRESS

A



QUESTIONS ?





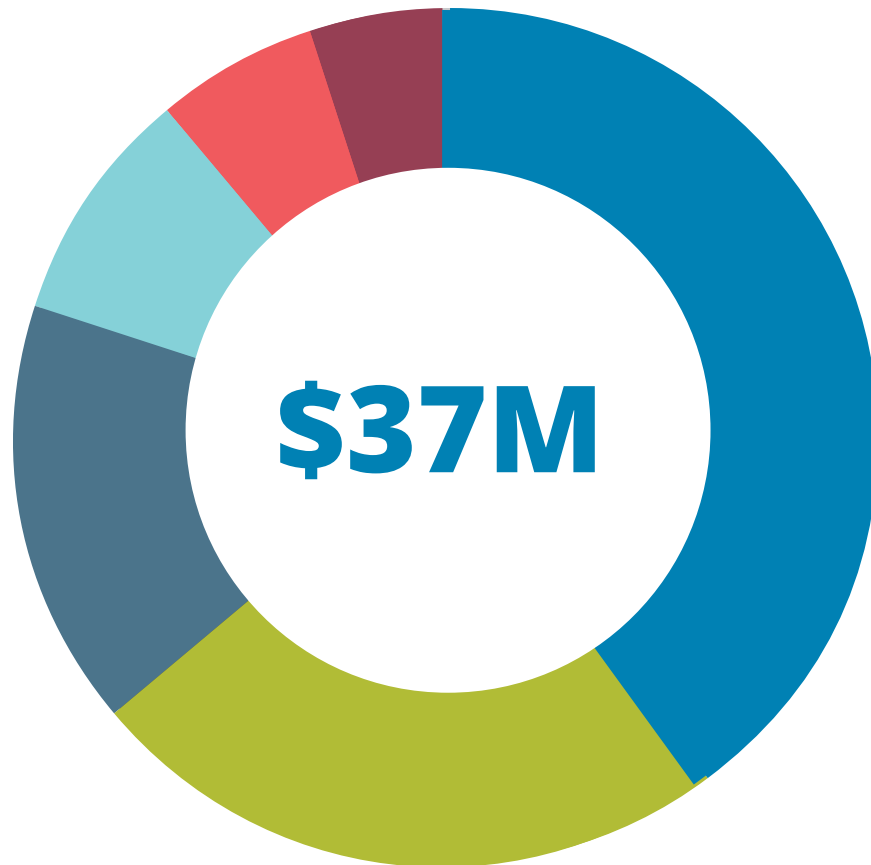




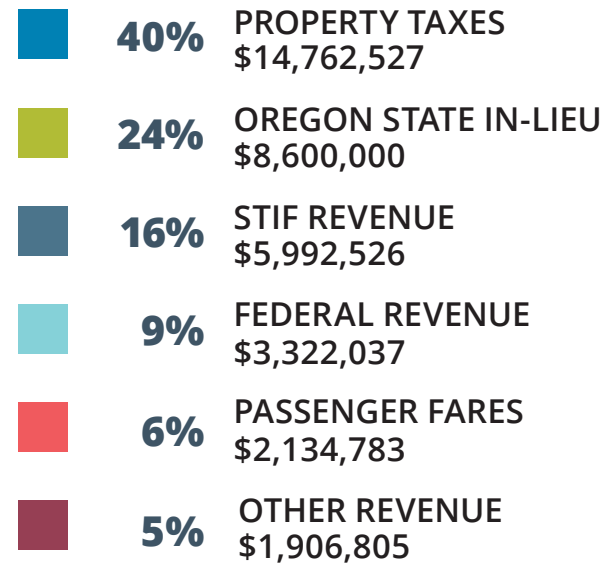
# GENERAL FUND

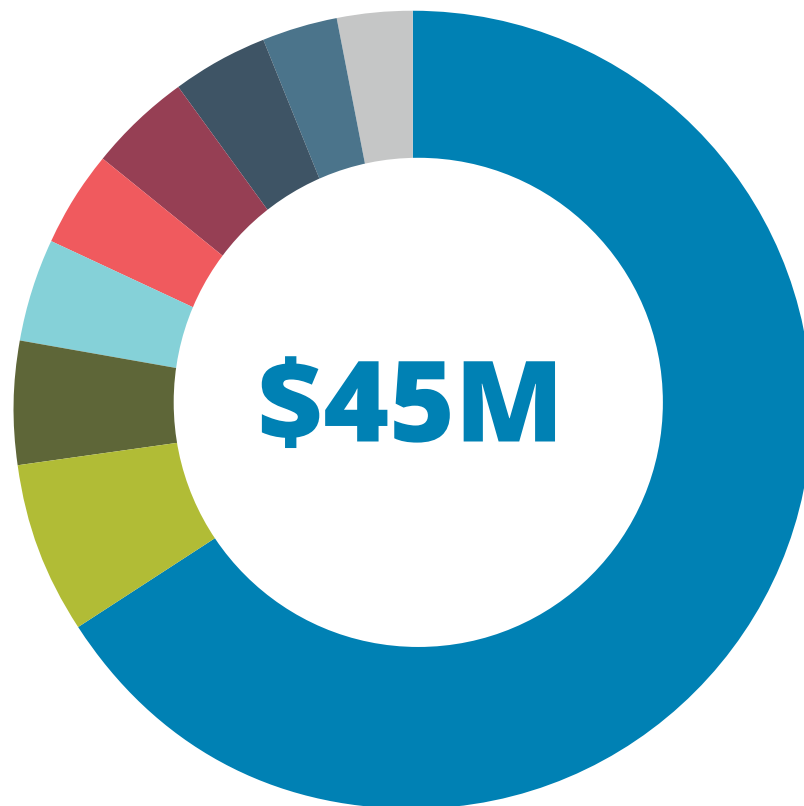






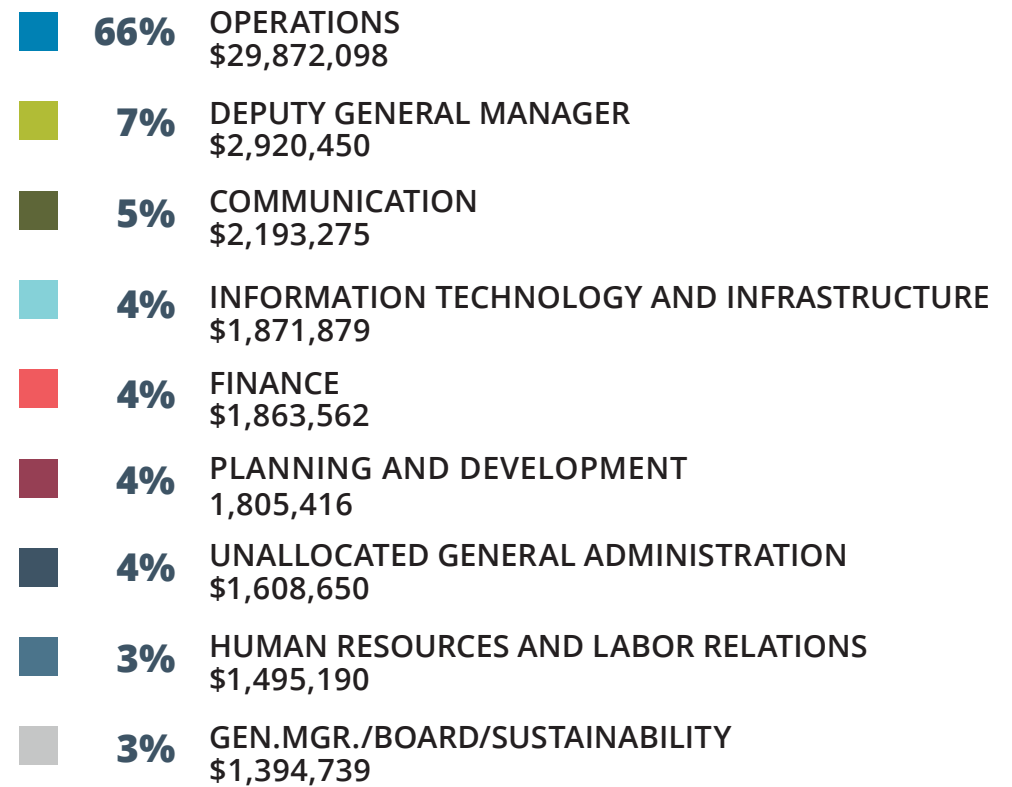
**\$36,718,678** GENERAL FUND REVENUES/RESOURCES





**\$45,025,259**

GENERAL FUND EXPENSES/REQUIREMENTS



## General Fund

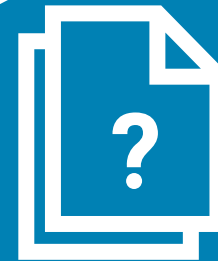
	FY2023-24		
	Proposed	Percent	Cumulative
Materials and Services	Budget	of Total	Percent
Other Professional & Technical	3,990,500	37.6%	37.6%
Fuel	2,023,450	19.1%	56.7%
Vehicle Maintenance	1,370,110	12.9%	69.7%
Premium for General Liability	518,449	4.9%	74.5%
Software Licensing and Annual Maintenance	450,000	4.2%	78.8%
Travel, meetings, training, education	279,900	2.6%	81.4%
Utilities	267,790	2.5%	84.0%
Uniforms & Supplies	245,685	2.3%	86.3%
Vanpool Lease	225,000	2.1%	88.4%
Contract Maintenance Services	188,100	1.8%	90.2%
Printing	158,950	1.5%	91.7%
Other Misc. Expenses	143,950	1.4%	93.0%
Condo Assn. Courthouse Square	138,407	1.3%	94.3%
Other Services	122,550	1.2%	95.5%
Advertising Media & Fees	116,000	1.1%	96.6%
Dues & Subscriptions	86,100	0.8%	97.4%
All Other Material & Supplies	66,885	0.6%	98.0%
Radio Charges	61,500	0.6%	98.6%
Safety & Wellness	56,500	0.5%	99.1%
Other Losses & settlements	40,000	0.4%	99.5%
Match and Pass Through Requirements	25,000	0.2%	99.8%
Training/Incentive	19,000	0.2%	99.9%
Lease-Building	6,600	0.1%	100.0%
Materials and Services Total	\$ 10,600,426		







# QUESTIONS ?





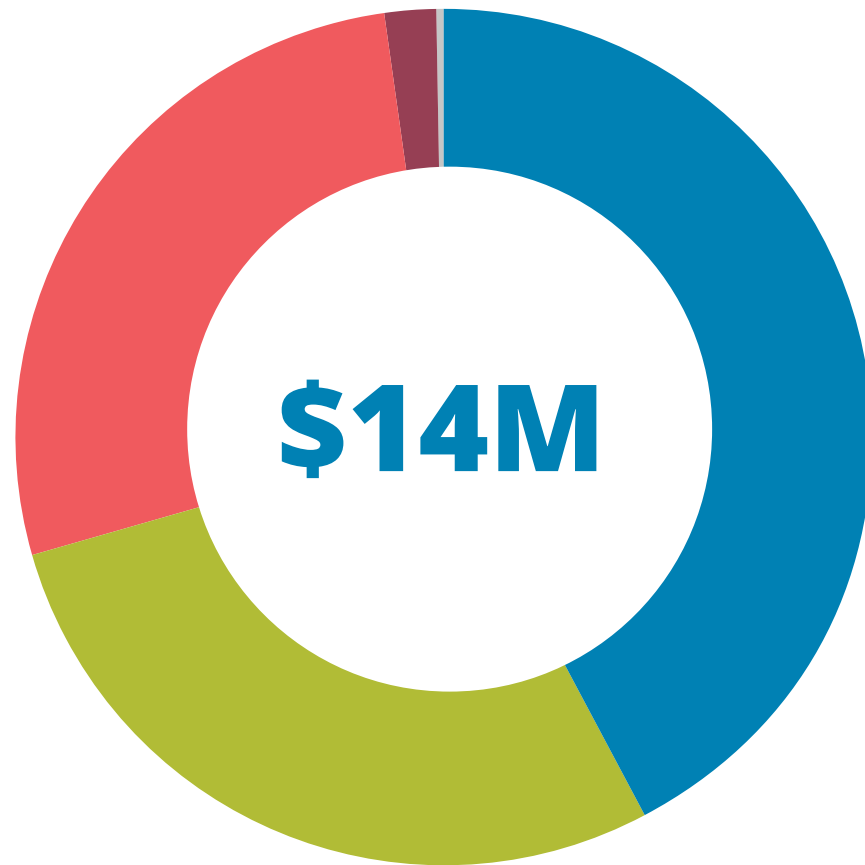




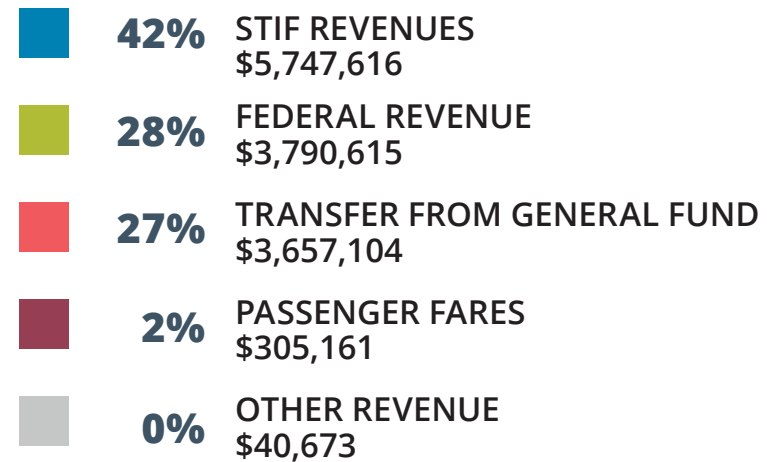
# TRANSPORTATION PROGRAMS FUND

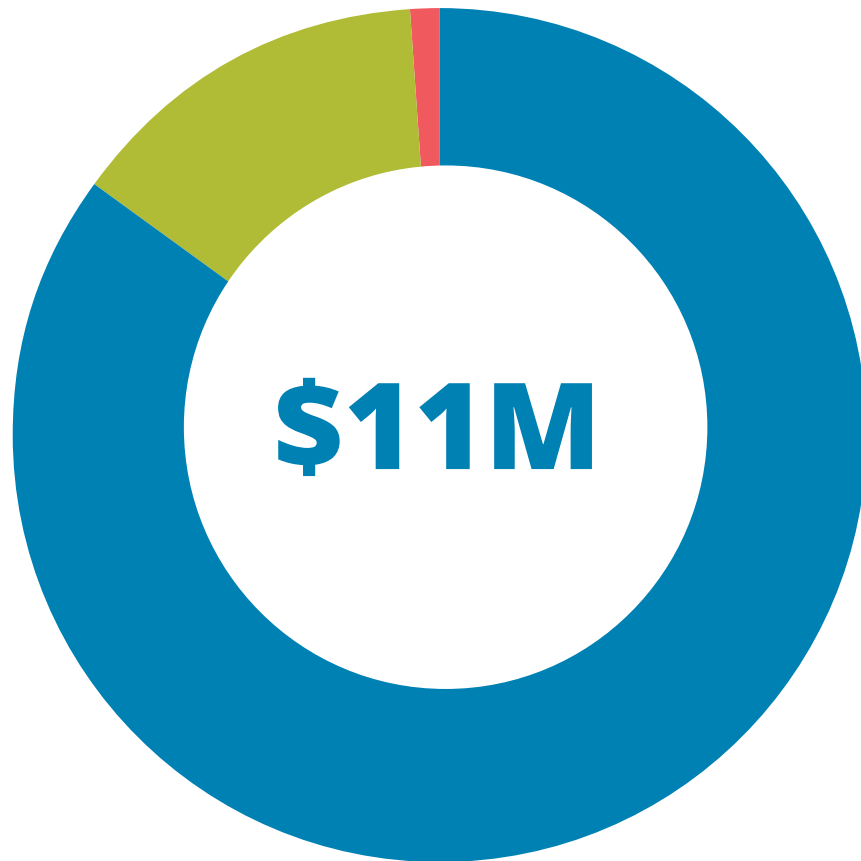






**\$13,541,169** TRANSPORTATION PROGRAMS FUND  
REVENUES/RESOURCES

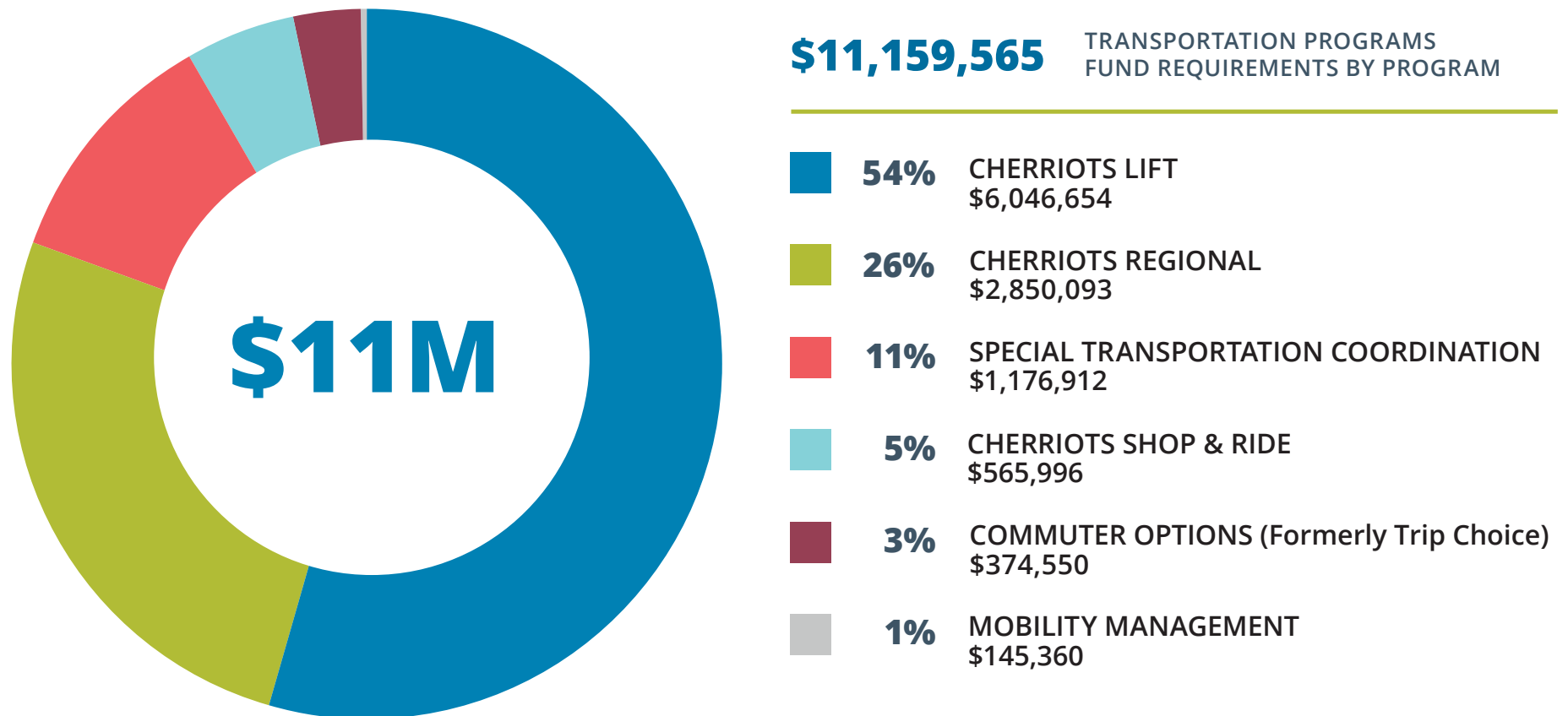




**\$11,159,565** TRANSPORTATION PROGRAMS FUND REQUIREMENTS

---

- 85%** OPERATIONS  
\$9,462,743
- 14%** PLANNING AND DEVELOPMENT  
\$1,551,462
- 1%** COMMUNICATION  
\$145,360



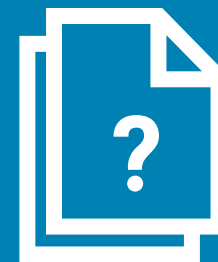
### Transportation Program Funds

	FY2023-24		
	Proposed	Percent	Cumulative
Materials and Services	Budget	of Total	Percent
Contract Transportation	6,611,640	74.17%	74.2%
Fuel	695,000	7.80%	82.0%
Brokerage Contract	513,540	5.76%	87.7%
Vehicle Maintenance	194,300	2.18%	89.9%
Software Licensing and Annual Maintenance	193,500	2.17%	92.1%
Match and Pass Through Requirement:	192,000	2.15%	94.2%
RouteMatch Tablet Lease	166,800	1.87%	96.1%
Contract Maintenance Services	134,930	1.51%	97.6%
Other Professional & Technical	106,700	1.20%	98.8%
Advertising Media & Fees	23,500	0.26%	99.1%
Radio Charges	21,000	0.24%	99.3%
Printing	19,500	0.22%	99.5%
Travel, meetings, training, education	15,195	0.17%	99.7%
All Other Material & Supplies	8,400	0.09%	99.8%
Other Misc. Expenses	7,000	0.08%	99.9%
Dues & Subscriptions	5,300	0.06%	99.9%
Other Services	3,500	0.04%	100.0%
Utilities	1,350	0.02%	100.0%
Uniforms & Supplies	800	0.01%	100.0%
Materials and Services Total	8,913,955		





QUESTIONS ?





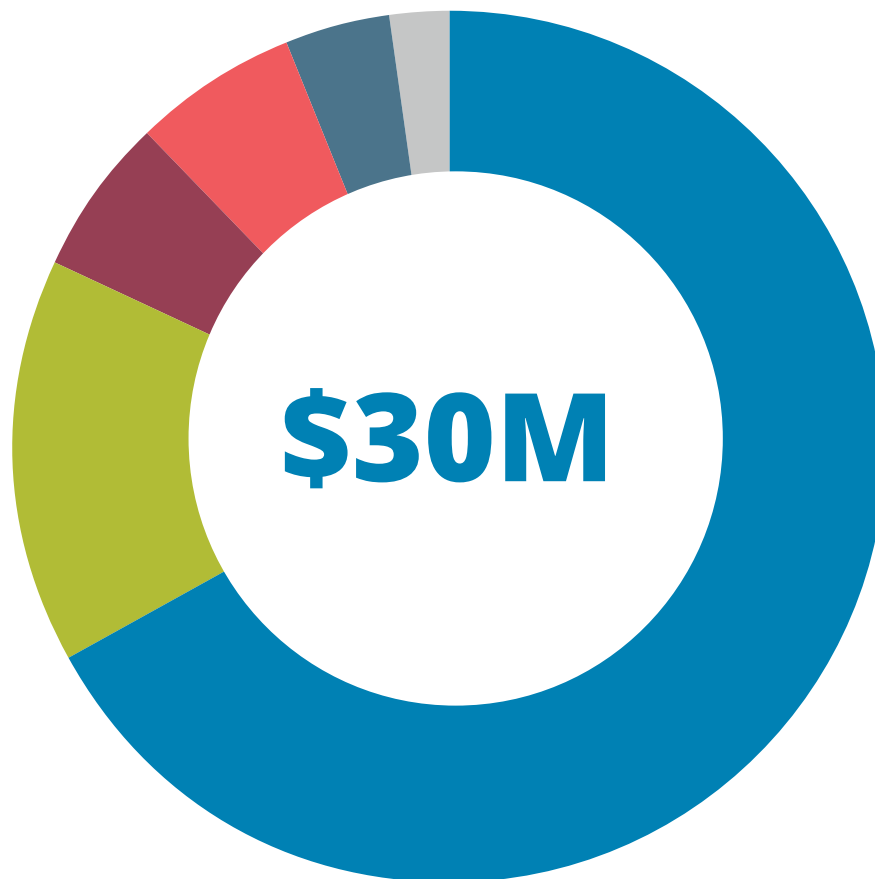


A close-up, high-angle shot of a LEGO Technic model of a bus. The bus is primarily white with blue and teal accents. It has a detailed roof with a blue section and a small black rectangular piece. The windows are represented by black Technic bricks. The bus is positioned on a light blue surface, possibly a road or platform. In the background, another similar LEGO bus is visible, slightly out of focus.

# CAPITAL PROGRAMS FUND

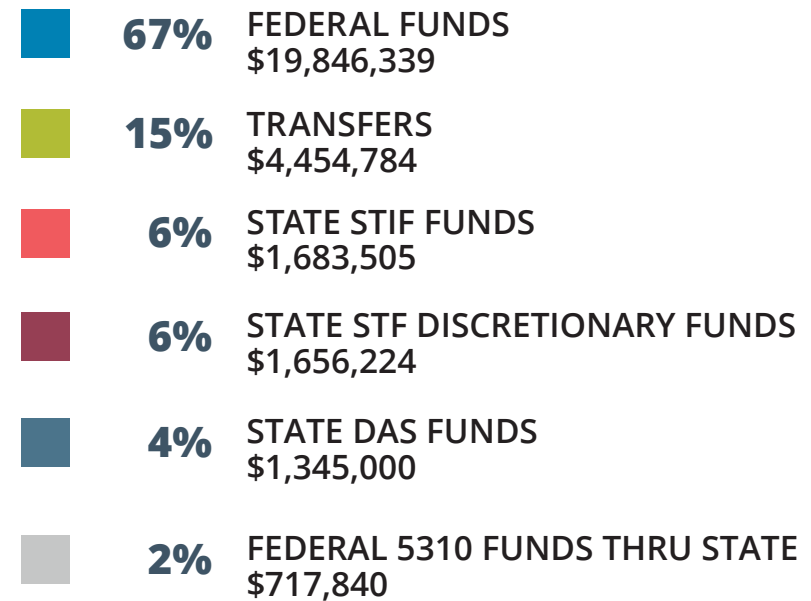


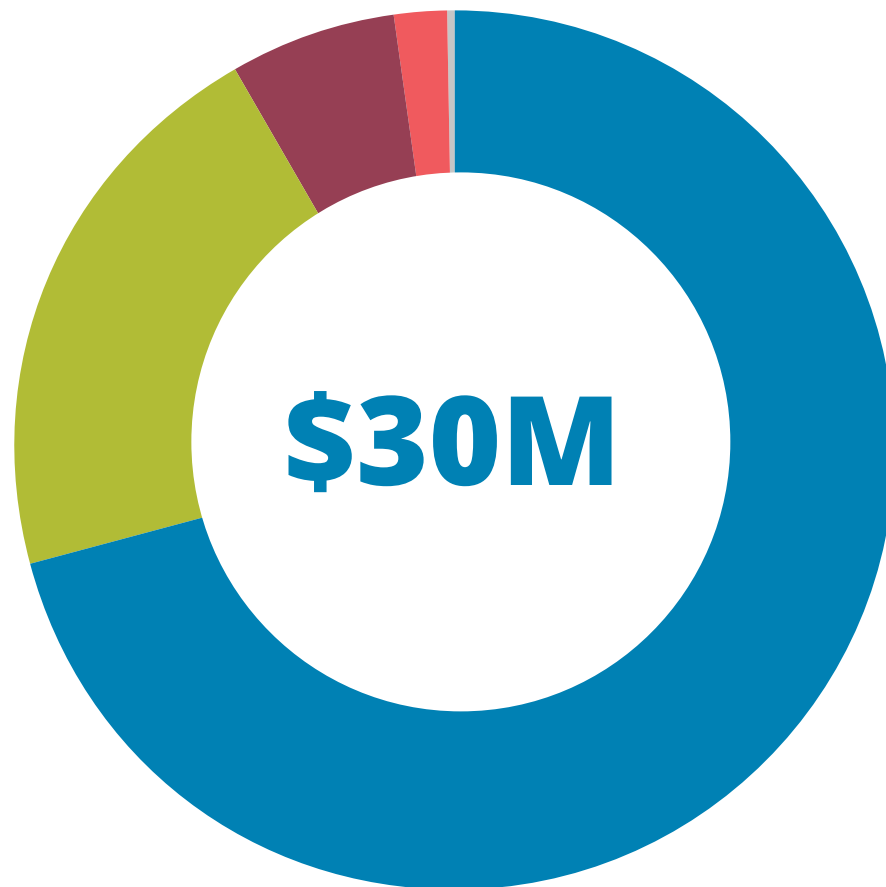




**\$29,703,693**

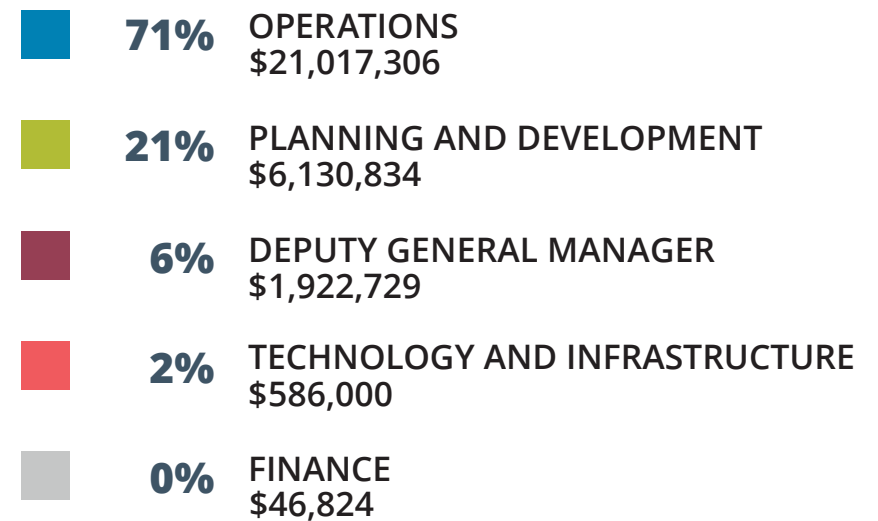
CAPITAL PROJECT FUND REVENUES/  
RESOURCES





**\$29,703,693**

CAPITAL PROJECT FUND EXPENSES/  
REQUIREMENTS





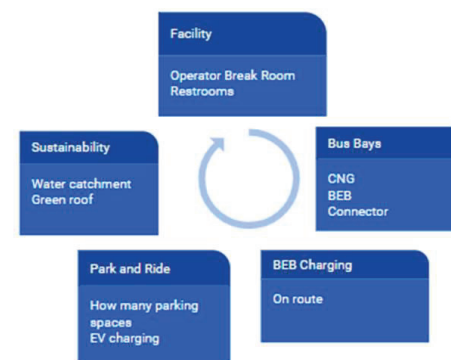
# Capital Project Highlights:



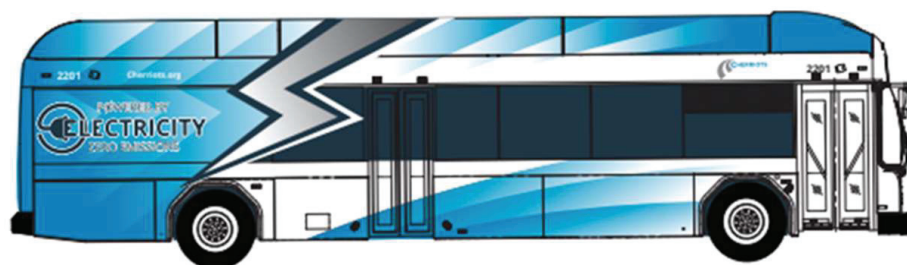
Contactless Fare



Tyler Munis



South Salem Transit Center

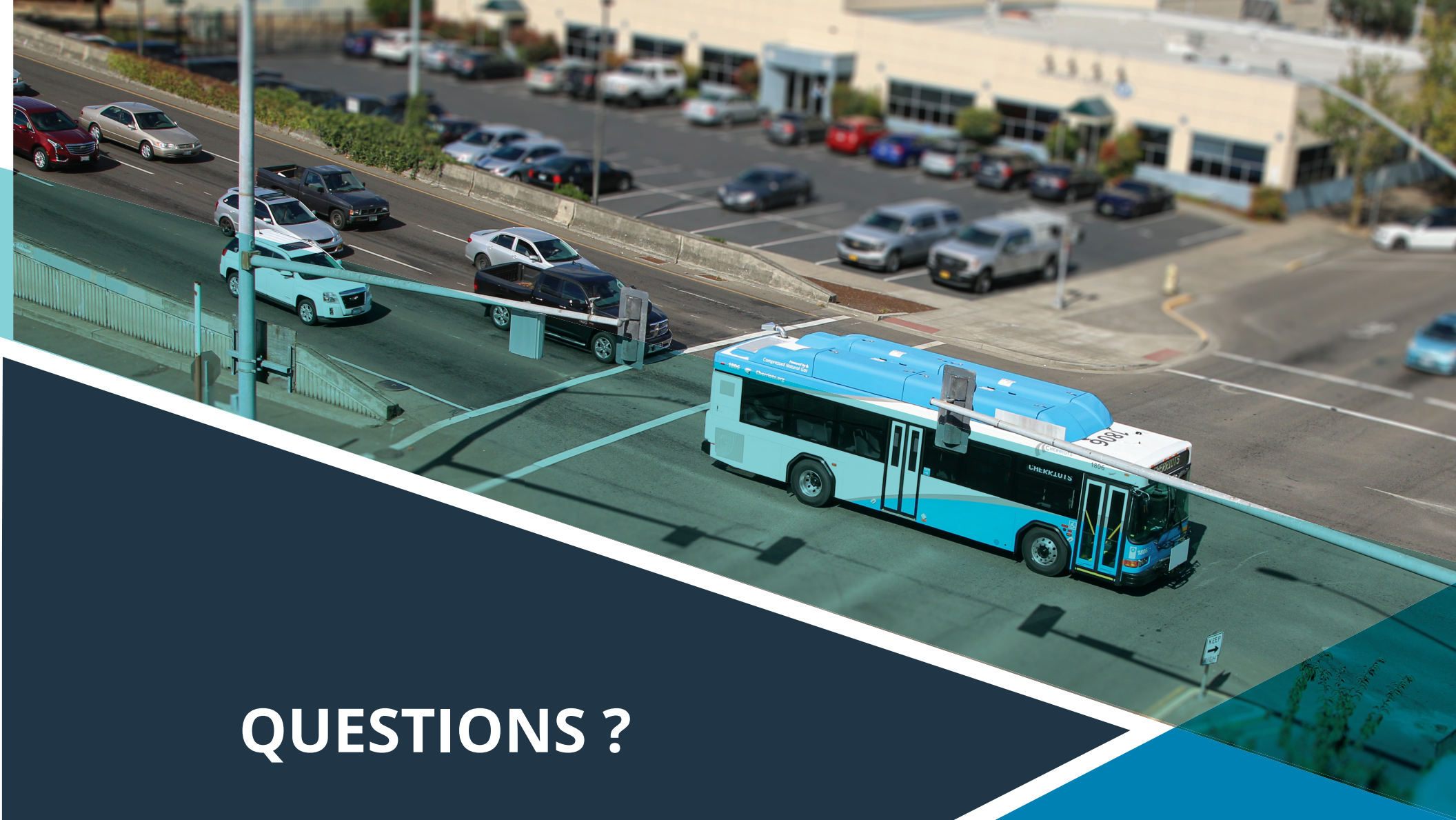


Battery Electric Buses



Cherriots Intelligent Transportation System





QUESTIONS ?









# APPROVAL ?







**Resolution No. 2023-07**  
**Adopt the Fiscal Year 2023-2024 Budget for**  
**Salem Area Mass Transit District**

**BE IT RESOLVED** that the Board of Directors of Salem Area Mass Transit District, hereafter referred to as "District," hereby adopts the budget for fiscal year 2023-2024 in the total amount of \$133,854,681; 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, 2023, and for the purposes shown below are hereby appropriated:

General Fund		Transportation Programs Fund	
General Manager/Board	\$ 1,394,739	Planning & Development	\$ 1,551,462
Deputy General Manager	2,920,450	Communication	145,360
Human Resources and Labor Relations	1,495,190	Operations	9,462,743
Finance	1,863,562	<b>Total</b> <b>\$ 11,159,565</b>	
Information Technology & Infrastructure	1,871,879		
Communication	2,193,275		
Operations	29,872,098		
Planning & Development	1,805,416		
Unallocated - General Administration	1,608,650		
Transfers	8,111,888		
Contingency	1,500,000		
<b>Total</b>	<b>\$ 54,637,147</b>		
<b>Capital Project Fund</b>			
Deputy General Manager	\$ 1,922,729		
Finance	46,824		
Information Technology & Infrastructure	586,000		
Operations	21,017,306		
Planning & Development	6,130,834		
<b>Total</b>	<b>\$ 29,703,693</b>		
		<b>Total Appropriation, All Funds</b>	<b>\$ 95,500,405</b>
		<b>Total Unappropriated and Reserve Amounts, All Funds</b>	<b>\$ 38,354,276</b>
		<b>TOTAL APPROVED BUDGET</b>	<b>\$ 133,854,681</b>

**IMPOSING THE TAX**

**BE IT RESOLVED** that the Board of Directors of the District hereby imposes the taxes provided for in the adopted budget at 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 2023-2024 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 22nd day of June 2023

**ATTEST:**

  
Ian T. Davidson, Board President

  
Maria Hinos Pressey, Board Treasurer





# REVENUE AND EXPENDITURES ALL FUNDS



## Balanced Budget

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

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

Last year, in FY23, SAMTD balanced the budget utilizing method #2. The District had \$16.2M of COVID-19 Federal Funds (ARPA) remaining that needed to be used before the end of FY24. The decision was made to utilize all of those funds in FY23 and put other local funding sources (property taxes, etc...) in reserve.

This year, for FY24, SAMTD is balancing the budget utilizing method #3. Because we have fully utilized the ARPA funds, we are utilizing local funds that were reserved in FY23.

(This is common practice and is utilized by other transit agencies, including those nearby.)

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District								
Adopted Budget - Fiscal Year 2023-24								
<b>District Wide Revenues/Resources &amp; Expenses/Requirements</b>								
<b>Resolution Summary</b>	<b>FY2020-21 Actual</b>	<b>FY2021-22 Actual</b>	<b>FY2022-23 Year- End Estimate</b>	<b>FY2022-23 Amended Budget</b>	<b>FY2023-24 Adopted Budget</b>	<b>Change from FY2022-23 Budget</b>	<b>Percent Change</b>	
Operating Revenues/Resources								
1 Passenger Fares	\$ 1,532	\$ 2,015,718	\$ 1,899,233	\$ 2,021,727	\$ 2,439,944	\$ 418,217	20.7%	1
2 Federal STP Funds	1,045,927	516,537	2,129,266	3,934,503	1,287,729	(2,646,774)	-67.3%	2
3 Federal Direct 5310 Funds	237,385	252,229	224,535	640,009	376,958	(263,051)	-41.1%	3
4 Federal 5310 Funds Through State	1,362,589	909,306	1,061,645	894,239	1,684,725	790,486	88.4%	4
5 Federal 5310 Pass Through Funds	-	-	-	-	-	-		5
6 Federal 5311 Funds	364,019	356,334	692,968	1,232,648	366,336	(866,312)	-70.3%	6
7 Federal 5311 CARES ACT Through State	461,250	19,864	-	-	-	-	0.0%	7
8 Federal 5303 Planning Grant	70,649	111,924	120,000	120,000	120,000	-	0.0%	8
9 DD53 Revenues	168,502	465,018	415,338	293,910	657,018	363,108	123.5%	9
10 FTA 5339 Funds	207,205	211,019	1,413,668	12,019,487	11,766,234	(253,253)	-2.1%	10
11 CRRSAA 5307	-	12,405,398	216,509	-	-	-	0.0%	11
12 CARES ACT Revenues	12,213,292	-	-	-	-	-	0.0%	12
13 Federal 5307	40,678	405,513	4,603,566	6,742,802	7,932,749	1,189,947	17.6%	13
14 ARPA 5307	-	3,932,474	17,403,368	16,226,112	-	(16,226,112)	-100.0%	14
15 Corona Relief Funds	50,093	-	-	-	-	-	0.0%	15
16 TripChoice Grant	185,729	88,937	132,618	216,172	42,992	(173,180)	-80.1%	16
17 TDM Grant	140,813	264,174	82,492	320,556	827,970	507,414	158.3%	17
18 FTA TIG Funds	-	-	-	-	2,614,120	2,614,120	100.0%	18
19 State 5339 Discretionary Funds	-	149	-	495,975	-	(495,975)	-100.0%	19
20 STF Pass Through Funds	261,024	256,648	256,648	256,648	-	(256,648)	-100.0%	20
21 State STF Funds	740,596	741,160	699,442	741,161	-	(741,161)	-100.0%	21
22 STIF Pass Through Funds	736,140	478,719	397,781	1,070,801	1,176,912	106,111	9.9%	22
23 State STIF Formula Funds	7,214,073	7,788,287	7,006,832	7,301,948	12,246,735	4,944,787	67.7%	23
24 STIF Discretionary	227,739	598,052	798,505	1,017,941	1,656,224	638,283	62.7%	24
25 State DAS Funds	-	-	-	-	1,345,000	1,345,000	100.0%	25
26 Advertising	148,306	106,729	93,483	-	-	-	0.0%	26
27 Miscellaneous	724,897	417,677	182,493	225,157	438,008	212,851	94.5%	27
28 Property Taxes	13,596,564	14,179,013	19,147,980	14,181,650	14,762,527	580,877	4.1%	28
29 Oregon State In-Lieu	7,665,837	8,264,025	5,953,852	8,000,820	8,600,000	599,180	7.5%	29
30 Interest on Investments	161,860	192,344	967,602	288,425	1,039,470	751,045	260.4%	30
31 Energy Tax Credit	573,660	242,817	322,597	225,000	240,000	15,000	6.7%	31
32 Renewable Natural Gas Credit	170,601	193,430	228,035	216,000	230,000	14,000	6.5%	32
33 Transfers In	3,904,138	7,467,236	2,431,122	10,573,385	8,111,888	(2,461,497)	-23.3%	33
34 <b>Operating Revenues/Resources Total</b>	<b>\$ 52,675,098</b>	<b>\$ 62,880,731</b>	<b>\$ 68,881,578</b>	<b>\$ 89,257,076</b>	<b>\$ 79,963,539</b>	<b>\$ (9,293,537)</b>	<b>-10.4%</b>	34
Operating Expenses/Requirements								
35 General Manager/Board of Directors/Sustainability	\$ 2,805,196	\$ 1,774,545	\$ 1,642,938	\$ 1,060,979	\$ 1,394,739	\$ 333,760	31.5%	35
36 Deputy General Manager	-	2,224,147	2,567,255	2,993,942	4,843,179	1,849,237	61.8%	36
37 Human Resources & Labor Relations	857,228	940,166	1,005,508	1,189,487	1,495,190	305,703	25.7%	37
38 Communication	1,833,418	2,012,841	2,311,257	3,201,790	2,338,635	(863,155)	-27.0%	38

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District								
Adopted Budget - Fiscal Year 2023-24								
<b>District Wide Revenues/Resources &amp; Expenses/Requirements</b>								
<b>Resolution Summary</b>	<b>FY2020-21 Actual</b>	<b>FY2021-22 Actual</b>	<b>FY2022-23 Year-End Estimate</b>	<b>FY2022-23 Amended Budget</b>	<b>FY2023-24 Adopted Budget</b>	<b>Change from FY2022-23 Budget</b>	<b>Percent Change</b>	
39 Finance	3,095,203	1,686,836	2,110,401	2,245,362	1,910,386	(334,976)	-14.9%	39
40 Technology & Program Management	-	2,638,178	2,459,723	8,191,693	-	(8,191,693)	-100.0%	40
41 Information Technology & Infrastructure	-	-	-	-	2,457,879	-	100.0%	41
42 Transportation Development	-	-	-	-	-	-		42
43 Operations	32,209,968	31,101,621	40,988,410	59,340,900	60,352,147	1,011,247	1.7%	43
44 Planning & Development	-	-	-	-	9,487,712	-	100.0%	44
45 Unallocated General Administration	1,050,438	1,017,833	1,429,762	1,975,856	1,608,650	(367,206)	-18.6%	45
46 <b>Operating Expenses/Requirements Total</b>	<b>\$ 41,851,451</b>	<b>\$ 43,396,167</b>	<b>\$ 54,515,254</b>	<b>\$ 80,200,009</b>	<b>\$ 85,888,517</b>	<b>\$ 5,688,508</b>	<b>7.1%</b>	46
47 Transfers to Other Funds								47
48 Transfer Out Miscellaneous	-	-	-	-	-	-		48
49 Transfer to Transportation Programs Fund	(1,585,600)	(4,204,192)	(3,818,331)	(5,017,507)	(3,657,104)	1,360,403	-27.1%	49
50 Transfer to Capital Fund	(2,318,538)	(3,263,044)	(1,139,659)	(5,555,878)	(4,454,784)	1,101,094	-19.8%	50
51 Transfers to Other Funds Total	\$ (3,904,138)	\$ (7,467,236)	\$ (4,957,990)	\$ (10,573,385)	\$ (8,111,888)	\$ 2,461,497	-23.3%	51
52 Net Operating & Transfers to Other Funds Total	\$ 6,919,509	\$ 12,017,328	\$ 9,408,334	\$ (1,516,318)	\$ (14,036,866)	\$ (12,520,548)	825.7%	52
Other Designations								
53 Contingency	-	-	(1,500,000)	(1,500,000)	(1,500,000)	-	0.0%	53
54 Reserved Working Capital	-	-	-	(50,011,719)	(38,354,276)	11,657,443	-23.3%	54
55 Other Designations Total	\$ -	\$ -	\$ (1,500,000)	\$ (51,511,719)	\$ (39,854,276)	\$ 11,657,443	-22.6%	55
Net Operating, Transfers to Other Funds & Other								
56 Designations Total	\$ 6,919,509	\$ 12,017,328	\$ 7,908,334	\$ (53,028,037)	\$ (53,891,142)	\$ (863,105)	1.6%	56
57 Beginning Working Capital	27,045,971	33,965,480	45,982,808	53,028,037	53,891,142	863,105	1.6%	57
58 <b>Ending Working Capital</b>	<b>\$ 33,965,480</b>	<b>\$ 45,982,808</b>	<b>\$ 53,891,142</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		58





# PERSONNEL SERVICES



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Personnel Services Comparison		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
District Wide									
1	Wages	\$ 15,984,991	\$ 16,285,309	\$ 18,507,047	\$ 19,016,574	\$ 20,592,441	\$ 1,575,867	8.3%	1
2	Medical	5,115,597	5,529,723	5,995,322	6,563,213	7,417,136	853,923	13.0%	2
3	Retirement	4,199,371	4,165,909	4,526,514	5,064,385	5,287,560	223,175	4.4%	3
4	Workers Compensation	171,078	1,917	297,826	328,383	324,102	(4,281)	-1.3%	4
5	Other	1,450,232	1,497,320	1,625,976	2,023,254	1,872,291	(150,963)	-7.5%	5
6	<b>District Wide Total</b>	<b>\$ 26,921,269</b>	<b>\$ 27,480,178</b>	<b>\$ 30,952,685</b>	<b>\$ 32,995,809</b>	<b>\$ 35,493,530</b>	<b>\$ 2,497,721</b>	<b>7.6%</b>	6

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Personnel Services Comparison		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>General Fund</b>									
General Manager									
7	General Manager	\$ 417,645	\$ 446,950	\$ 629,979	\$ 595,827	\$ 586,855	\$ (8,972)	-1.5%	7
8	Board of Directors	-	13,536	14,578	23,700	20,208	(3,492)	-14.7%	8
9	Sustainability	218,569	-	-	-	-	-	0.0%	9
10	General Manager Total	\$ 636,214	\$ 460,486	\$ 644,557	\$ 619,527	\$ 607,063	\$ (12,464)	-2.0%	10
Deputy General Manager									
11	Deputy General Manager	\$ -	\$ 338,685	\$ 367,806	\$ 357,253	\$ 575,054	\$ 217,801	61.0%	11
12	Planning	-	603,285	749,885	767,245	-	(767,245)	-100.0%	12
13	Security & Emergency Management	-	346,684	499,968	588,730	391,503	(197,227)	-33.5%	13
14	Safety	-	-	-	-	195,493	195,493	100.0%	14
15	Deputy General Manager Total	\$ -	\$ 1,288,654	\$ 1,617,659	\$ 1,713,228	\$ 1,162,050	\$ (551,178)	-72.5%	15
Human Resources & Labor Relations									
16	Human Resources	\$ 558,111	\$ 464,956	\$ 566,380	\$ 775,095	\$ 808,374	\$ 33,279	4.3%	16
17	Human Resources Safety/Loss Control	92,105	120,450	126,503	154,422	139,216	(15,206)	-9.8%	17
18	Human Resources & Labor Relations Total	\$ 650,216	\$ 585,406	\$ 692,883	\$ 929,517	\$ 947,590	\$ 18,073	1.9%	18
Finance									
19	Finance	\$ 1,098,109	\$ 1,034,999	\$ 1,207,031	\$ 1,278,353	\$ 1,365,267	\$ 86,914	6.8%	19
20	Procurement	299,042	317,565	361,497	337,630	360,591	22,961	6.8%	20
21	Information Technology	869,726	-	-	-	-	-	0.0%	21
22	Finance Total	\$ 2,266,877	\$ 1,352,564	\$ 1,568,528	\$ 1,615,983	\$ 1,725,858	\$ 109,875	6.8%	22
Technology & Program Management									
23	Information Technology	\$ -	\$ 861,309	\$ 901,342	\$ 964,322	\$ -	\$ (964,322)	-100.0%	23
24	Program Management	-	239,487	343,368	254,726	-	(254,726)	-100.0%	24
25	Technology & Program Management Total	\$ -	\$ 1,100,796	\$ 1,244,710	\$ 1,219,048	\$ -	\$ (1,219,048)	-200.0%	25
Information Technology & Infrastructure									
	Information Technology	\$ -	\$ -	\$ -	\$ -	\$ 1,036,779	\$ 1,036,779	100.0%	
	Infrastructure	-	-	-	-	-	-	0.0%	
	Information Technology & Infrastructure Total	\$ -	\$ -	\$ -	\$ -	\$ 1,036,779	\$ 1,036,779	100.0%	
Communication									
26	Marketing & Communication	\$ 590,292	\$ 618,220	\$ 642,574	\$ 649,234	\$ 701,433	\$ 52,199	8.0%	26
27	Travel Trainer	50,386	64,769	119,764	181,835	187,894	6,059	3.3%	27
28	Customer Service	636,880	682,812	831,633	840,599	884,943	44,344	5.3%	28
29	Communication Total	\$ 1,277,558	\$ 1,365,801	\$ 1,593,971	\$ 1,671,668	\$ 1,774,270	\$ 102,602	6.1%	29
Operations									
30	Operations Administration	\$ 570,521	\$ 443,557	\$ 681,130	\$ 698,451	\$ 401,327	\$ (297,124)	-42.5%	30
31	Operations Planning	552,003	-	-	-	-	-		31

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

								Change from		
				FY2022-23 Year-	FY2022-23	FY2023-24 Adopted	FY2022-23		Percent	
Personnel Services Comparison		FY2020-21 Actual	FY2021-22 Actual	End Estimate	Amended Budget	Budget	Budget		Change	
32	Vehicle Maintenance	3,345,556	3,217,526	3,505,776	3,821,005	3,949,971	128,966		3.4%	32
33	Facilities Maintenance	1,067,063	1,082,002	978,671	1,111,314	1,306,637	195,323		17.6%	33
34	Security & Emergency Management	271,224	271,224	-	-	-	-		0.0%	34
35	Cherriots Local Service	14,990,269	15,073,562	17,134,619	17,868,552	20,074,577	2,206,025		12.3%	35
36	Operations Total	\$ 20,796,636	\$ 20,087,871	\$ 22,300,196	\$ 23,499,322	\$ 25,732,512	\$ 2,233,190		9.5%	36
Planning & Development										
37	Planning Administration	\$ -	\$ -	\$ -	\$ -	\$ 187,440	187,440		100.0%	37
38	Planning	\$ -	\$ -	\$ -	\$ -	\$ 784,412	784,412		100.0%	38
39	Planning & Development Total	\$ -	\$ -	\$ -	\$ -	\$ 971,852	\$ 971,852		100.0%	39
Unallocated										
40	General Administration	\$ 255,388	\$ 189,730	\$ 434,008	\$ 676,510	\$ 466,858	\$ (209,652)		-31.0%	40
41	Unallocated Total	\$ 255,388	\$ 189,730	\$ 434,008	\$ 676,510	\$ 466,858	\$ (209,652)		-31.0%	41
42	<b>General Fund Total</b>	<b>\$ 25,882,889</b>	<b>\$ 26,431,308</b>	<b>\$ 30,096,512</b>	<b>\$ 31,944,803</b>	<b>\$ 34,424,832</b>	<b>\$ 2,480,029</b>		<b>7.8%</b>	42

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Personnel Services Comparison		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>Transportation Programs Fund</b>									
Communication									
43	Cherriots TripChoice	\$ 292,262	\$ 294,039	\$ 196,223	\$ 317,450	\$ 308,105	\$ (9,345)	-2.9%	43
44	Communication Total	\$ 292,262	\$ 294,039	\$ 196,223	\$ 317,450	\$ 308,105	\$ (9,345)	-2.9%	44
Operations									
45	Cherriots LIFT	\$ 399,478	\$ 342,312	\$ 343,056	\$ 433,069	\$ 388,886	\$ (44,183)	-10.2%	45
46	Cherriots Shop & Ride	24,902	25,934	36,754	38,532	36,173	(2,359)	-6.1%	46
47	Cherriots Regional	183,848	289,965	235,746	187,702	251,711	64,009	34.1%	47
48	Cherriots Call Center	2,757	2,540	1,242	1,400	1,463	63	4.5%	48
49	Mobility Management	131,705	91,669	42,180	72,853	82,360	9,507	13.0%	49
50	Operations Total	\$ 742,690	\$ 752,420	\$ 658,978	\$ 733,556	\$ 760,593	\$ 27,037	3.7%	50
General Manager/Board of Directors/SIPM									
51	Special Transportation Coordination	\$ 1,211	\$ 1,475	\$ 972	\$ -	\$ -	\$ -	0.0%	51
52	General Manager/Board of Directors/SIPM Total	\$ 1,211	\$ 1,475	\$ 972	\$ -	\$ -	\$ -	0.0%	52
53	<b>Transportation Programs Fund Total</b>	<b>\$ 1,036,163</b>	<b>\$ 1,047,934</b>	<b>\$ 856,173</b>	<b>\$ 1,051,006</b>	<b>\$ 1,068,698</b>	<b>\$ 17,692</b>	<b>1.7%</b>	53
<b>Capital Projects Fund</b>									
Transportation Development									
54	Keizer Transit Center	\$ 528	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	54
55	South Salem Transit Center	352	936	-	-	-	-	0.0%	55
56	Bus Stops & Shelters	1,336	-	-	-	-	-	0.0%	56
57	Transportation Development Total	\$ 2,216	\$ 936	\$ -	\$ -	\$ -	\$ -	0.0%	57
58	<b>Capital Projects Fund Total</b>	<b>\$ 2,216</b>	<b>\$ 936</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	58
59	<b>District Wide Total</b>	<b>\$ 26,921,268</b>	<b>\$ 27,480,178</b>	<b>\$ 30,952,685</b>	<b>\$ 32,995,809</b>	<b>\$ 35,493,530</b>	<b>\$ 2,497,721</b>	<b>7.6%</b>	59

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
<b>General Fund</b>						
General Manager Division						
1	General Manager	1.0	1.0	1.0	1.0	1
2	Executive Assistant - GM	1.0	1.0	1.0	1.0	2
3	Strategic Initiatives Administrator	1.0	1.0	1.0	1.0	3
4	Director of Strategic Initiatives/Program Mgmt	1.0	-	-	-	4
5	Administrative Assistant - Fin/Strategic Plg	0.5	-	-	-	5
6	<b>Total General Manager/Board Division</b>	<b>4.5</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	6
Deputy General Manager Division						
7	Deputy General Manager	-	1.0	1.0	1.0	7
8	Executive Assistant - Deputy GM	-	1.0	1.0	1.0	8
9	Capital & Project Control Manager	-	-	-	1.0	9 new position
10	<b>Total Deputy General Manager Admin</b>	<b>-</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</b>	10
Security & Emergency Management						
11	Security & Emergency Management Manager	-	1.0	1.0	1.0	11
12	Security Coordinator	-	1.0	1.0	1.0	12
13	Emergency Coordinator	-	1.0	1.0	1.0	13
14	<b>Total Security &amp; Emergency Management</b>	<b>-</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	14
Safety						
15	Safety Coordinator	-	-	1.0	1.0	15 renamed from Safety & Loss Control Specialist
16	<b>Total Safety</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>1.0</b>	16
Planning						
17	Senior Planner	-	1.0	1.0	-	17 transferred to Planning & Development Division
18	Transit Planner II (Programs)	-	1.0	1.0	-	18 transferred to Planning & Development Division
19	Transit Planner II (Scheduler)	-	1.0	1.0	-	19 transferred to Planning & Development Division
20	Transit Planner I	-	1.0	1.0	-	20 transferred to Planning & Development Division
21	Grant Writer	-	-	1.0	-	21 transferred to Planning & Development Division
22	<b>Total Planning</b>	<b>-</b>	<b>4.0</b>	<b>5.0</b>	<b>-</b>	22
23	<b>Total Deputy General Manager Division</b>	<b>-</b>	<b>9.0</b>	<b>11.0</b>	<b>7.0</b>	23



**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21	FY2021-22	FY2022-23	FY2023-24	
		Adopted Budget	Adopted Budget	Amended Budget	Adopted Budget	
Human Resources & Labor Relations Division						
Human Resources						
24	Chief Human Resources Officer	1.0	1.0	1.0	1.0	24
25	Human Resources Manager	-	-	-	1.0	25 new position
26	Human Resources Generalist	-	-	1.0	1.0	26
27	Human Resources Specialist	-	-	-	1.0	27 reclassified from Administrative Assistant - HR a
28	Receptionist	1.8	1.8	1.8	1.8	28
29	Benefits and Leave Administrator	1.0	1.0	1.0	-	29 deleted position
30	Administrative Assistant - HR and Labor Relations	1.0	1.0	1.0	-	30
31	Total Human Resources & Labor Relations	4.8	4.8	5.8	5.8	31
Human Resources Risk						
32	Risk Administrator	-	-	1.0	1.0	32
33	Safety & Loss Control Specialist	1.0	1.0	-	-	33
34	Total Human Resources Risk	1.0	1.0	1.0	1.0	34
35	Total Human Resources & Labor Relations Division	5.8	5.8	6.8	6.8	35

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
Finance Division						
Finance						
36	Chief Financial Officer	1.0	1.0	1.0	1.0	36 renamed from Director of Finance and Chief Fin.
37	Controller	1.0	1.0	1.0	1.0	37
38	Business Services Manager	-	-	1.0	1.0	38
39	Accountant	2.0	1.0	1.0	1.0	39
40	Grants Administrator	1.0	1.0	1.0	1.0	40
41	Payroll Specialist	1.0	1.0	1.0	1.0	41
42	Accounting Specialist	1.0	1.0	1.0	1.0	42
43	Accounting Technician	1.0	1.0	1.0	1.0	43
44	Administrative Assistant - Finance	0.5	0.5	0.5	1.0	44 renamed & transferred .5 from FTE Technology i
45	Business Performance Analyst	1.0	1.0	-	-	45
46	Finance Manager	-	1.0	-	-	46
47	<b>Total Finance</b>	<b>9.5</b>	<b>9.5</b>	<b>8.5</b>	<b>9.0</b>	47
Procurement						
48	Procurement/Contracts Manager	1.0	1.0	1.0	1.0	48
49	Procurement/Contracts Analyst	1.0	1.0	1.0	1.0	49
50	<b>Total Procurement</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	50
Information Technology						
51	Information Technology Manager	1.0	-	-	-	51
52	Network Administrator	1.0	-	-	-	52
53	Intelligent Transportation Systems Administrator	1.0	-	-	-	53
54	Systems Administrator	1.0	-	-	-	54
55	Web Systems Administrator	1.0	-	-	-	55
56	Support Analyst	0.9	-	-	-	56
57	<b>Total Information Technology</b>	<b>5.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	57
58	<b>Total Finance Division</b>	<b>17.4</b>	<b>11.5</b>	<b>10.5</b>	<b>11.0</b>	58

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
Communications Division						
Marketing and Communications						
59	Chief Communications Officer	1.0	1.0	1.0	1.0	59 renamed from Director of Communication
60	Marketing Coordinator	1.0	1.0	1.0	2.0	60
61	Marketing & Communications Specialist	-	-	-	1.0	61 reclassified from Administrative Assistant - Communication
62	Customer Experience Specialist	0.3	0.3	0.3	0.3	62
63	Administrative Assistant - Communication	1.0	1.0	1.0	-	63
64	Digital Marketing Coordinator	1.0	1.0	1.0	-	64
65	Total Marketing and Communications	4.3	4.3	4.3	4.3	65
Customer Service						
66	Customer Service Manager	1.0	1.0	1.0	1.0	66
67	Senior Customer Service Representative	-	-	1.0	1.0	67
68	Customer Service Representative	7.0	7.0	6.0	6.0	68
69	Customer Experience Specialist	0.3	0.3	0.3	0.7	69 transferred .4 FTE from Commuter Options
70	Total Customer Service	8.3	8.3	8.3	8.7	70
Travel Trainer						
71	Outreach Representative (Travel Trainer)	0.4	0.8	0.8	0.8	71
72	Mobility Management Coordinator	-	0.4	0.4	0.4	72
73	Total Travel Trainer	0.4	1.2	1.2	1.2	73
74	Total Communications Division	13.0	13.8	13.8	14.2	74

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

### Salem Area Mass Transit District Adopted Budget - Fiscal Year 2023-24

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
Technology and Program Management Division						
Technology and Program Management						
75	Director of Technology and Program Management	-	1.0	1.0	-	75 deleted position
76	Administrative Assistant - Finance, Tech & Prog Mgmt	-	0.5	0.5	-	76 transferred to Finance Division
77	Total Technology and Program Management	-	1.5	1.5	-	77
Information Technology						
78	Information Technology Manager	-	1.0	1.0	-	78 transferred to Information Technology & Infrastructure Division
80	Network Administrator	-	1.0	1.0	-	80 deleted position
81	Intelligent Transportation Systems Administrator	-	1.0	1.0	-	81 transferred to Information Technology & Infrastructure Division
82	Systems Administrator	-	1.0	1.0	-	82 transferred to Information Technology & Infrastructure Division
83	Web Systems Administrator	-	1.0	1.0	-	83 transferred to Information Technology & Infrastructure Division
84	Support Analyst	-	0.9	0.9	-	84 transferred to Information Technology & Infrastructure Division
85	Total Information Technology	-	5.9	5.9	-	85
86	Total Technology and Program Management Division	-	7.4	7.4	-	86
Planning & Development Division						new Division due to reorganization
Planning & Development						
87	Chief Planning & Development Officer	-	-	-	1.0	87 new position
88	Total Planning & Development	-	-	-	1.0	88
Planning						
89	Service Planning Manager	-	-	-	1.0	89 transferred from Deputy General Manager Division & renamed from Senior Planner
90	Transit Planner II (Programs)	-	-	-	1.0	90 transferred from Deputy General Manager Division
91	Transit Planner II (Scheduler)	-	-	-	1.0	91 transferred from Deputy General Manager Division
91	Transit Planner I	-	-	-	1.0	91 transferred from Deputy General Manager Division
92	Grant Writer	-	-	-	1.0	92 transferred from Deputy General Manager Division
92	Total Planning	-	-	-	5.0	92
93	Total Planning & Development Division	-	-	-	6.0	93
Technology & Infrastructure Division						new Division due to reorganization
94	Chief Technology Officer	-	-	-	1.0	94 new position
95	Information Technology Manager	-	-	-	1.0	95 transferred from Technology & Program Management Division
96	Intelligent Transportation Systems Administrator	-	-	-	1.0	96 transferred from Technology & Program Management Division
97	Systems Administrator	-	-	-	1.0	97 transferred from Technology & Program Management Division
98	Web Systems Administrator	-	-	-	1.0	98 transferred from Technology & Program Management Division
99	Support Analyst	-	-	-	0.9	99 transferred from Technology & Program Management Division
100	Network & Security Administrator	-	-	-	-	100 deleted position
101	Total Technology & Infrastructure Division	-	-	-	5.9	101

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
Operations Division						
Operations Administration						
102	Chief Operations Officer	-	1.0	1.0	1.0	102 renamed from Director of Operations
103	Operations Programs Coordinator	-	-	1.0	1.0	103
104	Transportation Manager	1.0	1.0	1.0	-	104 transferred to Transportation Department
105	Assistant Transportation Manager	1.0	1.0	1.0	-	105 transferred to Transportation Department
106	Deputy General Manager/COO	1.0	-	-	-	106
107	Operations Programs Administrator	0.1	-	-	-	107
108	Administrative Assistant - Operations	1.0	-	-	-	108
109	Total Operations Administration	4.1	3.0	4.0	2.0	109
Vehicle Maintenance						
110	Maintenance Manager	0.9	0.9	0.9	0.9	110
111	Vehicle Maintenance Supervisor	3.8	3.8	3.8	3.6	111 no FTE change (allocation adjustment with other services)
112	Maintenance Training Supervisor	0.9	0.9	0.9	0.9	112
113	Administrative Assistant - Maintenance	0.7	0.7	0.7	0.7	113
114	Purchasing Agent	0.9	0.9	0.9	0.9	114
115	Journey Mechanic	10.1	10.1	10.1	9.9	115 no FTE change (allocation adjustment with other services)
116	Parts & Supply Clerk	0.9	0.9	0.9	0.9	116
117	Service Technician	5.5	5.5	5.5	5.4	117 no FTE change (allocation adjustment with other services)
118	Service Worker	7.4	7.4	7.4	7.2	118 no FTE change (allocation adjustment with other services)
119	Total Vehicle Maintenance	31.1	31.1	31.1	30.4	119

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2022-23			
		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	Amended Budget	FY2023-24 Adopted Budget
Facilities Maintenance					
120	Facilities Maintenance Supervisor	1.0	1.0	1.0	1.0
121	Facilities Maintenance Technician	-	-	1.0	1.0
122	Facilities Maintenance Worker	8.0	12.0	7.6	9.6
123	Total Facilities Maintenance	9.0	13.0	9.6	11.6
Transportation (Cherriots Local)					
124	Transportation Manager	-	-	-	1.0
125	Assistant Transportation Manager	-	-	-	1.0
126	Operations Supervisor	12.0	11.0	11.0	12.0
127	Operations Training Supervisor	1.0	1.0	1.0	2.0
128	Transportation Administrator	-	1.0	1.0	1.0
129	Administrative Assistant - Transportation	1.0	1.0	1.0	1.0
130	Transit Operator	133.5	133.8	134.0	140.0
131	Total Transportation (Cherriots Local)	147.5	147.8	148.0	158.0
Security & Emergency Management					
132	Security and Emergency Management Manager	1.0	-	-	-
133	Emergency Coordinator	1.0	-	-	-
134	Security Coordinator	1.0	-	-	-
135	Total Security & Emergency Management	3.0	-	-	-
Planning					
136	Senior Planner	1.0	-	-	-
137	Transit Planner II (Programs)	1.0	-	-	-
138	Transit Planner II (Scheduler)	1.0	-	-	-
139	Transit Planner I	1.0	-	-	-
140	Total Planning	4.0	-	-	-
141	Total Operations Division	198.7	194.9	192.7	202.0
142	Total General Fund	239.4	245.4	245.2	255.9

addition of 2 FTEs

transferred from Operations Administration

transferred from Operations Administration

addition of 1 FTE

addition of 1 FTE

addition of 6 FTEs



**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	
<b>Transportation Programs Fund</b>						
<b>Cherriots LIFT</b>						
143	Contracted Services Manager	0.7	0.7	0.7	0.7	143
144	Administrative Assistant - Contracted Services	0.7	0.7	0.7	0.7	144
145	Maintenance Manager	0.1	0.1	0.1	0.1	145
146	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.2	146 no FTE change (allocation adjustment with other services)
147	Maintenance Training Supervisor	0.1	0.1	0.1	0.1	147
148	Administrative Assistant - Maintenance	0.1	0.1	0.1	0.1	148
149	Journey Mechanic	0.6	0.6	0.6	0.5	149 no FTE change (allocation adjustment with other services)
150	Purchasing Agent	0.1	0.1	0.1	0.1	150
151	Parts & Supply Clerk	0.1	0.1	0.1	0.1	151
152	Service Technician	0.4	0.4	0.4	0.3	152 no FTE change (allocation adjustment with other services)
153	Service Worker	0.4	0.4	0.4	0.4	153
154	<b>Total Cherriots LIFT</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.3</b>	154

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2022-23				
		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	Amended Budget	FY2023-24 Adopted Budget	
Cherriots Shop & Ride						
155	Contracted Services Manager	0.1	0.1	0.1	0.1	155
156	Administrative Assistant - Contracted Services	0.1	0.1	0.1	0.1	156
157	Journey Mechanic	0.2	0.2	0.2	0.1	157 no FTE change (allocation adjustment with other services)
158	Total Cherriots Shop & Rise	0.4	0.4	0.4	0.3	158
Cherriots Regional						
159	Contracted Services Manager	0.2	0.2	0.2	0.2	159
160	Administrative Assistant - Contracted Services	0.2	0.2	0.2	0.2	160
161	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.2	161 no FTE change (allocation adjustment with other services)
162	Journey Mechanic	0.1	0.1	0.1	0.5	162 no FTE change (allocation adjustment with other services)
163	Service Technician	0.1	0.1	0.1	0.3	163 no FTE change (allocation adjustment with other services)
164	Service Worker	0.2	0.2	0.2	0.4	164 no FTE change (allocation adjustment with other services)
165	Facilities Maintenance Worker	-	1.0	0.4	0.4	165
166	Total Cherriots Regional	0.9	1.9	1.3	2.2	166
Cherriots Call Center						
167	Support Analyst	0.1	0.1	0.1	0.1	167
168	Total Cherriots Call Center	0.1	0.1	0.1	0.1	168

**Salem Area Mass Transit District**  
**Adopted Budget - Fiscal Year 2023-24**

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

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget
Mobility Management					
169	Outreach Representative (Travel Trainer)	0.6	0.2	0.2	0.2
170	Mobility Management Coordinator	-	0.4	0.4	0.4
171	Operations Programs Administrator	0.9	-	-	-
172	<b>Total Mobility Management</b>	<b>1.5</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>
Cherriots Commuter Options					
173	Commuter Options Coordinator	2.0	2.0	2.0	2.0
174	Customer Experience Specialist	0.4	0.4	0.4	-
175	<b>Total Cherriots Commuter Options</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.0</b>
176	<b>Total Transportation Programs Fund</b>	<b>8.7</b>	<b>8.8</b>	<b>8.2</b>	<b>8.5</b>

renamed from TripChoice/Transportation Demand Management

transferred to Customer Service

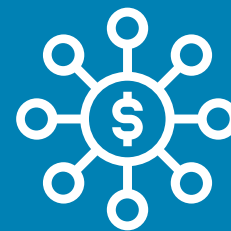
Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Detail FTE Listing by Fund, Division, & Department

Division/Department FTE Detail Count		FY2020-21 Adopted Budget	FY2021-22 Adopted Budget	FY2022-23 Amended Budget	FY2023-24 Adopted Budget
Capital Project Fund					
177		-	-	-	-
178	Total Capital Project Fund	-	-	-	-
179	District Wide	248.1	254.2	253.4	264.4



# GENERAL FUND



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>Operating Revenues/Resources</b>									
1	Passenger Fares	\$ 882	\$ 1,688,365	\$ 1,599,181	\$ 1,748,658	\$ 2,134,783	\$ 386,125	22.1%	1
2	Corona Virus Relief Fund	50,093	-	-	-	-	-	0.0%	2
3	Planning Grant	70,649	111,924	120,000	120,000	120,000	-	0.0%	3
4	Federal 5307 CRRSAA	-	11,869,709	216,509	-	-	-	0.0%	4
5	Federal 5307 CARES ACT	10,921,481	-	-	-	-	-	0.0%	5
6	Federal 5307 ARPA	-	3,932,474	17,403,368	16,226,112	-	(16,226,112)	-100.0%	6
7	Federal 5307	-	216,509	3,143,037	2,989,437	3,202,037	212,600	7.1%	7
8	State STIF Formula Fund	6,021,767	5,919,506	5,041,435	5,513,835	5,992,526	478,691	8.7%	8
9	State STIF Discretionary Funds	51,559	-	-	-	-	-	0.0%	9
10	Advertising	148,306	106,729	93,483	-	-	-	0.0%	10
11	Miscellaneous	482,509	228,584	182,493	225,157	438,008	212,851	94.5%	11
12	Property Taxes	13,596,564	14,179,013	19,147,980	14,181,650	14,762,527	580,877	4.1%	12
13	Oregon State In-Lieu	7,665,837	8,264,025	5,953,852	8,000,820	8,600,000	599,180	7.5%	13
14	Interest on Investments	161,860	185,475	937,104	282,554	998,797	716,243	253.5%	14
15	Energy Tax Credit	573,660	242,817	322,597	225,000	240,000	15,000	6.7%	15
16	Renewable Natural Gas Credit	170,601	193,430	228,035	216,000	230,000	14,000	6.5%	16
17	<b>Operating Revenues/Resources Total</b>	<b>\$ 39,915,768</b>	<b>\$ 47,138,560</b>	<b>\$ 54,389,074</b>	<b>\$ 49,729,223</b>	<b>\$ 36,718,678</b>	<b>\$ (13,010,545)</b>	<b>-26.2%</b>	17



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>Operating Expenses/Requirements</b>									
General Manager/Board of									
18	Directors/Sustainability	\$ 795,315	\$ 1,341,599	\$ 1,003,816	\$ 1,060,979	\$ 1,394,739	\$ 333,760	31.5%	18
19	Deputy General Manager	-	2,224,147	2,567,255	2,993,942	2,920,450	(73,492)	-2.5%	19
20	Human Resources & Labor Relations	857,228	940,166	1,005,508	1,189,487	1,495,190	305,703	25.7%	20
21	Finance	2,923,771	1,649,931	1,694,773	1,754,571	1,863,562	108,991	6.2%	21
22	Technology & Program Management	-	1,826,365	1,961,932	2,186,194	-	(2,186,194)	-100.0%	22
23	Information Technology & Infrastructure	-	-	-	-	1,871,879	1,871,879	0.0%	23
24	Communication	1,495,822	1,672,147	2,081,224	2,482,037	2,193,275	(288,762)	-11.6%	24
25	Operations	23,975,183	22,271,907	25,492,969	26,927,024	29,872,098	2,945,074	10.9%	25
26	Planning & Development	-	-	-	-	1,805,416	1,805,416	0.0%	26
27	Unallocated General Administration	1,050,438	1,017,833	1,429,762	1,975,856	1,608,650	(367,206)	-18.6%	27
28	<b>Operating Expenses/Requirements Total</b>	<b>\$ 31,097,757</b>	<b>\$ 32,944,095</b>	<b>\$ 37,237,239</b>	<b>\$ 40,570,090</b>	<b>\$ 45,025,259</b>	<b>\$ 4,455,169</b>	<b>11.0%</b>	28
Operating Revenues/Resources less Operating									
29	Expenditures/Requirements	\$ 8,818,011	\$ 14,194,465	\$ 17,151,835	\$ 9,159,133	\$ (8,306,581)	\$ (17,465,714)	-190.7%	29
30	Transfer to Transportation Programs Fund	(1,585,600)	(4,204,192)	(3,818,331)	(5,017,507)	(3,657,104)	1,360,403	-27.1%	30
31	Transfer to Capital Fund	(2,318,538)	(3,263,044)	(1,139,659)	(5,555,878)	(4,454,784)	1,101,094	-19.8%	31
32	<b>Transfers to Other Funds Total</b>	<b>\$ (3,904,138)</b>	<b>\$ (7,467,236)</b>	<b>\$ (4,957,990)</b>	<b>\$ (10,573,385)</b>	<b>\$ (8,111,888)</b>	<b>\$ 2,461,497</b>	<b>-23.3%</b>	32

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

General Fund Revenues/Resources & Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
33	Net Operating & Transfers to Other Funds Total	\$ 4,913,873	\$ 6,727,229	\$ 12,193,845	\$ (1,414,252)	\$ (16,418,469)	\$ (15,004,217)	1060.9%	33
34	Contingency	-	-	(1,500,000)	(1,500,000)	(1,500,000)	-	0.0%	34
35	Reserved Working Capital	-	-	-	(43,138,355)	(33,718,785)	9,419,570	-21.8%	35
36	Other Designations Total	\$ -	\$ -	\$ (1,500,000)	\$ (44,638,355)	\$ (35,218,785)	\$ 9,419,570	-21.1%	36
Net Operating, Transfers to Other Funds &									
37	Other Designations Total	\$ 4,913,873	\$ 6,727,229	\$ 10,693,845	\$ (44,536,783)	\$ (51,637,254)	\$ (7,100,471)	15.9%	37
38	Beginning Working Capital	26,935,741	31,849,614	40,943,409	44,536,783	51,637,254	7,100,471	15.9%	38
	Restatement	-	2,366,566	-	-	-	-	0.0%	
39	<b>Ending Working Capital</b>	<b>\$ 31,849,614</b>	<b>\$ 40,943,409</b>	<b>\$ 51,637,254</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		39

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

General Fund Department		Change from						Percent Change	
Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	FY2022-23 Budget		
General Manager/Board of Directors/Sustainability									
1	General Manager	\$ 574,269	\$ 773,692	\$ 961,705	\$ 887,379	\$ 1,278,631	\$ 391,252	44.1%	1
2	Board of Directors	1,469	125,276	42,111	173,600	116,108	(57,492)	-33.1%	2
3	Strategic Initiatives & Project Management	219,577	442,631	-	-	-	-	0.0%	3
4	Total	\$ 795,315	\$ 1,341,599	\$ 1,003,816	\$ 1,060,979	\$ 1,394,739	\$ 333,760	31.5%	4
Deputy General Manager									
5	Deputy General Manager	\$ -	\$ 344,041	\$ 383,906	\$ 374,853	\$ 602,654	\$ 227,801	60.8%	5
6	Planning	-	666,299	855,333	966,209	-	(966,209)	-100.0%	6
7	Security & Emergency Management	-	1,213,807	1,328,016	1,652,880	2,076,503	423,623	25.6%	7
8	Safety	-	-	-	-	241,293	241,293	100.0%	8
9	Total	\$ -	\$ 2,224,147	\$ 2,567,255	\$ 2,993,942	\$ 2,920,450	\$ (73,492)	-2.5%	9
Human Resources & Labor Relations									
10	Human Resources	\$ 695,926	\$ 758,923	\$ 804,805	\$ 976,965	\$ 1,275,274	\$ 298,309	30.5%	10
11	Risk Administration	161,302	181,243	200,703	212,522	219,916	7,394	3.5%	11
12	Total	\$ 857,228	\$ 940,166	\$ 1,005,508	\$ 1,189,487	\$ 1,495,190	\$ 305,703	25.7%	12
Finance									
13	Procurement	\$ 303,120	\$ 321,747	\$ 368,896	\$ 354,706	\$ 374,467	\$ 19,761	5.6%	13
14	Finance	1,253,287	1,328,184	1,325,877	1,399,865	1,489,095	89,230	6.4%	14
15	Information Technology	1,367,364	-	-	-	-	-	0.0%	15
16	Total	\$ 2,923,771	\$ 1,649,931	\$ 1,694,773	\$ 1,754,571	\$ 1,863,562	\$ 108,991	6.2%	16
Technology & Program Management									
17	Information Technology	\$ -	\$ 1,446,505	\$ 1,605,662	\$ 1,880,392	\$ -	\$ (1,880,392)	-100.0%	17
18	Program Management	-	379,860	356,270	305,802	-	(305,802)	-100.0%	18
19	Total	\$ -	\$ 1,826,365	\$ 1,961,932	\$ 2,186,194	\$ -	\$ (2,186,194)	-100.0%	19

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

General Fund Department		Change from						
Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	FY2022-23 Budget	Percent Change
Information Technology & Infrastructure Division								
20	Information Technology	-	-	-	-	1,871,879	1,871,879	0.0%
21	Total	\$ -	\$ -	\$ -	\$ -	\$ 1,871,879	\$ 1,871,879	0.0%
Communication								
22	Marketing & Communication	\$ 702,677	\$ 783,765	\$ 867,141	\$ 1,098,051	\$ 1,037,733	\$ (60,318)	-5.5%
23	Customer Service	646,856	707,963	867,943	970,175	960,413	(9,762)	-1.0%
24	Van Pool Lease	95,087	114,493	225,000	225,000	-	-	0.0%
25	Travel Trainer	51,202	65,926	121,140	188,811	195,129	6,318	3.3%
26	Total	\$ 1,495,822	\$ 1,672,147	\$ 2,081,224	\$ 2,482,037	\$ 2,193,275	\$ (288,762)	-11.6%
Operations								
27	Operations Administration	\$ 599,158	\$ 492,616	\$ 704,630	\$ 737,551	\$ 458,527	\$ (279,024)	-37.8%
28	Operations Planning	644,345	-	-	-	-	-	0.0%
29	Vehicle Maintenance	5,280,608	4,926,444	6,159,899	6,671,921	7,455,207	783,286	11.7%
30	Facility Maintenance	1,403,179	1,459,831	1,354,221	1,489,250	1,709,987	220,737	14.8%
31	Security & Emergency Management	986,790	-	-	-	-	-	0.0%
32	Cherriots Local Service	15,061,103	15,393,016	17,274,219	18,028,302	20,248,377	2,220,075	12.3%
33	Total	\$ 23,975,183	\$ 22,271,907	\$ 25,492,969	\$ 26,927,024	\$ 29,872,098	\$ 2,945,074	10.9%
Planning & Development Division								
34	Planning Administration	\$ -	\$ -	\$ -	\$ -	\$ 216,040	\$ 216,040	100.0%
35	Planning	-	-	-	-	1,364,376	1,364,376	100.0%
36	Vanpool Lease	-	-	-	-	225,000	225,000	100.0%
37	Total	\$ -	\$ -	\$ -	\$ -	\$ 1,805,416	\$ 1,805,416	100.0%
Unallocated								
38	General Administration	\$ 1,050,438	\$ 1,017,833	\$ 1,429,762	\$ 1,975,856	\$ 1,608,650	\$ (367,206)	-18.6%
39	Contingency	-	-	-	1,500,000	1,500,000	-	0.0%
40	Total	\$ 1,050,438	\$ 1,017,833	\$ 1,429,762	\$ 3,475,856	\$ 3,108,650	\$ (367,206)	-10.6%
Total General Fund Requirements		\$ 31,097,757	\$ 32,944,095	\$ 37,237,239	\$ 42,070,090	\$ 46,525,259	\$ 4,455,169	10.6%

GENERAL MANAGER/BOARD OF DIRECTORS DIVISION

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 636,214	\$ 761,580	\$ 644,557	\$ 619,527	\$ 607,063	\$ 607,063	\$ 607,063
Materials & Services	159,101	580,019	359,259	441,452	787,676	787,676	787,676
Total	\$ 795,315	\$ 1,341,599	\$ 1,003,816	\$ 1,060,979	\$ 1,394,739	\$ 1,394,739	\$ 1,394,739

Division Description & Responsibilities
Major Functions: The General Manager/Board of Directors Division acts as the catalyst in the agency's pursuit of its vision, mission, and goals. The General Manager's department oversees the day-to-day activities of the District, as well as implementing the strategic plan, sustainability program, and serves as the government relations arm of the District. The Board of Directors acts as the policy board and provides direction to the General Manager.

Divisional Strategic Tactics for FY24
The General Manager Division supports and guides the other Divisions regarding the Organizational Tactics for the District.

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**General Manager/Board of Directors/Sustainability**

	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
General Manager								
1 Personnel Services	\$ 417,645	\$ 446,950	\$ 629,979	\$ 595,827	\$ 586,855	\$ (8,972)	-1.5%	1
Materials and Services								
2 Other Professional & Technical	146,083	307,075	300,000	250,000	650,000	400,000	160.0%	2
3 Legal Services	258	360	300	-	-	-	0.0%	3
4 Parts, equipment & tools	-	-	650	1,000	1,000	-	0.0%	4
5 Office Supplies	915	167	1,200	2,000	2,000	-	0.0%	5
6 Other Materials & Supplies	-	-	200	1,000	1,000	-	0.0%	6
7 Utilities	576	832	1,776	1,152	1,776	624	54.2%	7
8 Dues & Subscriptions	1,109	1,690	600	2,400	1,500	(900.00)	-37.5%	8
9 Travel, Meetings, Training, Education	7,270	16,603	26,000	33,000	33,500	500	1.5%	9
10 Other Misc. Expenses	413	15	1,000	1,000	1,000	-	0.0%	10
11 Materials and Services Total	\$ 156,624	\$ 326,742	\$ 331,726	\$ 291,552	\$ 691,776	\$ 400,224	178.2%	11
12 <b>General Manager Total</b>	<b>\$ 574,269</b>	<b>\$ 773,692</b>	<b>\$ 961,705</b>	<b>\$ 887,379</b>	<b>\$ 1,278,631</b>	<b>\$ 391,252</b>	<b>44.1%</b>	12
Board of Directors								
13 Personnel Services	\$ -	\$ 13,536	\$ 14,578	\$ 23,700	\$ 20,208	\$ (3,492)	-14.7%	13
Materials and Services								
14 Advertising Fees	-	1,907	500	1,000	1,000	-	0.0%	14
15 Other Professional & Technical	60	100,149	17,000	125,000	75,000	(50,000)	-40.0%	15
16 Legal Services	-	600	600	1,000	1,000	-	0.0%	16
16 Uniforms	-	-	1,400	1,400	1,400	-	0.0%	16
17 Office Supplies	1,168	824	1,000	1,000	1,000	-	0.0%	17
18 Dues & Subscriptions	-	-	33	-	-	-	0.0%	18
19 Travel, Meetings, Training, Education	241	8,179	7,000	20,000	16,000	(4,000)	-20.0%	19
20 Printing	-	81	-	500	500	-	0.0%	20
20 Other Misc. Expenses	-	-	-	-	-	-		20
20 Materials and Services Total	\$ 1,469	\$ 111,740	\$ 27,533	\$ 149,900	\$ 95,900	\$ (54,000)	-60.0%	20
21 <b>Board of Directors Total</b>	<b>\$ 1,469</b>	<b>\$ 125,276</b>	<b>\$ 42,111</b>	<b>\$ 173,600</b>	<b>\$ 116,108</b>	<b>\$ (57,492)</b>	<b>-33.1%</b>	21



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**General Manager/Board of Directors/Sustainability - Continued**

	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	Percent Change	
Strategic Initiatives & Project Management								
22 Personnel Services	\$ 218,569	\$ 301,094	\$ -	\$ -	\$ -	\$ -		22
Materials and Services								
23 Advertising Fees	877	-	-	-	-	-		23
24 Other Professional & Technical	-	135,552	-	-	-	-		24
25 Parts, Equipment & Tools	35	-	-	-	-	-		25
26 Travel, Meetings, Training, Education	(989)	3,908	-	-	-	-		26
27 Printing	-	832	-	-	-	-		27
28 Materials and Services Total	\$ 1,008	\$ 141,537	\$ -	\$ -	\$ -	\$ -		28
29 <b>Strategic Initiatives &amp; Project Management Total</b>	<b>\$ 219,577</b>	<b>\$ 442,631</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		29
30 <b>Sustainability Program Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		30
31 <b>General Manager/Board of Directors/Sustainability</b>	<b>\$ 795,315</b>	<b>\$ 1,341,599</b>	<b>\$ 1,003,816</b>	<b>\$ 1,060,979</b>	<b>\$ 1,394,739</b>	<b>\$ 333,760</b>	<b>31.5%</b>	31

**General Manager/Board of Directors/Sustainability - Continued**

	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
FTE							
32 General Manager	1.0	1.0	1.0	1.0	1.0	-	32
33 Strategic Initiatives & Project Management Director	1.0						33
34 Strategic Initiatives Administrator	1.0	1.0	1.0	1.0	1.0	-	34
35 Executive Assistant	1.0	1.0	1.0	1.0	1.0	-	35
36 Administrative Assistant, Fin/Strategic Planning	0.5						36
<b>Total General Manager/Board of Directors</b>							
37 <b>/Sustainability FTEs</b>	<b>4.5</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>	37



## DEPUTY GENERAL MANAGER DIVISION

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ 1,288,654	\$ 1,617,659	\$ 1,713,228	\$ 1,162,050	\$ 1,162,050	\$ 1,162,050
Materials & Services	-	935,493	949,596	1,280,714	1,758,400	1,758,400	1,758,400
Total	\$ -	\$ 2,224,147	\$ 2,567,255	\$ 2,993,942	\$ 2,920,450	\$ 2,920,450	\$ 2,920,450

## Division Description &amp; Responsibilities

Major Functions: The Deputy General Manager is responsible for providing oversight and guidance to the other Divisions of the organization. Specific departments within the Deputy General Manager Division are responsible for providing security, safety, and emergency management to our employees, riders, and other community stakeholders, as well as providing capital and project oversight.

## Divisional Strategic Tactics for FY24

1. Increase internal and external partnerships to further the Cherriots mission
2. Ensure the division goals are on track and in line with the success outcomes of the strategic plan
3. Refine the security, emergency and safety programs to address gaps, update procedures, and mitigate safety and security occurrences to protect our employees, riders, and community members
4. Update and maintain the Agency Safety Plan and all related activities

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Deputy General Manager**

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent							
Deputy General Manager				FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change					
1	Personnel Services	\$	-	\$	338,685	\$	367,806	\$	357,253	\$	575,054	\$	217,801	61.0%	1
Materials and Services															
2	Other Professional & Technical	-			1,710		9,000		10,000		20,000		10,000	100.0%	2
3	Office Supplies	-			201		1,000		1,000		1,000		-	0.0%	3
4	Utilities	-			94		600		600		600		-	0.0%	4
5	Travel, Meetings, Training, Education	-			3,236		4,500		4,500		4,500		-	0.0%	5
6	Other Misc. Expenses	-			115		1,000		1,500		1,500		-	0.0%	6
7	Materials and Services Total	\$	-	\$	5,356	\$	16,100	\$	17,600	\$	27,600	\$	10,000	56.8%	7
8	Deputy GM Total	\$	-	\$	344,041	\$	383,906	\$	374,853	\$	602,654	\$	227,801	60.8%	8

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	Planning	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
9	Personnel Services	\$ -	\$ 603,285	\$ 749,885	\$ 767,245	\$ -	\$ (767,245)	-100.0%	9
	Materials and Services								
10	Other Professional & Technical	-	61,223	98,977	185,000	-	(185,000)	-100.0%	10
10	Other Services	-	-	863	4,000	-	(4,000)	-100.0%	10
11	Operating Supplies	-	-	-	200	-	(200)	-100.0%	11
12	Utilities	-	1,548	2,064	2,064	-	(2,064)	-100.0%	12
13	Materials and Services Total	\$ -	\$ 63,014	\$ 105,448	\$ 198,964	\$ -	\$ (198,964)	-100.0%	13
14	Planning Total	\$ -	\$ 666,299	\$ 855,333	\$ 966,209	\$ -	\$ (966,209)	-100.0%	14

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Security &amp; Emergency Management</b>								
15 Personnel Services	\$ -	\$ 346,684	\$ 499,968	\$ 588,730	\$ 391,503	\$ (197,227)	-33.5%	15
Materials and Services								
16 Other Professional & Technical	-	809,789	784,000	1,023,350	1,645,000	621,650	60.7%	16
17 Legal Services	-	422	-	-	-	-	0.0%	17
18 Radio Charges	-	3,413	8,400	3,300	7,000	3,700	112.1%	18
19 Other Services	-	-	1,000	1,500	1,000	(500)	-33.3%	19
20 Parts, equipment & tools	-	12,396	7,950	3,000	3,500	500	16.7%	20
21 Uniforms	-	212	1,350	800	1,800	1,000	125.0%	21
22 Operating Supplies	-	30,484	9,173	13,800	2,500	(11,300)	-81.9%	22
23 Office Supplies	-	762	1,650	1,000	2,500	1,500	150.0%	23
24 Utilities	-	4,014	6,000	4,200	8,000	3,800	90.5%	24
25 Dues & Subscriptions	-	1,633	300	1,000	1,200	200	20.0%	25
26 Travel, Meetings, Training, Education	-	3,420	7,850	10,200	10,500	300	2.9%	26
27 Printing	-	375	-	1,000	1,000	-	0.0%	27
28 Other Misc. Expenses	-	203	375	1,000	1,000	-	0.0%	28
29 Materials and Services Total	\$ -	\$ 867,123	\$ 828,048	\$ 1,064,150	\$ 1,685,000	\$ 620,850	58.3%	29
30 <b>Security &amp; Emergency Management Total</b>	<b>\$ -</b>	<b>\$ 1,213,807</b>	<b>\$ 1,328,016</b>	<b>\$ 1,652,880</b>	<b>\$ 2,076,503</b>	<b>\$ 423,623</b>	<b>25.6%</b>	30

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	Percent Change	
<b>Safety</b>									
31	Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 195,493	\$ 195,493	100.0%	31
	Materials and Services								
32	Other Professional & Technical	-	-	-	-	15,000	15,000	100.0%	32
33	Radio Charges	-	-	-	-	500	500	100.0%	33
34	Parts, equipment & tools	-	-	-	-	1,000	1,000	100.0%	34
35	Uniforms	-	-	-	-	500	500	100.0%	35
36	Safety & Wellness	-	-	-	-	12,000	12,000	100.0%	36
37	Operating Supplies	-	-	-	-	12,000	12,000	100.0%	37
38	Office Supplies	-	-	-	-	300	300	100.0%	38
39	Utilities	-	-	-	-	600	600	100.0%	39
40	Dues & Subscriptions	-	-	-	-	200	200	100.0%	40
41	Travel, meetings, training, education	-	-	-	-	2,700	2,700	100.0%	41
42	Other Misc. Expenses	-	-	-	-	1,000	1,000	100.0%	42
43	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 45,800	\$ 45,800	100.0%	43
44	<b>Safety Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 241,293</b>	<b>\$ 241,293</b>	<b>100.0%</b>	44
45	<b>Deputy General Manager Division Total</b>	<b>\$ -</b>	<b>\$ 2,224,147</b>	<b>\$ 2,567,255</b>	<b>\$ 2,993,942</b>	<b>\$ 2,920,450</b>	<b>\$ (73,492)</b>	<b>-2.5%</b>	45

		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
FTE								
46	Deputy General Manager	-	1.0	1.0	1.0	1.0	-	46
47	Executive Assistant	-	1.0	1.0	1.0	1.0	-	47
48	Security & Emergency Management Manager	-	1.0	1.0	1.0	1.0	-	48
49	Emergency Coordinator	-	1.0	1.0	1.0	1.0	-	49
50	Security Coordinator	-	1.0	1.0	1.0	1.0	-	50
51	Safety Coordinator	-	-	1.0	1.0	1.0	- ①	51
52	Service Planning Manager	-	1.0	1.0	1.0		(1.0) ②	52
53	Transit Planner II (Programs)	-	1.0	1.0	1.0		(1.0) ②	53
54	Transit Planner II (Scheduling)	-	1.0	1.0	1.0		(1.0) ②	54
55	Transit Planner I	-	1.0	1.0	1.0		(1.0) ②	55
	Capital & Project Control Manager					1.0	③	
56	Grant Writer	-	-	1.0	1.0		(1.0) ②	56
	<b>Total Deputy General Manager FTEs</b>	<b>-</b>	<b>9.0</b>	<b>11.0</b>	<b>11.0</b>	<b>7.0</b>	<b>(5.0)</b>	

① Renamed from Safety & Loss Control Specialists

② Transferred to Planning & Development Division

③ New position



## Human Resources and Labor Relations Division

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 650,216	\$ 585,406	\$ 692,883	\$ 929,517	\$ 947,590	\$ 947,590	\$ 947,590
Materials & Services	207,012	354,760	312,625	259,970	547,600	547,600	547,600
Total	\$ 857,228	\$ 940,166	\$ 1,005,508	\$ 1,189,487	\$ 1,495,190	\$ 1,495,190	\$ 1,495,190

## Division Description &amp; Responsibilities

Major Functions: The Human Resources and Labor Relations Division oversees recruitment, selection, onboarding, compensation and benefits, risk administration, talent management, and employee and labor relations. The Division's goal is to ensure that the District attracts and retains exceptional talent to further Cherriots' mission of creating community connections. Human Resources fosters an environment of continuous development valuing diverse perspectives and works to create a fully engaged employee culture.

## Divisional Strategic Tactics for FY24

1. Organizational Coaching and Development Opportunities
2. Model Your Cherriots Values!
3. Prepare Employees to Give/Receive Feedback

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Human Resources & Labor Relations**

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
Human Resources								
1 Personnel Services	\$ 558,111	\$ 464,956	\$ 566,380	\$ 775,095	\$ 808,374	\$ 33,279	4.3%	1
Materials and Services								
2 Advertising Fees	51,466	75,379	60,000	50,000	70,000	20,000	40.0%	2
3 Other Professional & Technical	39,366	174,720	87,525	80,000	270,700	190,700	238.4%	3
4 Legal Services	32,378	13,698	36,000	40,000	40,000	-	0.0%	4
5 Temporary Help	-	-	10,000	-	10,000	10,000	0.0%	5
6 Parts, equipment & tools	459	-	-	-	-	-	0.0%	6
7 Other Services	241	1,411	7,000	-	8,550	8,550	0.0%	7
8 Training/Incentive	5,006	9,968	18,000	10,000	19,000	9,000	90.0%	8
9 Uniforms	-	174	-	500	500	-	0.0%	9
10 Office Supplies	1,270	564	1,000	1,000	1,250	250	25.0%	10
11 Other Materials & Supplies	-	-	200	-	200	200	0.0%	11
12 Utilities	823	1,050	1,200	600	1,200	600	100.0%	12
13 Dues & Subscriptions	2,934	4,335	3,000	5,000	5,000	-	0.0%	13
14 Travel, Meetings, Training, Education	1,030	5,548	14,000	8,770	35,000	26,230	299.1%	14
15 Printing	2,842	6,993	-	6,000	5,000	(1,000)	-16.7%	15
16 Other Misc. Expenses	-	127	500	-	500	500	0.0%	16
17 Materials and Services Total	\$ 137,815	\$ 293,967	\$ 238,425	\$ 201,870	\$ 466,900	\$ 265,030	131.3%	17
18 <b>Human Resources Total</b>	<b>\$ 695,926</b>	<b>\$ 758,923</b>	<b>\$ 804,805</b>	<b>\$ 976,965</b>	<b>\$ 1,275,274</b>	<b>\$ 298,309</b>	<b>30.5%</b>	18

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Human Resources & Labor Relations - Continued**

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	Risk Administration	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
19	Personnel Services	\$ 92,105	\$ 120,450	\$ 126,503	\$ 154,422	\$ 139,216	\$ (15,206)	-9.8%	19
20	Advertising Fees	-	100	-	-	-	-	0.0%	20
21	Legal Services	-	723	-	-	-	-	0.0%	21
22	Parts, Equipment & Tools	605	-	-	-	-	-	0.0%	22
23	Safety & Wellness	48,426	26,836	30,000	28,000	32,000	4,000	14.3%	23
24	Operating Supplies	-	240	-	-	-	-	0.0%	24
25	Office Supplies	6	28	-	-	-	-	0.0%	25
26	Utilities	576	733	1,200	600	600	-	0.0%	26
27	Other Losses & settlements	17,085	29,238	40,000	25,000	40,000	15,000	60.0%	27
28	Dues & Subscriptions	975	787	-	-	900	900	0.0%	28
29	Travel, Meetings, Training, Education	1,501	2,108	3,000	4,500	7,200	2,700	60.0%	29
30	Other Misc. Expenses	23	-	-	-	-	-	0.0%	30
31	Materials and Services Total	\$ 69,197	\$ 60,793	\$ 74,200	\$ 58,100	\$ 80,700	\$ 22,600	38.9%	31
32	Risk Administration Total	\$ 161,302	\$ 181,243	\$ 200,703	\$ 212,522	\$ 219,916	\$ 7,394	3.5%	32
33	Human Resources & Labor Relations Total	\$ 857,228	\$ 940,166	\$ 1,005,508	\$ 1,189,487	\$ 1,495,190	\$ 305,703	25.7%	33

**Human Resources & Labor Relations - Continued**

FTE		FY2022-23 Year-End			FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	
		FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	
Human Resources & Labor Relations								
34	Chief Human Resources Officer	1.0	1.0	1.0	1.0	1.0	-	34
35	Human Resources Specialist	-		-	-	1.0	1.0 ④	35
36	Human Resources Manager	-		-	-	1.0	1.0 ⑤	36
37	Risk Administrator			1.0	1.0	1.0	-	37
38	Administrative Assistant, Human Resources	1.0	1.0	1.0	1.0		(1.0)	38
39	Receptionist	1.8	1.8	1.8	1.8	1.8	-	39
40	Benefits and Leave Administrator	1.0	1.0	1.0	1.0		(1.0) ⑥	40
41	<b>Total Administration FTE</b>	<b>5.8</b>	<b>5.8</b>	<b>6.8</b>	<b>6.8</b>	<b>6.8</b>	<b>-</b>	41

(4) Reclassed from Administrative Assistant-HR and Labor Relations

(5) New position

(6) Discontinued position

FINANCE DIVISION

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 2,266,877	\$ 1,352,564	\$ 1,568,528	\$ 1,615,983	\$ 1,725,858	\$ 1,725,858	\$ 1,725,858
Materials & Services	656,894	297,367	126,245	138,588	137,704	137,704	137,704
Total	\$ 2,923,771	\$ 1,649,931	\$ 1,694,773	\$ 1,754,571	\$ 1,863,562	\$ 1,863,562	\$ 1,863,562

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

Divisional Strategic Tactics for FY24
1. Develop monthly/quarterly/annual/3-year forecasting model using MARTI (Management and Resource Tracking Instrument), which is the new software system being implemented in FY23 2. Modify the budget to produce an outcomes focused budget as well as division reporting 3. Develop policies and procedures for tracking new revenue sources and specific uses utilizing the Project Accounting tools in MARTI

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Finance

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Procurement</b>								
1 Personnel Services	\$ 299,042	\$ 317,565	\$ 361,497	\$ 337,630	\$ 360,591	\$ 22,961	6.8%	1
Materials and Services								
2 Advertising Fees	-	-	1,200	2,000	2,000	-	0.0%	2
3 Other Professional & Technical	-	254	-	500	500	-	0.0%	3
4 Office Supplies	857	477	343	750	500	(250)	-33.3%	4
5 Dues & Subscriptions	1,280	1,140	1,180	1,500	1,300	(200)	-13.3%	5
6 Travel, Meetings, Training, Education	1,509	1,735	4,100	9,500	7,000	(2,500)	-26.3%	6
7 Utilities	432	576	576	576	576	-	0.0%	7
8 Other Misc. Expenses	-	-	-	2,250	2,000	(250)	-11.1%	8
9 Materials and Services Total	\$ 4,078	\$ 4,182	\$ 7,399	\$ 17,076	\$ 13,876	\$ (3,200)	-18.7%	9
10 <b>Procurement Total</b>	<b>\$ 303,120</b>	<b>\$ 321,747</b>	<b>\$ 368,896</b>	<b>\$ 354,706</b>	<b>\$ 374,467</b>	<b>\$ 19,761</b>	<b>5.6%</b>	10

### Finance - Continued

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Finance</b>								
11 Personnel Services	\$ 1,098,109	\$ 1,034,999	\$ 1,207,031	\$ 1,278,353	\$ 1,365,267	\$ 86,914	6.8%	11
Materials and Services								
12 Advertising Fees	952	1,389	2,700	3,500	3,000	(500)	-14.3%	12
13 Other Professional & Technical	174,207	263,719	68,679	60,000	65,000	5,000	8.3%	13
14 Legal Services	(1,235)	339	-	-	-	-	0.0%	14
15 Other Services	(34,323)	141	-	-	-	-	0.0%	15
16 Parts, Equipment & Tools	35	-	78	500	500	-	0.0%	16
17 Operating Supplies	-	170	-	450	-	(450)	-100.0%	17
18 Office Supplies	2,537	1,697	2,450	3,500	3,000	(500)	-14.3%	18
19 Dues & Subscriptions	1,687	583	2,458	2,910	3,000	90	3.1%	19
20 Travel, Meetings, Training, Education	2,659	464	15,286	20,000	19,000	(1,000)	-5.0%	20
21 Utilities	1,840	1,176	1,752	1,752	2,328	576	0.0%	21
22 Printing	314	1,069	-	1,300	-	(1,300)	-100.0%	22
23 Other Misc. Expenses	6,505	22,438	25,443	27,600	28,000	400	1.4%	23
24 Materials and Services Total	\$ 155,178	\$ 293,185	\$ 118,846	\$ 121,512	\$ 123,828	\$ 2,316	1.9%	24
25 <b>Finance Total</b>	<b>\$ 1,253,287</b>	<b>\$ 1,328,184</b>	<b>\$ 1,325,877</b>	<b>\$ 1,399,865</b>	<b>\$ 1,489,095</b>	<b>\$ 89,230</b>	<b>6.4%</b>	25

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Finance - Continued**

		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	Percent Change	
<b>Information Technology</b>									
26	Personnel Services	\$ 869,726	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	26
	Materials and Services								
27	Other Professional & Technical	13,990	-	-	-	-	-	0.0%	27
28	Other Services	83,893	-	-	-	-	-	0.0%	28
29	Parts, Equipment & Tools	69,398	-	-	-	-	-	0.0%	29
30	Utilities	3,674	-	-	-	-	-	0.0%	30
31	Dues & Subscriptions	100	-	-	-	-	-	0.0%	31
32	Other Misc. Expenses	1,800	-	-	-	-	-	0.0%	32
33	Materials and Services Total	\$ 497,638	\$ -	\$ -	\$ -	\$ -	\$ -		33
34	<b>Information Technology Total</b>	<b>\$ 1,367,364</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		34
<b>Finance Division Total</b>		<b>\$ 2,923,771</b>	<b>\$ 1,649,931</b>	<b>\$ 1,694,773</b>	<b>\$ 1,754,571</b>	<b>\$ 1,863,562</b>	<b>\$ 108,991</b>	<b>6.2%</b>	



## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

FTE		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
FTE								
Procurement								
35	Procurement/Contracts Manager	1.0	1.0	1.0	1.0	1.0	-	35
36	Procurement/Contracts Analyst	1.0	1.0	1.0	1.0	1.0	-	36
37	<b>Total Procurement</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	-	37
Finance								
38	Chief Financial Officer	1.0	1.0	1.0	1.0	1.0	- ⑦	38
39	Accounting Supervisor			-	-		-	39
40	Accountant	2.0	1.0	1.0	1.0	1.0	-	40
41	Grants Administrator	1.0	1.0	1.0	1.0	1.0	-	41
42	Contracts/Procurement Analyst			-	-	-	-	42
43	Payroll Specialist	1.0	1.0	1.0	1.0	1.0	-	43
44	Accounting Specialist	1.0	1.0	1.0	1.0	1.0	-	44
45	Receptionist	-		-	-		-	45
46	Administrative Assistant - Finance	0.5	0.5	0.5	0.5	1.0	0.5 ⑧	46
47	Business Performance Analyst	1.0	1.0					47
48	Finance Manager		1.0					48
	<b>Total Finance</b>	<b>9.5</b>	<b>9.5</b>	<b>8.5</b>	<b>8.5</b>	<b>9.0</b>	<b>0.5</b>	
Information Technology								
49	Information Technology Manager	1.0	-	-	-	-	-	49
50	Network Administrator	1.0	-	-	-	-	-	50
51	Intelligent Transportation Systems Administrator	1.0	-	-	-	-	-	51
52	Support Analyst	0.9	-	-				52
53	Support Analyst	-			-	-	-	53
54	Systems Administrator	-	-	-	-	-	-	54
55	<b>Total Information Technology</b>	<b>5.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	55
56	<b>Total Finance &amp; Technology FTE</b>	<b>17.4</b>	<b>11.5</b>	<b>10.5</b>	<b>10.5</b>	<b>11.0</b>	<b>0.5</b>	56

⑦ Renamed from Director of Finance/CFO

⑧ Renamed and transferred .5 from Technology & Prog Mgmt

Technology & Program Management

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ 1,100,796	\$ 1,244,710	\$ 1,219,048	\$ -	\$ -	\$ -
Materials & Services	-	725,569	717,222	967,146	-	-	-
Total	\$ -	\$ 1,826,365	\$ 1,961,932	\$ 2,186,194	\$ -	\$ -	\$ -

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

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Technology & Program Management**

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	Technology	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
1	Personnel Services	\$ -	\$ 861,309	\$ 901,342	\$ 964,322	\$ -	\$ (964,322)	-100.0%	1
	Materials and Services								
2	Other Professional & Technical	-	191	30,018	97,822	-	(97,822)	-100.0%	2
3	Other Services	-	85,430	121,022	161,705	-	(161,705)	-100.0%	3
4	Parts, Equipment & Tools	-	55,180	62,423	109,492	-	(109,492)	-100.0%	4
5	Operating Supplies	-	767	162	1,500	-	(1,500)	-100.0%	5
6	Office Supplies	-	374	-	100	-	(100)	-100.0%	6
7	Utilities	-	3,244	4,322	3,480	-	(3,480)	-100.0%	7
8	Dues & Subscriptions	-	-	100	400	-	(400)	-100.0%	8
9	Materials and Services Total	\$ -	\$ 585,196	\$ 704,320	\$ 916,070	\$ -	\$ (916,070)	-100.0%	9
10	Technology Total	\$ -	\$ 1,446,505	\$ 1,605,662	\$ 1,880,392	\$ -	\$ (1,880,392)	-100.0%	10

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	Program Management	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
11	Personnel Services	\$ -	\$239,487	\$343,368	\$254,726	\$0	\$(254,726)	-100.0%	11
	Materials and Services								
12	Advertising Fees	-	-	2,868	2,000	-	(2,000)	-100.0%	12
13	Other Professional & Technical	-	135,552	5,750	40,000	-	(40,000)	-100.0%	13
14	Parts, Equipment & Tools	-	-	-	100	-	(100)	-100.0%	14
15	Office Supplies	-	79	-	300	-	(300)	-100.0%	15
16	Utilities	-	1,092	1,320	576	-	(576)	-100.0%	16
17	Dues & Subscriptions	-	-	-	100	-	(100)	-100.0%	17
18	Travel, Meetings, Training, Education	-	2,744	2,644	8,000	-	(8,000)	-100.0%	18
20	Materials and Services Total	\$ -	\$ 140,373	\$ 12,902	\$ 51,076	\$ -	\$(51,076)	-100.0%	20
21	Program Management Total	\$ -	\$ 379,860	\$ 356,270	\$ 305,802	\$ -	\$(305,802)	-100.0%	21
22	Technology & Program Management Division Total	\$ -	\$ 1,826,365	\$ 1,961,932	\$ 2,186,194	\$ -	\$(2,186,194)	-100.0%	22

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change
<b>Technology - Continued</b>							
FTE							
Chief Technology Officer							
23 Information Technology Manager	-	1.0	1.0	1.0		(1.0) ⑨	23
24 Network Administrator	-	1.0	1.0	1.0		(1.0) ⑨	24
25 Intelligent Transportation Systems Administrator	-	1.0	1.0	1.0		(1.0) ⑨	25
26 Support Analyst	-	0.9	0.9	1.0		(1.0) ⑨	26
27 Web Systems Administrator	-	1.0	1.0	1.0		(1.0) ⑨	27
28 System Administrator	-	1.0	1.0	1.0		(1.0) ⑨	28
29 <b>Total Technology</b>	-	<b>5.9</b>	<b>5.9</b>	<b>6.0</b>	-	<b>(6.0)</b>	29
Program Management							
30 Technology & Program Management Director	-	1.0	1.0	1.0		(1.0) ⑨	30
31 Administrative Assistant - Finance, Tech & Prog Mgmt	-	0.5	0.5	0.5		(0.5) ⑨	31
32 <b>Total Program Management</b>	-	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	-	<b>(1.5)</b>	32
33 <b>Total Technology &amp; Program Management Division</b>	-	<b>7.4</b>	<b>7.4</b>	<b>7.5</b>	-	<b>(7.5)</b>	33
⑨ Reorganization and renaming of Tech & Prog Mgmt Division							



## Technology &amp; Infrastructure Division

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 1,036,779	\$ 1,036,779	\$ 1,036,779
Materials & Services	-	-	-	-	835,100	835,100	835,100
Total	\$ -	\$ -	\$ -	\$ -	\$ 1,871,879	\$ 1,871,879	\$ 1,871,879

## Division Description &amp; Responsibilities

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

## Divisional Strategic Tactics for FY24

1. Develop and implement an information technology plan to make the system more reliable and to make our data more useful and efficient.
2. Improve controls for cybersecurity and conduct agency-wide analyses.
3. Ensure that all IT systems are functioning as intended, including ensuring timely upgrades and frequent systems maintenance.
4. Partner with divisions on all technology-related projects to ensure smooth implementations.



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Information Technology & Infrastructure Division**

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
<b>Information Technology &amp; Infrastructure Division</b>		<b>FY2020-21 Actual</b>	<b>FY2021-22 Actual</b>	<b>Estimate</b>	<b>Budget</b>	<b>Budget</b>	<b>23 Budget</b>	<b>Change</b>	
1	Personnel Services	-	-	-	-	\$ 1,036,779	1,036,779	100.0%	1
	Materials and Services								
2	Software Licensing Annual Maintenance	-	-	-	-	450,000	450,000	100.0%	2
3	Other Professional & Technical	-	-	-	-	100,000	100,000	100.0%	3
4	Contract Maintenance Services	-	-	-	-	100,000	100,000	100.0%	4
5	Operating Supplies	-	-	-	-	100,000	100,000	100.0%	5
6	Office Supplies	-	-	-	-	60,000	60,000	100.0%	6
7	Utilities	-	-	-	-	1,500	1,500	100.0%	7
8	Travel, meetings, training, education	-	-	-	-	4,200	4,200	100.0%	8
9	Printing	-	-	-	-	400	400	100.0%	9
10	Other Misc. Expenses	-	-	-	-	19,000	19,000	100.0%	10
11	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 835,100	\$ 835,100	100.0%	11
12	<b>Total Information Technology</b>	-	-	-	-	<b>1,871,879</b>	<b>1,871,879</b>	<b>100.0%</b>	12
13	<b>Total Information Tech &amp; Infrastructure Division</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,871,879</b>	<b>\$ 1,871,879</b>	<b>100.0%</b>	13

FTE

Information Technology									
14	Chief Technology Officer	-	-	-	-	<b>1.0</b>	1.0		17
15	Intelligent Transportation Systems Administrator	-	-	-	-	<b>1.0</b>	1.0		15
16	Support Analyst	-	-	-	-	<b>0.9</b>	0.9		16
17	Web Systems Administrator	-	-	-	-	<b>1.0</b>	1.0		17
18	System Administrator	-	-	-	-	<b>1.0</b>	1.0		18
19	<b>Total Information Technology</b>	-	-	-	-	<b>5.9</b>	<b>5.9</b>		19
20	<b>Total Infrastructure</b>	-	-	-	-	-	-		20
21	<b>Total Information Tech &amp; Infrastructure Division FTE</b>	-	-	-	-	<b>5.9</b>	<b>5.9</b>		21

⑨ Reorganization and renaming of Tech & Prog Mgmt Division

Communications Division

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 1,277,558	\$ 1,365,801	\$ 1,593,971	\$ 1,671,668	\$ 1,774,270	\$ 1,774,270	\$ 1,774,270
Materials & Services	218,264	306,346	487,253	810,369	419,005	419,005	419,005
Total	\$ 1,495,822	\$ 1,672,147	\$ 2,081,224	\$ 2,482,037	\$ 2,193,275	\$ 2,193,275	\$ 2,193,275

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

Divisional Strategic Tactics for FY24
1. Community Based Marketing
2. Enhancing the Customer Experience
3. Developing and Promoting the Brand Advocacy Plan

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Communications**

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Marketing &amp; Communications</b>								
1 Personnel Services	\$ 590,292	\$ 618,220	\$ 642,574	\$ 649,234	\$ 701,433	\$ 52,199	8.0%	1
Materials and Services								
2 Advertising Fees	330	1,785	-	-	-	-		2
3 Parts, Equipment & Tools	-	7	375	1,000	100	(900)	-90.0%	3
4 Uniforms	591	-	1,458	1,500	100	(1,400)	-93.3%	4
5 Operating Supplies	384	1,374	1,147	2,000	1,000	(1,000)	-50.0%	5
6 Office Supplies	1,071	1,137	535	1,000	600	(400)	-40.0%	6
7 Other Materials & Supplies	6,707	931	4,185	8,000	6,000	(2,000)	-25.0%	7
8 Utilities	3,184	3,295	3,392	2,542	3,000	458	18.0%	8
9 Dues & Subscriptions	784	2,058	6,773	7,075	7,000	(75)	-1.1%	9
10 Advertising/Promotion Media	19,209	19,308	23,802	35,000	35,000	-	0.0%	10
11 Travel, Meetings, Training, Education	5,877	8,946	19,044	20,700	18,500	(2,200)	-10.6%	11
12 Printing	14,824	80,580	116,440	170,000	145,000	(25,000)	-14.7%	12
13 Other Misc. Expenses	27,805	4,584	9,882	30,000	20,000	(10,000)	-33.3%	13
14 Materials and Services Total	\$ 112,385	\$ 165,545	\$ 224,567	\$ 448,817	\$ 336,300	\$ (112,517)	-25.1%	14
15 <b>Marketing &amp; Communications Total</b>	<b>\$ 702,677</b>	<b>\$ 783,765</b>	<b>\$ 867,141</b>	<b>\$ 1,098,051</b>	<b>\$ 1,037,733</b>	<b>\$ (60,318)</b>	<b>-5.5%</b>	15

## Communications - Continued

FISCAL YEAR 2023-2024 BUDGET | 120

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Communications - Continued

FTE	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
37 Marketing & Communications							37
38 Chief Communications Officer	1.0	1.0	1.0	1.0	1.0	- ⑩	38
39 Marketing Coordinator	1.0	1.0	1.0	1.0	2.0	1.0	39
40 Digital Marketing Coordinator	1.0	1.0	1.0	1.0		(1.0)	40
41 Administrative Assistant - Communications	1.0	1.0	1.0	1.0		(1.0) ⑪	41
42 Customer Experience Specialist	0.3	0.3	0.3	0.3	0.3	-	42
43 Marketing & Communications Specialist					1.0	1.0 ⑪	43
44 <b>Total Marketing &amp; Communications</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>4.3</b>	<b>(1.0)</b>	44
⑩ Renamed from Director of Communication							
⑪ Reclassified from Administrative Assistant-Communications							
	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
Customer Service							
45 Customer Service Manager	1.0	1.0	1.0	1.0	1.0	-	45
46 Senior Customer Service Representative			1.0	1.0	1.0	-	46
47 Customer Service Representative	7.0	7.0	6.0	6.0	6.0	-	47
48 Customer Experience Specialist	0.3	0.3	0.3	0.3	0.7	0.4	48
49 <b>Total Customer Service</b>	<b>8.3</b>	<b>8.3</b>	<b>8.3</b>	<b>8.3</b>	<b>8.7</b>	<b>0.4</b>	49
Travel Trainer							
50 Outreach Representative (Travel Trainer)	0.4	0.8	0.8	0.8	0.8	-	50
51 Mobility Management Coordinator		0.4	0.4	0.4	0.4	-	51
52 <b>Total Travel Trainer</b>	<b>0.4</b>	<b>1.2</b>	<b>1.2</b>	<b>1.2</b>	<b>1.2</b>	<b>-</b>	52
53 <b>Total Communications FTE</b>	<b>13.0</b>	<b>13.8</b>	<b>13.8</b>	<b>13.8</b>	<b>14.2</b>	<b>(0.6)</b>	53
⑩ Renamed from Director of Communications							
⑪ Reclassified from Administrative Assistant-Communication							

## Operations Division

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 20,796,636	\$ 20,046,619	\$ 22,300,196	\$ 23,499,322	\$ 25,732,512	\$ 25,732,512	\$ 25,732,512
Materials & Services	3,178,547	2,225,288	3,192,773	3,427,702	4,139,586	4,139,586	4,139,586
Total	\$ 23,975,183	\$ 22,271,907	\$ 25,492,969	\$ 26,927,024	\$ 29,872,098	\$ 29,872,098	\$ 29,872,098

### Division Description & Responsibilities

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

### Divisional Strategic Tactics for FY24

1. Providing Clean and Safe Passenger Amenities
2. Successful completion of the Cherriots Intelligent Transportation System (CITS)
3. Integration of Battery Electric Buses (BEB's)

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Operations

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Operations Administration</b>								
1 Personnel Services	\$ 570,521	\$ 443,557	\$ 681,130	\$ 698,451	\$ 401,327	\$ (297,124)	-42.5%	1
Materials and Services								
2 Other Professional & Technical	22,834	-	1,500	15,000	20,000	5,000	33.3%	2
3 Office Supplies	592	47	300	500	500	-	0.0%	3
4 Utilities	434	(24)	1,200	600	1,200	600	100.0%	4
5 Travel, Meetings, Training, Education	1,936	45,897	17,500	20,000	32,500	12,500	62.5%	5
6 Other Misc. Expenses	2,426	3,139	3,000	3,000	3,000	-	0.0%	6
7 Materials and Services Total	\$ 28,637	\$ 49,059	\$ 23,500	\$ 39,100	\$ 57,200	\$ 18,100	46.3%	7
8 <b>Operations Administration Total</b>	<b>\$ 599,158</b>	<b>\$ 492,616</b>	<b>\$ 704,630</b>	<b>\$ 737,551</b>	<b>\$ 458,527</b>	<b>\$ (279,024)</b>	<b>-37.8%</b>	8

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Operations</b>								
FTE								
9 Deputy General Manager/COO	1.0	-	-	-	-	-		9
10 Transportation Manager	1.0	1.0	1.0	1.0		(1.0) ⑬		10
11 Assistant Transportation Manager	1.0	1.0	1.0	1.0		(1.0) ⑬		11
12 Operations Programs Coordinator			1.0	1.0	1.0	-		12
13 Operations Programs Administrator	0.1	-	-	-		-		13
14 Administrative Assistant, Operations	1.0	-	-	-		-		14
15 <b>Total Operations Administration FTE</b>	<b>4.1</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>2.0</b>	<b>(2.0)</b>		15

⑫ Renamed from Director of Operations

⑬ Transferred to Transportation Department



## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	Percent Change	
	<b>Planning</b>								
16	Personnel Services	\$ 552,003	\$ -	\$ -	\$ -	\$ -	\$ -		16
	Materials and Services								
17	Other Professional & Technical	90,291	-	-	-	-	-		17
18	Operating Supplies	10	-	-	-	-	-		18
19	Materials and Services Total	\$ 92,342	\$ -	\$ -	\$ -	\$ -	\$ -		19
20	<b>Planning Total</b>	<b>\$ 644,345</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		20
	<b>FTE</b>								
21	Service Planning Manager	<b>1.0</b>	-	-	-	-	-		21
22	Transit Planner II (Programs)	<b>1.0</b>	-	-	-	-	-		22
23	Transit Planner II (Scheduling)	<b>1.0</b>	-	-	-	-	-		23
24	Transit Planner I	<b>1.0</b>	-	-	-	-	-		24
25	<b>Total Planning</b>	<b>4.0</b>	-	-	-	-	-		25

Reorganization - transferred to Planning & Development Division

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Operations - Continued

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change		
<b>Vehicle Maintenance</b>									
26 Personnel Services	\$ 3,345,556	\$ 3,217,526	\$ 3,505,776	\$ 3,821,005	\$ 3,949,971	\$ 128,966	3.4%		26
Materials and Services									
27 Other Professional & Technical	21,425	16,201	37,447	22,000	40,000	18,000	81.8%		27
28 Contract Maintenance Services	1,026	1,743	2,000	2,100	2,100	-	0.0%		28
29 Towing & Collision Repairs	27,621	2,525	500	23,000	28,760	5,760	25.0%		29
30 Legal Services	-	165	-	100	-	(100)	-100.0%		30
31 Radio Charges	54,882	11,544	54,000	54,000	54,000	-	0.0%		31
32 Other Services	-	417	-	-	-	-	0.0%		32
33 Fuel-Cars & Other	3,768	5,515	4,500	6,000	6,750	750	12.5%		33
34 Fuel-Diesel	289,743	605,003	1,000,000	1,090,000	1,102,500	12,500	1.1%		34
35 Fuel-CNG	244,319	223,188	330,000	330,000	432,000	102,000	30.9%		35
36 Fuel-Elect	-	-	-	-	450,000	450,000	100.0%		36
37 Lubricant & Coolant	59,276	51,630	67,000	67,000	85,000	18,000	26.9%		37
38 Tires & Tire Supplies	217,166	203,518	257,500	235,000	280,000	45,000	19.1%		38
39 Parts, Equipment & Tools	819,920	507,827	805,000	806,000	903,750	97,750	12.1%		39
40 Uniforms	27,255	28,617	27,000	30,000	33,000	3,000	10.0%		40
41 Safety & Wellness	118,115	1,737	1,500	101,500	1,500	(100,000)	-98.5%		41
42 Operating Supplies	41,362	38,675	48,000	48,000	48,000	-	0.0%		42
43 Office Supplies	93	149	-	320	-	(320)	-100.0%		43
44 Other Materials & Supplies	1,288	1,924	2,000	2,200	2,200	-	0.0%		44
45 Utilities	940	560	1,176	576	1,176	600	104.2%		45
46 Travel, Meetings, Training, Education	3,124	3,322	10,000	26,000	26,500	500	1.9%		46
47 Advertising/Promotion Media	50	1,296	2,000	2,000	3,000	1,000	50.0%		47
48 Printing	3,595	2,168	3,500	4,500	4,000	(500)	-11.1%		48
49 Other Misc. Expenses	84	1,194	1,000	620	1,000	380	61.3%		49
50 Materials and Services Total	\$ 1,935,052	\$ 1,708,918	\$ 2,654,123	\$ 2,850,916	\$ 3,505,236	\$ 654,320	23.0%		50
51 <b>Vehicle Maintenance Total</b>	<b>\$ 5,280,608</b>	<b>\$ 4,926,444</b>	<b>\$ 6,159,899</b>	<b>\$ 6,671,921</b>	<b>\$ 7,455,207</b>	<b>\$ 783,286</b>	<b>11.7%</b>		51

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Operations - Continued		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022- 23 Budget	
FTE								
52	Maintenance Manager	0.9	0.9	0.9	0.9	0.9	-	52
53	Vehicle Maintenance Supervisor	3.8	3.8	3.8	3.8	3.6	(0.2)	53
54	Maintenance Training Supervisor	0.9	0.9	0.9	0.9	0.9	-	54
55	Administrative Assistant, Maintenance	0.7	0.7	0.7	0.7	0.7	-	55
56	Purchasing Agent	0.9	0.9	0.9	0.9	0.9	-	56
57	Journey Mechanic	10.1	10.1	10.1	10.1	9.9	(0.2)	57
58	Parts & Supply Clerk	0.9	0.9	0.9	0.9	0.9	-	58
59	Service Technician	5.5	5.5	5.5	5.5	5.4	(0.1)	59
60	Service Worker	7.4	7.4	7.4	7.4	7.2	(0.2)	60
61	<b>Total Vehicle Maintenance FTE</b>	<b>31.1</b>	<b>31.1</b>	<b>31.1</b>	<b>31.1</b>	<b>30.4</b>	<b>(0.7)</b>	61
No FTE change-allocation adjustment with other services								

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

62 Operations - Continued

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
63	<b>Facility Maintenance</b>							
	\$		\$	\$	\$			
63	1,067,063	1,082,002	978,671	1,111,314	1,306,637	195,323	20.0%	63
	Personnel Services							
	Materials and Services							
64	19,926	37,125	20,000	27,000	27,000	-	0.0%	64
65	95,430	93,903	85,000	89,000	86,000	(3,000)	-3.4%	65
66	7,884	-	-	-	-	-	0.0%	66
67	-	285	-	-	-	-	0.0%	67
68	-	59	-	-	-	-	0.0%	68
69	10,300	18,090	20,000	20,250	20,500	250	1.2%	69
70	6,662	2,733	3,350	3,150	3,650	500	15.9%	70
71	5,036	1,800	3,200	3,200	3,000	(200)	-6.3%	71
72	4,240	10,786	8,000	8,000	20,000	12,000	150.0%	72
73	14	-	-	-	-	-	0.0%	73
74	-	-	-	300	300	-	0.0%	74
75	-	-	-	250	250	-	0.0%	75
76	25	164	-	150	150	-	0.0%	76
77	\$ 336,116	\$ 377,829	\$ 375,550	\$ 377,936	\$ 403,350	\$ 25,414	6.7%	77
78	<b>\$ 1,403,179</b>	<b>\$ 1,459,831</b>	<b>\$ 1,354,221</b>	<b>\$ 1,489,250</b>	<b>\$ 1,709,987</b>	<b>\$ 220,737</b>	<b>14.8%</b>	78

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
	<b>Operations - Continued</b>							
	FTE							
79	1.0	1.0	1.0	1.0	1.0	-		79
80			1.0	1.0	1.0	-		80
81	12.0	12.0	7.6	7.6	9.6	2	(14)	81
82	<b>13.0</b>	<b>13.0</b>	<b>9.6</b>	<b>9.6</b>	<b>11.6</b>	<b>2.0</b>		82

Reclassified from Facilities Maintenance Worker

(14) Addition of 2 FTEs

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Operations - Continued

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	Security & Emergency Management	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
83	Personnel Services	\$ 271,224	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	83
	Materials and Services								
84	Other Professional & Technical	668,436	-	-	-	-	-	0.0%	84
85	Fuel-Cars & Other	-	-	-	-	-	-	0.0%	85
86	Parts, Equipment & Tools	6,974	-	-	-	-	-	0.0%	86
87	Operating Supplies	32,404	-	-	-	-	-	0.0%	87
88	Office Supplies	577	-	-	-	-	-	0.0%	88
89	Utilities	5,009	-	-	-	-	-	0.0%	89
90	Dues & Subscriptions	783	-	-	-	-	-	0.0%	90
91	Travel, Meetings, Training, Education	5	-	-	-	-	-	0.0%	91
92	Printing	454	-	-	-	-	-	0.0%	92
93	Other Misc. Expenses	831	-	-	-	-	-	0.0%	93
94	Materials and Services Total	\$ 715,566	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%	94
95	<b>Security Total</b>	<b>\$ 986,790</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>	95
96	Security Coordinator	-	-	-	-	-	-	-	96
97	Security and Emergency Management Manager	1.0	-	-	-	-	-	-	97
98	Security Coordinator	1.0	-	-	-	-	-	-	98
99	Emergency Coordinator	1.0	-	-	-	-	-	-	99
100	<b>Total Security &amp; Emergency Management FTE</b>	<b>3.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	100

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

			FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
<b>Cherriots Local Service</b>								
101 Personnel Services	\$ 14,990,269	\$ 15,303,534	\$ 17,134,619	\$ 17,868,552	\$ 20,074,577	\$ 2,206,025	12.3%	101
Materials and Services								
102 Other Professional & Technical	1,278	2,400	5,000	5,000	5,000	-	0.0%	102
103 Fuel-Cars & Other	4,907	9,358	9,000	9,000	11,700	2,700	30.0%	103
104 Parts, Equipment & Tools	920	722	-	1,950	1,950	-	0.0%	100
105 Uniforms	40,665	46,378	68,500	73,500	79,000	5,500	7.5%	101
106 Safety & Wellness	1,079	537	6,000	6,500	11,000	4,500	69.2%	106
107 Operating Supplies	1,015	319	1,500	1,500	1,500	-	0.0%	107
108 Office Supplies	3,466	4,985	7,500	7,500	8,600	1,100	14.7%	108
109 Utilities	6,119	7,134	11,600	11,600	12,100	500	4.3%	109
110 Travel, Meetings, Training, Education	4,575	13,573	19,000	30,500	27,250	(3,250)	-10.7%	110
111 Printing	225	-	-	700	1,700	1,000	142.9%	111
112 Other Misc. Expenses	6,425	3,156	11,500	11,500	13,500	2,000.00	17.4%	112
113 Materials and Services Total	\$ 70,834	\$ 89,482	\$ 139,600	\$ 159,750	\$ 173,800	\$ 14,050	8.8%	113
114 <b>Cherriots Local Service Total</b>	<b>\$ 15,061,103</b>	<b>\$ 15,393,016</b>	<b>\$ 17,274,219</b>	<b>\$ 18,028,302</b>	<b>\$ 20,248,377</b>	<b>\$ 2,220,075</b>	<b>12.3%</b>	114
<b>FTE</b>								
115 Transportation Manager	-	-	-	-	1.0	1.0	⑮	115
Assistant Transportation Manager	-	-	-	-	1.0	1.0	⑮	
116 Operations Supervisor	12.0	11.0	11.0	11.0	12.0	1.0		116
117 Operations Training Supervisor	1.0	1.0	1.0	1.0	2.0	1.0		117
118 Transportation Administrator	-	1.0	1.0	1.0	1.0	-		118
119 Administrative Assistant, Transportation	1.0	1.0	1.0	1.0	1.0	-		119
120 Transit Operator	133.5	133.8	134.0	134.0	140.0	6.0		120
121 <b>Total Cherriots Local Service FTE</b>	<b>147.5</b>	<b>147.8</b>	<b>148.0</b>	<b>148.0</b>	<b>158.0</b>	<b>10.0</b>		121
⑮ Transferred from Operations Administration Additional FTEs								
122 <b>Operations Division Total</b>	<b>\$ 23,975,183</b>	<b>\$ 22,271,907</b>	<b>\$ 25,492,969</b>	<b>\$ 26,927,024</b>	<b>\$ 29,872,098</b>	<b>\$ 2,945,074</b>	<b>10.9%</b>	122
123 <b>Total Operations Division FTE</b>	<b>202.7</b>	<b>194.9</b>	<b>192.7</b>	<b>192.7</b>	<b>202.0</b>	<b>9.3</b>		123

## Planning and Development Division

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ -	\$ -	\$ -	\$ -	\$ 971,852	\$ 971,852	\$ 971,852
Materials & Services	-	-	-	-	833,564	833,564	833,564
Total	\$ -	\$ -	\$ -	\$ -	\$ 1,805,416	\$ 1,805,416	\$ 1,805,416

### Division Description & Responsibilities

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

### Divisional Strategic Tactics for FY24

1. Develop and maintain service plans that focus on the unmet needs of the community
2. Develop work and bid schedules that focus on efficiency
3. Implement new methodologies to compare actual ridership to predicted ridership
4. Implement Comprehensive Operations Analysis - engage riders and the community



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Planning & Development Division**

Planning Administration				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change		
1	Personnel Services	-	-	-	-	\$ 187,440	187,440	100.0%	1
2	Advertising Fees	-	-	-	-	2,000	2,000	100.0%	2
3	Other Professional & Technical	-	-	-	-	20,000	20,000	100.0%	3
4	Parts, equipment & tools	-	-	-	-	100	100	100.0%	4
5	Office Supplies	-	-	-	-	300	300	100.0%	5
6	Utilities	-	-	-	-	600	600	100.0%	6
7	Dues & Subscriptions	-	-	-	-	100	100	100.0%	7
8	Travel, meetings, training, education	-	-	-	-	5,500	5,500	100.0%	8
9	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 28,600	\$ 28,600	100.0%	9
10	Planning & Development Administration Total	\$ -	\$ -	\$ -	\$ -	\$ 216,040	\$ 216,040	100.0%	10

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
Planning		FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
11	Personnel Services	-	-	-	-	\$ 784,412	784,412	100.0%	11
12	Other Services	-	-	-	-	3,000	3,000	100.0%	12
13	Operating Supplies	-	-	-	-	200	200	100.0%	13
14	Utilities	-	-	-	-	2,064	2,064	100.0%	14
15	Materials and Services Total	\$ -	\$ -	\$ -	\$ -	\$ 579,964	\$ 579,964	100.0%	15
16	Planning Total	\$ -	\$ -	\$ -	\$ -	\$ 1,364,376	\$ 1,364,376	100.0%	16

<b>Vanpool Lease</b>															
17	Vanpool Lease	\$	-	\$	-	\$	-	\$	-	\$	225,000	\$	225,000	100.0%	17
18	<b>Planning &amp; Development Division Total</b>	\$	-	\$	-	\$	-	\$	-	\$	1,805,416	\$	1,805,416	100.0%	18

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

FTE		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
19	Chief Planning & Development Officer					1.0	1.0		19
20	Service Planning Manager					1.0	1.0 ②		20
21	Transit Planner II (Programs)					1.0	1.0 ②		21
22	Transit Planner II (Scheduler)					1.0	1.0 ②		22
23	Transit Planner I					1.0	1.0 ②		23
24	Grant Writer					1.0	1.0 ②		24
25	<b>Total Planning &amp; Development Division FTE</b>	-	-	-	-	<b>6.0</b>	<b>6.0</b>		25
Reorganization new division									
② Planning transferred from Deputy General Manager Division									
New position									



General Administration

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Personnel Services	\$ 255,388	\$ 189,730	\$ 434,008	\$ 676,510	\$ 466,858	\$ 466,858	\$ 466,858
Materials & Services	795,050	828,103	995,754	1,299,346	1,141,792	1,141,792	1,141,792
Total	\$ 1,050,438	\$ 1,017,833	\$ 1,429,762	\$ 1,975,856	\$ 1,608,650	\$ 1,608,650	\$ 1,608,650

Division Description & Responsibilities

Major Functions: This Division is used for expenses that generally apply to the whole district ather 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 and legal fees.

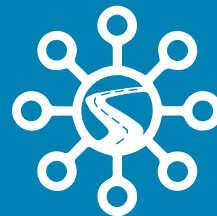
SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

				FY2022-23 Year-End	FY2022-23 Amended	FY2023-24 Adopted	Change from FY2022-	Percent	
	General Administration	FY2020-21 Actual	FY2021-22 Actual	Estimate	Budget	Budget	23 Budget	Change	
1	Personnel Services	\$ 255,388	\$ 189,730	\$ 434,008	\$ 676,510	\$ 466,858	\$ (209,652)	-31.0%	1
	Materials and Services								
2	Other Professional & Technical	121,022	137,297	139,904	139,500	140,800	1,300	0.9%	2
3	Contract Maintenance Services	129	-	-	-	-	-	0.0%	3
4	Legal Services	18,046	29,205	124,818	250,000	125,000	(125,000)	-50.0%	4
5	Parts, Equipment & Tools	-	2,299	276	-	500	500	0.0%	5
6	Operating Supplies	-	276	-	-	-	-	0.0%	6
7	Office Supplies	-	3,798	4,357	-	4,635	-	0.0%	7
8	Other Materials and Supplies	4,044	11,612	11,583	10,000	10,500	500	5.0%	8
9	Utilities	45,968	30,142	36,922	38,600	38,600	-	0.0%	9
10	Condo Assn Courthouse Square	169,352	133,205	133,084	138,507	138,407	(100)	-0.1%	10
11	Premium for General Liability	311,697	343,730	401,472	546,500	518,449	(28,051)	-5.1%	11
12	Retail Space Property Taxes	2,196	2,262	2,328	2,330	2,398	68	2.9%	12
13	Dues & Subscriptions	38,251	64,395	63,617	73,500	65,000	(8,500)	-11.6%	13
14	Travel, Meetings, Training, Education	173	18	-	-	-	-	0.0%	14
15	Passthrough	16,876	11,142	22,667	27,000	25,000	(2,000)	-7.4%	15
16	Other Misc. Expenses	59,682	53,018	49,182	67,673	65,903	(1,770)	-2.6%	16
17	Lease	7,614	5,704	5,544	5,736	6,600	864	15.1%	17
18	Materials and Services Total	\$ 795,050	\$ 828,103	\$ 995,754	\$ 1,299,346	\$ 1,141,792	\$ (157,554)	-12.1%	18
19	<b>General Administration Total</b>	<b>\$ 1,050,438</b>	<b>\$ 1,017,833</b>	<b>\$ 1,429,762</b>	<b>\$ 1,975,856</b>	<b>\$ 1,608,650</b>	<b>\$ (367,206)</b>	<b>-18.6%</b>	19
20	Total General Administration	\$ 1,050,438	\$ 1,017,833	\$ 1,429,762	\$ 1,975,856	\$ 1,608,650	\$ (367,206)	-18.6%	20
21	<b>Total General Fund</b>	<b>\$ 31,097,720</b>	<b>\$ 32,944,095</b>	<b>\$ 37,237,239</b>	<b>\$ 40,570,090</b>	<b>\$ 45,025,259</b>	<b>\$ 4,455,169</b>	<b>11.0%</b>	21
22	<b>Total General Fund FTE</b>	<b>243.4</b>	<b>245.4</b>	<b>245.2</b>	<b>245.3</b>	<b>255.9</b>	<b>10.6</b>		22



# TRANSPORTATION PROGRAMS FUND



## Transportation Programs Fund

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Cherriots LIFT	\$ 4,792,352	\$ 4,076,589	\$ 5,606,379	\$ 7,473,731	\$ 6,046,654	\$ 6,046,654	\$ 6,046,654
Cherriots Shop & Ride	440,986	313,529	338,397	466,051	565,996	565,996	565,996
Cherriots Regional	2,000,760	1,997,566	3,241,610	2,382,412	2,850,093	2,850,093	2,850,093
Call Center	(58,914)	(1)	-	1,400	-	-	-
Mobility Management	167,771	136,435	84,980	151,853	145,360	145,360	145,360
Special Transportation Coordination	460,015	432,946	639,122	1,327,449	1,176,912	1,176,912	1,176,912
Commuter Options	337,596	340,694	230,033	567,900	374,550	374,550	374,550
<b>Total</b>	<b>\$ 8,140,566</b>	<b>\$ 7,298,014</b>	<b>\$ 10,140,521</b>	<b>\$ 12,370,796</b>	<b>\$ 11,159,565</b>	<b>\$11,159,565</b>	<b>\$ 11,159,565</b>

### Fund Description

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

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



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
Operating Revenues/Resources									
1	Passenger Fares	\$ 650	\$ 327,353	\$ 300,053	\$ 273,069	\$ 305,161	\$ 32,092	11.8%	1
2	Federal Direct 5310 Funds	237,385	252,229	224,535	640,009	376,958	(263,051)	-41.1%	2
3	Federal 5311 Funds	364,019	332,198	692,968	514,808	366,336	(148,472)	-28.8%	3
4	Federal 5310 Funds Through State	1,143,509	908,983	1,061,645	894,239	966,885	72,646	8.1%	4
5	TripChoice Grant	185,729	88,937	132,618	216,172	42,992	(173,180)	-80.1%	5
6	TDM Grant	140,813	264,174	82,492	320,556	827,970	507,414	158.3%	6
7	DD53 Revenues	168,502	465,018	415,338	293,910	657,018	363,108	123.5%	7
8	Federal 5307 CARES	1,291,811	-	-	-	-	-	0.0%	8
9	Federal 5307	-	-	542,277	849,477	552,456	(297,021)	-35.0%	9
10	Federal 5311 CARES ACT Through State	461,250	19,864	-	-	-	-	0.0%	10
11	Federal 5307 CRRSAA	-	254,834	-	-	-	-	0.0%	11
12	STF Pass Through Funds	261,024	256,648	256,648	256,648	-	(256,648)	-100.0%	12
13	STIF Pass Through Funds	736,140	478,719	397,781	1,070,801	1,176,912	106,111	9.9%	13
14	State STF Funds	740,596	741,160	699,442	741,161	-	(741,161)	-100.0%	14
15	State STIF Formula Funds	1,027,306	1,868,781	1,953,397	1,788,113	4,570,704	2,782,591	155.6%	15
16	Miscellaneous	53,297	-	-	-	-	-	0.0%	16
17	Interest on Investments	12,846	6,869	30,498	5,871	40,673	34,802	592.8%	17
18	Transfers from Other Funds	1,585,600	4,204,192	3,818,331	5,017,507	3,657,104	(1,360,403)	-27.1%	18
19	Transfers from Other Programs	-	763,046	-	-	-	-	0.0%	19
20	<b>Operating Revenues/Resources Total</b>	<b>\$ 8,410,477</b>	<b>\$ 11,233,005</b>	<b>\$ 10,608,023</b>	<b>\$ 12,882,341</b>	<b>\$ 13,541,169</b>	<b>\$ 658,828</b>	<b>5.1%</b>	20
Operating Expenses/Requirements									
21	General Manager/Board of Directors/Sustainability	460,015	432,946	639,122	-	-	-	0.0%	21
22	Technology & Program Management	-	-	-	1,327,449	-	(1,327,449)	-100.0%	22
23	Communication	337,596	340,694	230,033	719,753	145,360	(574,393)	-79.8%	23
24	Operations	7,342,955	6,524,374	9,271,366	10,323,594	9,462,743	(860,851)	-8.3%	24
25	Planning & Development	-	-	-	-	1,551,462	1,551,462	100.0%	25
26	<b>Operating Expenses/Requirements Total</b>	<b>\$ 8,140,566</b>	<b>\$ 7,298,014</b>	<b>\$ 10,140,521</b>	<b>\$ 12,370,796</b>	<b>\$ 11,159,565</b>	<b>\$ (1,211,231)</b>	<b>-9.8%</b>	26
Operating Revenue/Resources less Operating Expenses/Requirements									
27		\$ 269,911	\$ 3,934,991	\$ 467,502	\$ 511,545	\$ 2,381,604	\$ 1,870,059	365.6%	27

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
29	Transfer Out from Other Programs	-	(763,046)	-	-	-	-	0.0%	29
30	Transfers to Other Funds Total	\$ -	\$ (1,526,092)	\$ -	\$ -	\$ -	\$ -	0.0%	30
31	Net Operating and Transfers to Other Funds Total	\$ 269,911	\$ 2,408,899	\$ 467,502	\$ 511,545	\$ 2,381,604	\$ 1,870,059	365.6%	31
32	Reserve Working Capital	-	-	-	(5,146,939)	(6,410,982)	(1,264,043)	24.6%	32
33	Working Capital Total	\$ 269,911	\$ 2,408,899	\$ 467,502	\$ (4,635,394)	\$ (4,029,378)	\$ 606,016	-13.1%	33
34	Beginning Working Capital	360,198	630,109	3,561,876	4,635,394	4,029,378	(606,016)	-13.1%	34
	Restatement	-	522,868	-	-	-	-	0.0%	
35	Ending Working Capital	\$ 630,109	\$ 3,561,876	\$ 4,029,378	\$ -	\$ -	\$ -	0.0%	35

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

Transportation Programs Fund Program Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
General Manager/BOD/SIPM/Sustainability Program									
1	Special Transportation Coordination	\$ 460,015	\$ 432,946	\$ 639,122	\$ -	\$ -	\$ -		1
2	General Manager/Board of Directors/SIPM Technology & Program Management	\$ 460,015	\$ 432,946	\$ 639,122	\$ -	\$ -	\$ -		2
3	Special Transportation Coordination	\$ -	\$ -	\$ -	\$ 1,327,449	\$ 1,176,912	\$ (150,537)	-11.3%	3
4	Technology & Program Management Total	\$ -	\$ -	\$ -	\$ 1,327,449	\$ 1,176,912	\$ (150,537)	-11.3%	4
Communication									
5	TripChoice	\$ 337,596	\$ 340,694	\$ 230,033	\$ 567,900	\$ -	\$ (567,900)	-100.0%	5
6	Mobility Management	-	-	-	151,853	145,360	(6,493)	-4.3%	6
7	Communication Total	\$ 337,596	\$ 340,694	\$ 230,033	719,753	\$ 145,360	\$ (574,393)	-79.8%	7
Operations									
8	Cherriots Lift	\$ 4,792,352	4,076,589	\$ 5,606,379	\$ 7,473,731	\$ 6,046,654	\$ (1,427,077)	-19.1%	8
9	Cherriots Shop & Ride	440,986	313,529	338,397	466,051	565,996	99,945	21.4%	9
10	Cherriots Regional	2,000,760	1,997,566	3,241,610	2,382,412	2,850,093	467,681	19.6%	10
11	Cherriots Call Center **	(58,914)	(1)	-	1,400	-	(1,400)	-100.0%	11
12	Mobility Management	167,771	136,435	84,980	-	-	-	0.0%	12
13	Operations Total	\$ 7,342,955	\$ 6,524,374	\$ 9,271,366	\$ 10,323,594	\$ 9,462,743	\$ (860,851)	-8.3%	13
14	<b>Transportation Programs Fund Total</b>	<b>\$ 8,140,566</b>	<b>\$ 7,298,014</b>	<b>\$ 10,140,521</b>	<b>\$ 12,370,796</b>	<b>\$ 11,159,565</b>	<b>\$ (1,211,231)</b>	<b>-9.8%</b>	14

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



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Cherriots LIFT**

Revenues/Resources & Expenses/Requirements				FY2022-23 Year-	FY2022-23	FY2023-24	Change from	Percent	
Summary	FY2020-21 Actual	FY2021-22 Actual	End Estimate	Amended Budget	Adopted Budget	FY2022-23 Budget		Change	
Operating Revenues/Resources									
1 Passenger Fares	\$ -	\$ 175,390	\$ 180,627	\$ 151,500	\$ 187,845	\$ 36,345		24.0%	1
2 Federal 5307 CARES ACT	1,222,584	-	-	-	-	-		0.0%	2
3 Federal 5307 CRRSAA	-	254,834	-	-	-	-		0.0%	3
4 Federal Direct 5310 Funds	-	10,336	137,677	397,848	-	(397,848)		-100.0%	4
5 Federal 5310 Funds Through State	466,569	-	371,211	-	11,088	11,088		0.0%	5
6 DD53 Revenues	168,502	465,018	415,338	293,910	657,018	363,108		123.5%	6
7 Federal 5307	-	-	542,277	849,477	552,456	(297,021)		-35.0%	7
8 State STF Funds	300,276	316,114	260,066	260,066	-	(260,066)		-100.0%	8
9 State STIF Formula Funds	303,539	539,400	561,372	503,423	2,260,787	1,757,364		349.1%	9
10 Miscellaneous	53,297	-	-	-	-	-		0.0%	10
11 Transfers from Other Funds	1,585,600	4,204,192	3,818,331	-	-	-		0.0%	11
12 Transfers from Other Programs	-	763,046	-	-	-	-		0.0%	12
13 <b>Operating Revenues/Resources Total</b>	<b>\$ 4,100,367</b>	<b>\$ 6,728,330</b>	<b>\$ 6,286,899</b>	<b>\$ 2,456,224</b>	<b>\$ 3,669,194</b>	<b>\$ 1,212,970</b>		<b>49.4%</b>	13
Operating Expenses/Requirements									
14 Personnel Services	\$ 399,478	\$ 342,312	\$ 343,056	\$ 433,069	\$ 388,886	\$ (44,183)		-10.2%	14
Materials & Services									
15 Other Professional & Technical	4,547	520	5,000	5,500	5,000	(500)		-9.1%	15
16 Contract Maintenance Services	-	1,405	-	-	-	-		0.0%	16
17 Contract Eligibility Determination	120,629	127,233	135,000	-	134,930	134,930		0.0%	17
18 Towing & Collision Repairs	405	934	1,300	1,500	1,800	300		20.0%	18
19 Radio Charges	13,978	12,352	15,000	15,000	15,000	-		0.0%	19
20 Legal Services	456	195	500	500	500	-		0.0%	20
21 Other Services	425	290	3,000	3,500	3,500	-		0.0%	21
22 Fuel-Cars & Other	156,016	242,351	600,000	630,000	320,000	(310,000)		-49.2%	22
23 Lubricant & Coolant	4,323	8,912	8,000	8,000	8,000	-		0.0%	23
24 Tires & Tire Supplies	18,347	14,552	14,000	22,000	19,000	(3,000)		-13.6%	24
25 Parts, Equipment & Tools	58,156	35,874	60,150	62,650	63,150	500		0.8%	25
26 Operating Supplies	28	669	-	-	-	-		0.0%	26
27 Office Supplies	947	162	500	500	500	-		0.0%	27
29 Utilities	432	94	600	600	-	(600)		-100.0%	29
30 Contract Transportation	3,063,031	2,244,166	3,638,855	5,396,585	4,250,340	(1,146,245)		-21.2%	30
31 Dues & Subscriptions	450	605	-	1,100	3,600	2,500		227.3%	31
32 Travel, Meetings, Training, Education	165	-	8,300	8,300	9,500	1,200		14.5%	32

**Cherriots LIFT - Continued**

							Change from		
	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	FY2022-23 Budget	Percent Change		
33 Printing	4,604	-	11,000	11,000	13,000	2,000	18.2%	33	
34 Match Expense	56,570	131,512	291,000	291,000	192,000	(99,000)	-34.0%	34	
35 Other Misc. Expenses	229	8	500	500	1,000	500	100.0%	35	
36 Lease-Other	31,860	31,860	43,000	43,000	14,700	(28,300)	-65.8%	36	
37 Call Center Allocation	857,276	880,583	427,618	539,427	602,248	62,821	11.6%	37	
38 Materials & Services Total	\$ 4,392,874	\$ 3,734,277	\$ 5,263,323	\$ 7,040,662	\$ 5,657,768	\$ (1,382,894)	-19.6%	38	
39 <b>Operating Expenses/Requirements Total</b>	<b>\$ 4,792,352</b>	<b>\$ 4,076,589</b>	<b>\$ 5,606,379</b>	<b>\$ 7,473,731</b>	<b>\$ 6,046,654</b>	<b>\$ (1,427,077)</b>	<b>-19.1%</b>	39	
Operating Revenue/Resources less Operating									
40 Expenses/Requirements	\$ (691,985)	\$ 2,651,741	\$ 680,520	\$ (5,017,507)	\$ (2,377,460)	\$ 2,640,047	-52.6%	40	
Net Operating, Transfers to Other Funds & Other									
41 Designations Total	\$ (691,985)	\$ 2,651,741	\$ 680,520	\$ (5,017,507)	\$ (2,377,460)	\$ 2,640,047	-52.6%	41	
42 Beginning Working Capital	(1,356,163)	(2,048,148)	603,593	(2,692,112)	1,284,113	3,976,225	-147.7%	42	
43 <b>Ending Working Capital</b>	<b>\$ (2,048,148)</b>	<b>\$ 603,593</b>	<b>\$ 1,284,113</b>	<b>\$ (7,709,619)</b>	<b>\$ (1,093,347)</b>	<b>\$ 6,616,272</b>	<b>-85.8%</b>	43	

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

				FY2022-23 Year-	FY2022-23	FY2023-24	Change from	
		FY2020-21 Actual	FY2021-22 Actual	End Estimate	Amended Budget	Adopted Budget	FY2022-23 Budget	
<b>FTE</b>								
44	Maintenance Manager	0.1	0.1	0.1	0.1	0.1	-	44
45	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.2	0.1	45
46	Contracted Services Manager	0.7	0.7	0.7	0.7	0.7	-	46
47	Administrative Assistant, Contracted Services	0.7	0.7	0.7	0.7	0.7	-	47
48	Administrative Assistant, Maintenance	0.1	0.1	0.1	0.1	0.1	-	48
49	Journey Mechanic	0.6	0.6	0.6	0.6	0.5	(0.1)	49
50	Purchasing Agent	0.1	0.1	0.1	0.1	0.1	-	50
51	Parts & Supply Clerk	0.1	0.1	0.1	0.1	0.1	-	51
52	Service Technician	0.4	0.4	0.4	0.4	0.3	(0.1)	52
53	Service Worker	0.4	0.4	0.4	0.4	0.4	-	53
54	Maintenance Training Supervisor	0.1	0.1	0.1	0.1	0.1	-	54
55	<b>Total Cherriots LIFT FTEs</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>	<b>3.3</b>	<b>(0.1)</b>	55
no FTE change (allocation adjustment with other services)								



## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Cherriots Shop & Ride

Revenues/Resources & Expenses/Requirements				FY2022-23 Year-End		FY2022-23 Amended		FY2023-24 Adopted		Change from FY2022-		Percent			
Summary		FY2020-21 Actual		FY2021-22 Actual		Estimate		Budget		Budget		23 Budget		Change	
Operating Revenues/Resources															
1	Passenger Fares	\$	-	\$	15,126	\$	15,570	\$	12,100	\$	15,933	\$	3,833	31.7%	1
2	Federal Direct 5310 Funds		237,385		241,893		86,858		242,161		376,958		134,797	55.7%	2
3	Federal 5310 Funds Through State		91,198		42,238		-		160,000		51,742		(108,258)	-67.7%	3
4	Federal 5307 CARES ACT		69,227		-		-		-		-		-	0.0%	4
5	State STF Funds		83,648		7,693		79,353		78,853		-		(78,853)	-100.0%	5
6	Operating Revenues/Resources Total	\$	481,458	\$	306,950	\$	181,781	\$	493,114	\$	444,633	\$	(48,481)	-9.8%	6
Operating Expenses/Requirements															
7	Personnel Services	\$	24,902	\$	25,934	\$	36,754	\$	38,532	\$	36,173	\$	(2,359)	-6.1%	7
Materials & Services															
8	Other Professional & Technical		-		-		680		680		700		20.00	2.9%	8
9	Towing & Collision Repairs		-		-		450		450		450		-	0.0%	9
10	Legal Services		-		38		840		-		-		-	0.0%	10
11	Radio Charges		2,173		1,560		1,500		3,300		1,500		(1,800)	-54.5%	11
12	Other Services		5		12		-		20		-		(20)	-100.0%	12
13	Fuel-Cars & Other		11,621		15,366		18,610		32,400		22,000		(10,400)	-32.1%	13
14	Lubricant & Coolant		141		178		500		500		500		-	0.0%	14
15	Tires & Tire Supplies		333		-		1,500		1,500		1,500		-	0.0%	15
16	Parts, Equipment & Tools		455		575		3,000		5,500		5,300		(200)	-3.6%	16
17	Contract Transportation		236,192		176,266		221,180		310,000		393,550		83,550	27.0%	17
18	Printing		-		-		2,000		3,000		3,500		500	16.7%	18
19	Lease-Other		4,425		3,540		7,500		15,000		2,100		(12,900)	-86.0%	19
20	Call Center Allocation		160,739		90,060		43,883		55,169		98,723		43,554	78.9%	20
21	Materials & Services Total	\$	416,084	\$	287,595	\$	301,643	\$	427,519	\$	529,823	\$	102,304	23.9%	21

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Cherriots Shop & Ride

Revenues/Resources & Expenses/Requirements Summary				FY2022-23 Year-End Estimate		FY2022-23 Amended Budget		FY2023-24 Adopted Budget		Change from FY2022-23 Budget		Percent Change	

Cherriots Shop & Ride - Continued		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change
FTE								
27	Contracted Services Manager	0.1	0.1	0.1	0.1	0.1	-	27
28	Administrative Assistant, Contracted Services	0.1	0.1	0.1	0.1	0.1	-	28
29	Journey Mechanic	0.2	0.2	0.2	0.2	0.1	(0.1)	29
30	Service Technician	-	-	-	-	-	-	30
31	Service Worker	-	-	-	-	-	-	31
32	<b>Total Cherriots Shop &amp; Ride FTEs</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.4</b>	<b>0.3</b>	<b>(0.1)</b>	
no FTE change (allocation adjustment with other services)								

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Cherriots Regional

Resources & Expenses/Requirements Summary		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
1	Operating Revenues/Resources								1
2	Passenger Fares	\$ 650	\$ 136,837	\$ 103,856	\$ 109,469	\$ 101,384	\$ (8,085)	-7.4%	2
3	Federal 5311 Funds	364,019	332,198	692,968	514,808	366,336	(148,472)	-28.8%	3
4	Federal 5310 Funds Through State	434,553	744,971	648,408	659,362	806,525	147,163	22.3%	4
5	Federal 5311 CARES ACT Through State	461,250	19,864	-	-	-	-	0.0%	5
6	State STF Funds	331,548	400,691	346,464	388,683	-	(388,683)	-100.0%	6
7	State STIF Formula Funds	723,767	1,329,381	1,392,025	1,284,690	2,138,724	854,034	66.5%	7
8	<b>Operating Revenues/Resources Total</b>	<b>\$ 2,315,787</b>	<b>\$ 2,963,942</b>	<b>\$ 3,183,721</b>	<b>\$ 2,957,012</b>	<b>\$ 3,412,969</b>	<b>\$ 455,957</b>	<b>15.4%</b>	8
Operating Expenses/Requirements									
9	Personnel Services	\$ 183,848	\$ 289,965	\$ 235,746	\$ 187,702	\$ 251,711	\$ 64,009	34.1%	9
Materials & Services									
10	Other Professional & Technical	4,425	1,076	3,500	3,500	3,000	(500)	-14.3%	10
11	Towing & Collision Repairs	4,598	4,200	5,000	5,000	5,000	-	0.0%	11
12	Legal Services	-	143	822	210	-	(210)	-100.0%	12
13	Radio Charges	4,579	4,229	4,500	4,500	4,500	-	0.0%	13
14	Other Services	65	52	-	100	-	(100)	-100.0%	14
15	Fuel-Cars & Other	135,109	226,711	300,000	259,000	353,000	94,000	36.3%	15
16	Lubricant & Coolant	6,087	13,029	9,000	9,000	15,000	6,000	66.7%	16
17	Tires & Tire Supplies	6,674	9,678	11,000	11,000	11,000	-	0.0%	17
18	Parts, Equipment & Tools	54,812	59,702	69,500	71,400	63,500	(7,900)	-11.1%	18
19	Uniforms	-	-	-	300	300	-	0.0%	19
20	Safety & Wellness	15,700	-	-	-	-	-	0.0%	20
21	Operating Supplies	-	1,322	2,200	510	500	(10)	-2.0%	21
22	Other Materials & Supplies	-	-	-	1,800	1,800	-	0.0%	22
23	Contract Transportation	1,521,385	1,304,843	2,553,751	1,660,000	1,967,750	307,750	18.5%	23
24	Advertising/Promotion Media	-	10,965	500	-	2,500	2,500	0.0%	24
25	Printing	163	26,511	-	-	-	-	0.0%	25
26	Other Misc. Expenses	-	4,500	-	-	-	-	0.0%	26
27	Lease-Other	9,735	10,620	30,000	150,000	150,000	-	0.0%	27
28	Call Center Allocation	53,580	30,020	16,091	18,390	20,532	2,142	11.6%	28
29	<b>Materials &amp; Services Total</b>	<b>\$ 1,816,912</b>	<b>\$ 1,707,601</b>	<b>\$ 3,005,864</b>	<b>\$ 2,194,710</b>	<b>\$ 2,598,382</b>	<b>\$ 403,672</b>	<b>18.4%</b>	29
30	Capital Outlay	-	-	-	-	-	-	-	30
31	<b>Operating Expenses/Requirements Total</b>	<b>\$ 2,000,760</b>	<b>\$ 1,997,566</b>	<b>\$ 3,241,610</b>	<b>\$ 2,382,412</b>	<b>\$ 2,850,093</b>	<b>\$ 467,681</b>	<b>19.6%</b>	31
Operating Revenue/Resources less Operating Expenses/Requirements									
32		\$ 315,027	\$ 966,376	\$ (57,889)	\$ 574,600	\$ 562,876	\$ (11,724)	-2.0%	32

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Cherriots Regional - Continued		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
36	Net Operating and Transfers to Other Funds Total	\$ 315,027	\$ 966,376	\$ (57,889)	\$ 574,600	\$ 562,876	\$ (11,724)	-2.0%	36
37	Other Designations								37
38	Other Designations Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		38
39	Net Operating, Transfers to Other Funds & Other Designations Total	\$ 315,027	\$ 966,376	\$ (57,889)	\$ 574,600	\$ 562,876	\$ (11,724)	-2.0%	39
40	Beginning Working Capital	461,989	777,016	1,743,392	1,150,114	1,685,503	535,389	46.6%	40
41	<b>Ending Working Capital</b>	<b>\$ 777,016</b>	<b>\$ 1,743,392</b>	<b>\$ 1,685,503</b>	<b>\$ 1,724,714</b>	<b>\$ 2,248,379</b>	<b>\$ 523,665</b>	<b>30.4%</b>	41
FTE									
42	Vehicle Maintenance Supervisor	0.1	0.1	0.1	0.1	0.2	0.1		42
43	Contracted Services Manager	0.2	0.2	0.2	0.2	0.2	-		43
44	Administrative Assistant, Contracted Services	0.2	0.2	0.2	0.2	0.2	-		44
45	Facilities Maintenance Worker		1.0	0.4	0.4	0.4	-		45
46	Journey Mechanic	0.1	0.1	0.1	0.1	0.5	0.4		46
47	Service Technician	0.1	0.1	0.1	0.1	0.3	0.2		47
48	Service Worker	0.2	0.2	0.2	0.2	0.4	0.2		48
49	<b>Total Cherriots Regional FTEs</b>	<b>0.9</b>	<b>1.9</b>	<b>1.3</b>	<b>1.3</b>	<b>2.2</b>	<b>0.9</b>		49
no FTE change (allocation adjustment with other services)									

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Cherriots Call Center

Expenses/Requirements Summary	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change
1 Operating Expenses/Requirements							
2 Personnel Services	\$ 2,757	\$ 2,540	\$ 1,242	\$ 1,400	\$ 1,463	\$ 63	4.5%
3 Materials & Services							
4 Software Licensing & Annual Maintenance	98,053	59,386	10,440	104,000	193,500	89,500	86.1%
5 Other Professional & Technical	9,194	(66,009)	9,000	9,000	10,000	1,000	11.1%
6 Contract Maintenance Services	-	-	-	500	-	(500)	-100.0%
7 Brokerage Contract	882,232	983,112	466,910	475,635	513,540	37,905	8.0%
8 Legal Services	-	240	-	600	-	(600)	-100.0%
9 Other Services	-	529	-	-	-	-	0.0%
10 Parts, Equipment & Tools	-	-	-	500	-	(500)	-100.0%
11 Operating Supplies	-	114	-	-	-	-	0.0%
12 Office Supplies	28	476	-	750	-	(750)	-100.0%
13 Utilities	20,416	20,274	-	22,000	-	(22,000)	-100.0%
15 Call Center Allocation	(1,071,594)	(1,000,663)	(487,592)	(612,985)	(721,503)	(108,518)	17.7%
16 Materials & Services Total	\$ (61,671)	\$ (2,541)	\$ (1,242)	\$ -	\$ (1,463)	\$ (1,463)	0.0%
17 <b>Operating Expenses/Requirements Total</b>	<b>\$ (58,914)</b>	<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ 1,400</b>	<b>\$ -</b>	<b>\$ (1,400)</b>	<b>-100.0%</b>
FTE							
18 Support Analyst	0.1	0.1	0.1	0.1	0.1	-	
19 <b>Total Call Center FTEs</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>-</b>	

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

**Mobility Management**

Revenues/Resources & Expenses/Requirements Summary		FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change
1	Operating Revenues/Resources						
2	Federal 5310 Funds Through State	\$ 151,189	\$ 121,774	\$ 42,026	\$ 74,877	\$ 22,653	30.3%
3	State STIF Formula Funds	-	-	-	-	\$ 65,859	100.0%
4	State STF Funds	23,124	14,661	11,559	11,559	(11,559)	-100.0%
5	<b>Operating Revenues/Resources Total</b>	<b>\$ 174,313</b>	<b>\$ 136,435</b>	<b>\$ 53,585</b>	<b>\$ 86,436</b>	<b>\$ 163,389</b>	<b>\$ 76,953 89.0%</b>
6	Operating Expenses/Requirements						
7	Personnel Services	\$ 131,705	\$ 91,669	\$ 42,180	\$ 72,853	\$ 82,360	\$ 9,507 13.0%
8	Materials & Services						
9	Other Professional & Technical	34,641	43,869	41,000	75,000	62,000	(13,000) -17.3%
10	Other Materials and Supplies	-	28	-	-	-	-
11	Advertising/Promotion Media	1,000	842	1,800	2,000	1,000	(1,000) -50.0%
12	Travel, Meetings, Training, Education	425	-	-	2,000	-	(2,000) -100.0%
13	Other Misc. Expenses	-	27	-	-	-	-
14	Materials & Services Total	\$ 36,066	\$ 44,766	\$ 42,800	\$ 79,000	\$ 63,000	\$ (16,000) -20.3%
15	<b>Operating Expenses/Requirements Total</b>	<b>\$ 167,771</b>	<b>\$ 136,435</b>	<b>\$ 84,980</b>	<b>\$ 151,853</b>	<b>\$ 145,360</b>	<b>\$ (6,493) -4.3%</b>
16	Operating Revenue/Resources less Operating Expenses/Requirements	6,542	-	(31,395)	(65,417)	18,029	83,446
17	Transfers to Other Funds						
18	Net Operating and Transfers to Other Funds Total	6,542	-	(31,395)	(65,417)	18,029	83,446 -127.6%
19	Other Designations						
20	Net Operating, Transfers to Other Funds and Other	6,542	-	(31,395)	(65,417)	18,029	83,446 -127.6%
21	Beginning Working Capital	17,611	24,153	24,153	41,475	(7,242)	(48,717) -117.5%
22	<b>Ending Working Capital</b>	<b>\$ 24,153</b>	<b>\$ 24,153</b>	<b>\$ (7,242)</b>	<b>\$ (23,942)</b>	<b>\$ 10,787</b>	<b>\$ 34,729</b>
23	<b>FTE</b>						
24	Outreach Representative (Travel Trainer)	0.6	0.2	0.2	0.2	0.2	-
25	Mobility Management Coordinator	-	0.4	0.4	0.4	0.4	-
26	Operations Programs Administrator	0.9	-	-	-	-	-
27	Customer Service Supervisor	-	-	-	-	-	-
28	<b>Total Mobility Management FTEs</b>	<b>1.5</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>	<b>-</b>

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Special Transportation Coordination

	Revenues/Resources & Expenses/Requirements Summary	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
	Operating Revenues/Resources								
1	STF Pass Through Funds	261,024	256,648	256,648	256,648	-	(256,648)	-100.0%	1
2	STIF Pass Through Funds	736,140	478,719	397,781	1,070,801	1,176,912	106,111	9.9%	2
3	State STF Funds	2,000	2,000	2,000	2,000	-	(2,000)	-100.0%	3
4	Interest on Investments	12,846	6,869	30,498	5,871	40,673	34,802	592.8%	4
5	<b>Operating Revenues/Resources Total</b>	<b>\$ 1,012,010</b>	<b>\$ 744,236</b>	<b>\$ 686,927</b>	<b>\$ 1,335,320</b>	<b>\$ 1,217,585</b>	<b>\$ (117,735)</b>	<b>-8.8%</b>	5
	Operating Expenses/Requirements								
6	Personnel Services	\$ 1,211	\$ 1,475	\$ 972	\$ -	\$ -	\$ -		6
	Materials & Services								
7	STF Pass-through Expense	255,765	256,648	256,648	256,648	-	(256,648)	-100.0%	7
8	STIF Pass-through Expense	203,039	174,823	381,502	1,070,801	1,176,912	106,111	9.9%	8
9	Materials & Services Total	\$ 458,804	\$ 431,471	\$ 638,150	\$ 1,327,449	\$ 1,176,912	\$ (150,537)	-11.3%	9
10	<b>Operating Expenses/Requirements Total</b>	<b>\$ 460,015</b>	<b>\$ 432,946</b>	<b>\$ 639,122</b>	<b>\$ 1,327,449</b>	<b>\$ 1,176,912</b>	<b>\$ (150,537)</b>	<b>-11.3%</b>	10
	Operating Revenue/Resources less Operating Expenses/Requirements								
11		\$ 551,995	\$ 311,290	\$ 47,805	\$ 7,871	\$ 40,673	\$ 32,802	416.7%	11
12	<b>Net Operating &amp; Transfers to Other Funds Total</b>	<b>\$ 551,995</b>	<b>\$ 311,290</b>	<b>\$ 47,805</b>	<b>\$ 7,871</b>	<b>\$ 40,673</b>	<b>\$ 32,802</b>	<b>416.7%</b>	12
	Other Designations								
13	Reserved Working Capital	-	-	-	-	-	-		13
14	<b>Other Designations Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		14
	Net Operating, Transfers to Other Funds & Other Designations Total								
15		551,995	311,290	47,805	7,871	40,673	32,802	416.7%	15
16	Beginning Working Capital	446,295	998,290	1,309,580	1,793,309	1,357,385	(435,924)	-24.3%	16
17	<b>Ending Working Capital</b>	<b>\$ 998,290</b>	<b>\$ 1,309,580</b>	<b>\$ 1,357,385</b>	<b>\$ 1,801,180</b>	<b>\$ 1,398,058</b>	<b>\$ (403,122)</b>	<b>-22.4%</b>	17
	FTE								
18	Strategic Initiatives & Project Management Director	0.1	-	-	-	-	-		18
19	Administrative Assistant	0.1	-	-	-	-	-		19
20	<b>Total Special Transportation Coordination FTEs</b>	<b>0.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		20



## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Cherriots Commuter Options

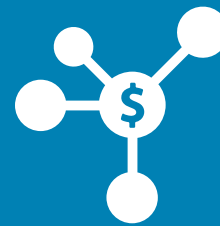
Revenues/Resources & Expenses/Requirements		FY2020-21 Actual		FY2021-22 Actual		FY2022-23 Year-End Estimate		FY2022-23 Amended Budget		FY2023-24 Adopted Budget		Change from FY2022-23 Budget		Percent Change	
Summary															
Operating Revenues/Resources															
1	TripChoice Grant	\$	185,729	\$	88,937	\$	132,618	\$	216,172	\$	42,992	\$	(173,180)	-80.1%	1
2	TDM Grant		140,813		264,174		82,492		320,556		827,970		507,414	158.3%	2
3	<b>Operating Revenues/Resources Total</b>	<b>\$</b>	<b>326,542</b>	<b>\$</b>	<b>353,111</b>	<b>\$</b>	<b>215,110</b>	<b>\$</b>	<b>536,728</b>	<b>\$</b>	<b>870,962</b>	<b>\$</b>	<b>334,234</b>	<b>62.3%</b>	3
Operating Expenses/Requirements															
4	Personnel Services	\$	292,262	\$	294,039	\$	196,223	\$	317,450	\$	308,105	\$	(9,345)	-2.9%	4
Materials & Services															
5	Advertising Fees		1,380		-		-		-		-		-		5
6	Other Professional & Technical		15,183		15,685		20,000		200,000		25,000		(175,000)	-87.5%	6
7	Uniforms		-		-		-		400		-		(400)	-100.0%	7
8	Legal Services		-		60		-		-		500		500	100.0%	8
9	Parts, Equipment & Tools		-		-		-		500		100		(400.00)	-80.0%	9
10	Office Supplies		120		80		500		500		100		(400.00)	-80.0%	10
11	Other Materials & Supplies		4,402		235		-		9,000		5,000		(4,000)	-44.4%	11
12	Utilities		2,178		1,958		1,140		1,350		1,350		-	0.0%	12
13	Dues & Subscriptions		3,499		1,668		590		1,700		1,700		-	0.0%	13
14	Advertising/Promotion Media		13,448		15,640		8,345		20,000		20,000		-	0.0%	14
15	Travel, Meetings, Training, Education		3,792		7,568		3,235		8,000		5,695		(2,305)	-28.8%	15
16	Guarantee Ride Home		129		-		-		1,000		1,000		-	0.0%	16
17	Printing		1,203		-		-		3,000		3,000		-	0.0%	17
18	Other Misc. Expenses		-		3,761		-		5,000		3,000		(2,000)	-40.0%	18
19	Materials & Services Total	\$	45,334	\$	46,655	\$	33,810	\$	250,450	\$	66,445	\$	(184,005)	-73.5%	19
20	<b>Operating Expenses/Requirements Total</b>	<b>\$</b>	<b>337,596</b>	<b>\$</b>	<b>340,694</b>	<b>\$</b>	<b>230,033</b>	<b>\$</b>	<b>567,900</b>	<b>\$</b>	<b>374,550</b>	<b>\$</b>	<b>(193,350)</b>	<b>-34.0%</b>	20
Operating Revenue/Resources less															
21	Operating Expenses/Requirements	\$	(11,054)	\$	12,417	\$	(14,923)	\$	(31,172)	\$	496,412	\$	527,584	-1692.5%	21
Transfers to Other Funds															
Net Operating & Transfers to Other Funds															
22	<b>Total</b>	<b>\$</b>	<b>(11,054)</b>	<b>\$</b>	<b>12,417</b>	<b>\$</b>	<b>(14,923)</b>	<b>\$</b>	<b>(31,172)</b>	<b>\$</b>	<b>496,412</b>	<b>\$</b>	<b>527,584</b>	<b>-1692.5%</b>	22
Other Designations															
Net Operating, Transfers to Other Funds &															
23	Other Designations Total	\$	(11,054)	\$	12,417	\$	(14,923)	\$	(31,172)	\$	496,412	\$	527,584	-1692.5%	23
24	Beginning Working Capital		778		(10,276)		2,141		36,573		(12,782)		(49,355)	-134.9%	24
25	<b>Ending Working Capital</b>	<b>\$</b>	<b>(10,276)</b>	<b>\$</b>	<b>2,141</b>	<b>\$</b>	<b>(12,782)</b>	<b>\$</b>	<b>5,401</b>	<b>\$</b>	<b>483,630</b>	<b>\$</b>	<b>478,229</b>	<b>8854.5%</b>	25

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Cherriots Commuter Options - Continued		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
FTE									
26	Transportation Options Coordinator	2.0	2.0	2.0	2.0	-	(2.0)	(16)	26
27	Commuter Options Coordinator	-	-	-	-	2.0	2.0	(16)	27
29	Customer Experience Specialist	0.4	0.4	0.4	0.4	-	(0.4)		29
30	<b>Total Commuter Options FTEs</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.4</b>	<b>2.0</b>	<b>(0.4)</b>		30
<div>⑩ Renamed from TripChoice/Transportation Demand Management - renamed from Transportation Options Coordinator</div>									

A LEGO Technic bus, primarily white with blue accents on the roof and lower body, is shown from a side profile. It sits on a thick layer of small, light-colored beads or stones that create a sparkling, textured effect. The background is a blurred outdoor scene with green foliage and a blue structure.

# CAPITAL PROGRAMS FUND



Capital Projects Fund

Summary	FY2021	FY2022	FY2023		FY2024		
	Actual	Actual	Estimate	Amended Budget	Proposed	Approved	Adopted
Revenues	\$ 4,361,701	\$ 5,202,376	\$ 7,825,018	\$ 26,645,512	\$ 29,703,692	\$ 29,703,692	\$ 29,703,692
Expenses	4,141,800	3,154,059	7,137,494	27,259,123	29,703,692	29,703,692	29,703,692

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

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

### Salem Area Mass Transit District Adopted Budget - Fiscal Year 2023-24 Capital Projects Fund Revenues/Resources

Total Capital Projects Fund Revenues/Resources & Expenses/Requirements		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year-End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
Grants									
1	Federal FHWA STP Funds	\$ 1,045,927	\$ 516,537	\$ 2,129,266	\$ 3,934,503	\$ 1,287,729	\$ (2,646,774)	-67.3%	1
2	Federal 5311 Funds	-	24,136	-	717,840	-	(717,840)	-100.0%	2
3	Federal FTA 5339 Funds	207,205	211,019	1,413,668	12,019,487	11,766,234	(253,253)	-2.1%	3
4	Federal FTA 5307 Funds	40,678	189,004	918,252	2,903,888	4,178,256	1,274,368	43.9%	4
5	FTA TIG	-	-	-	-	2,614,120	2,614,120	0.0%	5
6	<b>Total Federal Assistance</b>	<b>1,293,810</b>	<b>940,696</b>	<b>4,461,186</b>	<b>19,575,718</b>	<b>19,846,339</b>	<b>270,621</b>	<b>1.4%</b>	6
7	Federal 5310 Funds Through State	219,080	323	-	-	717,840	717,840	0.0%	7
8	State 5339 Funds	-	211,019	1,413,668	-	-	-	0.0%	8
9	State 5339 Discretionary Funds	-	149	-	495,975	-	(495,975)	-100.0%	9
10	State DAS Funds	-	-	-	-	1,345,000	1,345,000	0.0%	10
11	State STF Discretionary Funds	176,180	598,052	798,505	1,017,941	1,656,224	638,283	62.7%	11
12	State STIF Formula Funds	165,000	-	12,000	-	1,683,505	1,683,505	0.0%	12
13	<b>Total State Assistance</b>	<b>560,260</b>	<b>809,543</b>	<b>2,224,173</b>	<b>1,513,916</b>	<b>5,402,569</b>	<b>3,888,653</b>	<b>256.9%</b>	13
Other Resources									
14	Miscellaneous	189,093	189,093	-	-	-	-	-	14
15	Transfers from Other Funds	2,318,538	3,263,044	1,139,659	5,555,878	4,454,784	(1,101,094)	-19.8%	15
16	<b>Total Other Resources</b>	<b>2,507,631</b>	<b>3,452,137</b>	<b>1,139,659</b>	<b>5,555,878</b>	<b>4,454,784</b>	<b>(1,101,094)</b>	<b>-19.8%</b>	16
17	<b>Total Capital Project Fund Resources</b>	<b>\$ 4,361,701</b>	<b>\$ 5,202,376</b>	<b>\$ 7,825,018</b>	<b>\$ 26,645,512</b>	<b>\$ 29,703,692</b>	<b>\$ 3,058,180</b>	<b>11.5%</b>	17
Operating Expenses/Requirements									
18	Deputy General Manager	\$ -	\$ 9,640	\$ 19,735	\$ 971,609	\$ 1,922,729	\$ 951,120	97.9%	18
19	Finance	(11,503)	36,905	415,628	490,791	46,824	(443,967)	-90.5%	19
20	Information Technology & Infrastructure	182,936	192,228	165,874	573,336	586,000	12,664	2.2%	20
21	Operations	3,497,202	2,372,330	6,253,149	22,729,587	21,017,306	(1,712,281)	-7.5%	21
22	Planning & Development	473,165	542,956	283,108	2,493,800	6,130,834	3,637,034	145.8%	22
23	<b>Total Capital Projects Fund Requirements</b>	<b>\$ 4,141,800</b>	<b>\$ 3,154,059</b>	<b>\$ 7,137,494</b>	<b>\$ 27,259,123</b>	<b>\$ 29,703,693</b>	<b>\$ 2,444,570</b>	<b>9.0%</b>	23
24	Operating Revenue/Resources less Operating	\$ 219,901	\$ 2,048,317	\$ 687,524	\$ (613,611)	\$ (1)	\$ 613,610	-100.0%	24
25	Reserved Working Capital	-	-	-	(1,726,425)	(3,198,317)	(1,471,892)	85.3%	25
26	Net Operating and Reserve Working Capital Total	\$ 219,901	\$ 2,048,317	\$ 687,524	\$ (2,340,036)	\$ (3,198,318)	\$ (858,282)	36.7%	26
27	Beginning Working Capital	(249,969)	(30,068)	2,510,794	2,340,036	3,198,318	858,282	36.7%	27
28	Restatement	-	492,545	-	-	-	-	-	28
28	<b>Ending Working Capital</b>	<b>\$ (30,068)</b>	<b>\$ 2,510,794</b>	<b>\$ 3,198,318</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

## SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Salem Area Mass Transit District  
Adopted Budget - Fiscal Year 2023-24

### Capital Projects Fund Expenses/Requirements by Division

						FY2022-23						
Total Capital Projects Fund Summary Expenses/Requirements by Division		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change				
1	Deputy General Manager											1
2	Del Webb Camera Replacement	\$ -	\$ -	\$ -	\$ 71,000	\$ 71,000	\$ -	0%	2			
3	DTC (CH2) Security Cameras	-	-	-	50,000	50,000	-	0%	3			
4	DW Fence and Exterior Security Upgrades	-	9,640	236	610,609	1,586,729	976,120	160%	4			
5	Facilities Camera Replacement	-	-	-	215,000	215,000	-	0%	5			
6	Non-Revenue & MV1 Camera System	-	-	19,499	25,000	-	(25,000)	-100%	6			
7	Total Deputy General Manager	\$ -	\$ 9,640	\$ 19,735	\$ 971,609	\$ 1,922,729	\$ 951,120	97.9%	7			
FY2022-23												
		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change				
8	Finance								8			
9	Tyler Munis/MARTI Software Implementation	\$ (11,503)	\$ 36,905	\$ 415,628	\$ 490,791	\$ 46,824	\$ (443,967)	-90.5%	9			
10	Total Finance	\$ (11,503)	\$ 36,905	\$ 415,628	\$ 490,791	\$ 46,824	\$ (443,967)	-90.5%	10			
		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change				
11	Information Technology & Infrastructure								11			
12	Cradlepoint Bus Router Upgrades	\$ -			\$ 130,000	\$ 130,000	\$ -	0.0%	12			
13	Cybersecurity Intrusion Detection System	-			51,600	90,000	38,400	74.4%	13			
14	DW Server Room Architecture	-	17,560	6,467	28,736	-	(28,736)	-100.0%	14			
15	DW Server Room Construction	-			153,000	153,000	-	0.0%	15			
16	IT Server Replacements	31,033			-	-	-	0.0%	16			
17	IT Switch Replacements & Upgrade	63,062			-	-	-	0.0%	17			
18	Lifecycle IT Hardware Replacement	61,259			-	-	-	0.0%	18			
19	Network Life Cycle Equipment Replacements FY22	-	18,906	60,000	60,000	-	(60,000)	-100.0%	19			
20	Network Life Cycle Equipment Replacements FY24	-	-	-	-	63,000	63,000	100.0%	20			
21	Network Life Cycle Server Replacements FY22	-	155,762		-	-	-	0.0%	21			
22	Network Life Cycle Server Replacements FY23	-	-	99,407	150,000	150,000	-	0.0%	22			
23	Radio & Radio System Upgrade	27,581			-			0.0%	23			
24	Total Information Technology & Infrastructure	\$ 182,936	\$ 192,228	\$ 165,874	\$ 573,336	\$ 586,000	\$ 12,664	2.2%	24			

## Capital Projects Fund Expenses/Requirements by Division

Total Capital Projects Fund Summary Expenses/Requirements by Division		FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change
25	<b>Operations</b>							
26	AC Tool	-	-	6,888	6,888	-	(6,888)	-100.0%
27	Air Purification System	-	324,855	-	-	-	-	0.0%
28	Bus Batteries, 2020 Low-No BEB					1,345,000	1,345,000	100.0%
29	Call Center Remodel-Conf Room Work Stations	-	-	54,640	20,000	14,860	(5,140)	-25.7%
30	CITS (ITS replacement)					2,120,000	2,120,000	100.0%
31	CNG Station Replacement	931	347	1,621,448	1,519,015	-	(1,519,015)	-100.0%
32	Contactless Fare Payment System (FPS)	-	-	25,539	395,000	272,098	(122,902)	-31.1%
33	Demand Response/Mobility as a Service	-	-	320,000	462,500	-	(462,500)	-100.0%
34	DTC Customer Service Heating/Electrical	-	-	-	91,815	-	(91,815)	-100.0%
35	DTC Restroom Remodel	449	-	-	-	-	-	0.0%
36	DW Admin Building Exterior Wall Repair and Repaint	-	-	-	40,000	40,000	-	0.0%
37	DW Admin Building Metal Roof Repainting	-	-	-	70,000	70,000	-	0.0%
38	DW Admin Building Sprinkler Retrofit	-	23,886	-	-	-	-	0.0%
39	DW Irrigation/Landscape/Monument	21,409	-	-	-	-	-	0.0%
40	DW Kitchen Remodel	9,626	-	-	-	-	-	0.0%
41	DW Maint Battery Rm Equip Replacement	-	-	5,500	5,500	-	(5,500)	-100.0%
42	DW Maint Interior Lighting Upgrade	-	19,285	-	-	-	-	0.0%
43	DW Maint Locker Replacement	-	-	5,884	21,000	-	(21,000)	-100.0%
44	DW Maint Shop Door Opener	-	-	56,870	35,700	-	(35,700)	-100.0%
45	DW Maint Shop Floor Heating System Replacement	-	-	-	150,000	150,000	-	0.0%
46	DW Maint Tilt Up Wall Sealant	-	-	25,000	25,000	-	(25,000)	-100.0%
47	DW Maint Tracking System Replacement					456,000	456,000	100.0%
48	DW Maint Wash Basin Repair/Replace	6,785	-	-	-	-	-	0.0%
49	DW Power Generator (Phase 1)	239,582	-	-	-	-	-	0.0%
50	DW Power Generator (Phase 2)		-	-	500,407	500,407	-	0.0%
51	DW Steam Bay Vehicle Lift	-	-	-	130,000	151,000	21,000	16.2%
52	DW Walkway Repairs (Concrete)	-	-	9,866	21,000	-	(21,000)	-100.0%
53	Electric Bus and Charging Infrastructure	-	65,252	673,170	12,205,183	11,528,172	(677,011)	-5.5%
54	Fuel Island Roof Replacement	49,600	-	-	-	-	-	0.0%
55	In-Ground Lifts (Phase 1)	-	217	240,284	469,452	-	(469,452)	-100.0%
56	In-Ground Lifts (Phase 2 & 3)					1,061,675	1,061,675	100.0%
57	ITS Comprehensive	2,605,372	10,819		1,190,864	109,523	(1,081,341)	-90.8%
58	Local Bus Disc Brake Tool	-	-	17,346	25,000	-	(25,000)	-100.0%
59	New EV Stations at KTC	-	558	23,270	25,050	-	(25,050)	-100.0%
60	On-Board (Inductive) Bus Chargers, 2020 Low-No BEB	-	-	-	395,750	395,750	-	0.0%



SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>Operations - continued</b>								
Parts Room Cabinets (Phase 1)		29,090		-		-	0.0%	
Parts Room Cabinets (Phase 2)					30,000	30,000	100.0%	
Program Data Integration (Incident Mgmt) Software	-	300	200,000	360,000	104,100	(255,900)	-71.1%	
Vehicle-Non-Rev, STIF Regional Maint					85,000	85,000	100.0%	
Vehicles-Non-Rev, Supervisor Replacements	-	480	231,363	191,007	-	(191,007)	-100.0%	
Vehicles-Rev, Bus Replacements (14)	128,200	-	-	-	-	-	0.0%	
Vehicles-Rev, LIFT Bus Replacements (3)	244,155			-	-	-	0.0%	
Vehicles-Rev, LIFT Bus Replacements (7)	-	360	-	800,000	1,107,000	307,000	38.4%	
Vehicles-Rev, Local CNG Bus Replacements (5)	-	156,263	2,735,270	2,917,500		(2,917,500)	-100.0%	
Vehicles-Rev, Local Right-Sized Expansion Buses (2)					535,260	535,260	100.0%	
Vehicles-Rev, Local Right-Sized Expansion Buses (4)	-	150	-	655,956	941,461	285,505	43.5%	
Vehicles-Rev, Regional Bus Replacements (4 Bluebirds)	169,256	-	811	-	-	-	0.0%	
Vehicles-Rev, Regional Expansion Buses (3)	-	1,740,467	-	-	-	-	0.0%	
Wheel Polisher Dust Collection System	21,837	-	-	-	-	-	0.0%	
<b>Total Operations</b>	\$ 3,497,202	\$ 2,372,330	\$ 6,253,149	\$ 22,729,587	\$ 21,017,306	\$ (1,712,281)	-7.5%	

	FY2020-21 Actual	FY2021-22 Actual	FY2022-23 Year- End Estimate	FY2022-23 Amended Budget	FY2023-24 Adopted Budget	Change from FY2022-23 Budget	Percent Change	
<b>Planning &amp; Development</b>								
Keizer Transit Center Intersection Signalization	78,697		-	-	-	-	0.0%	
South Salem Transit Center	70,622	201,370	47,858	800,000	4,392,384	3,592,384	449.0%	
Stop Accessibility Improvement Program (BSIP)	323,846	341,586	235,250	898,500	-	(898,500)	-100.0%	
Stop Accessibility Improvement Program, Local (BSIP)		-			473,150	473,150	100.0%	
Stop Accessibility Improvement Program, Regional (BSIP)	-	-	-	-	130,000	130,000	100.0%	
Stop and Shelters, New Construction Local Rt 22 (17)					340,000	340,000	100.0%	
Transit Signal Priority	-			795,300	795,300	-	0.0%	
<b>Total Planning &amp; Development</b>	\$ 473,165	\$ 542,956	\$ 283,108	\$ 2,493,800	\$ 6,130,834	\$ 3,637,034	145.8%	

<b>Total FY24 Capital Project Fund Requirements</b>	\$ 4,141,799	\$ 3,154,059	\$ 7,137,494	\$ 27,259,123	\$ 29,703,693	\$ 2,444,570	9.0%	
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# ADDITIONAL INFORMATION







*Executive Summary*

# LONG RANGE TRANSIT PLAN

*December 2022*

## Executive Summary

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

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

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

## Vision, mission, values

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

<b>Vision</b>	We deliver valued mobility options that inspire community pride
<b>Mission</b>	Creating Community Connections
<b>Values</b>	Communication, Humility, Excellence, Respect, Resourceful, Inclusive, Ownership, Transparency, Safety

## Cherriots planning process

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

### Related planning processes over time

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

\* SKATS = Salem-Keizer Area Transportation Study

## Public engagement

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

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

The project team identified leaders within organizations that represented:

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

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



Table E1. Public engagement themes identified from the engagement phases

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

## Future Services

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

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

### L RTP TOP MESSAGES AND STRATEGIES



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



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



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



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



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



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



**Transit network**

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

**Bus stops and transit centers**

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

**Customer information and fares**

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

**Flexible mobility**

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

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

**Transportation options**

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

**Vehicles**

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



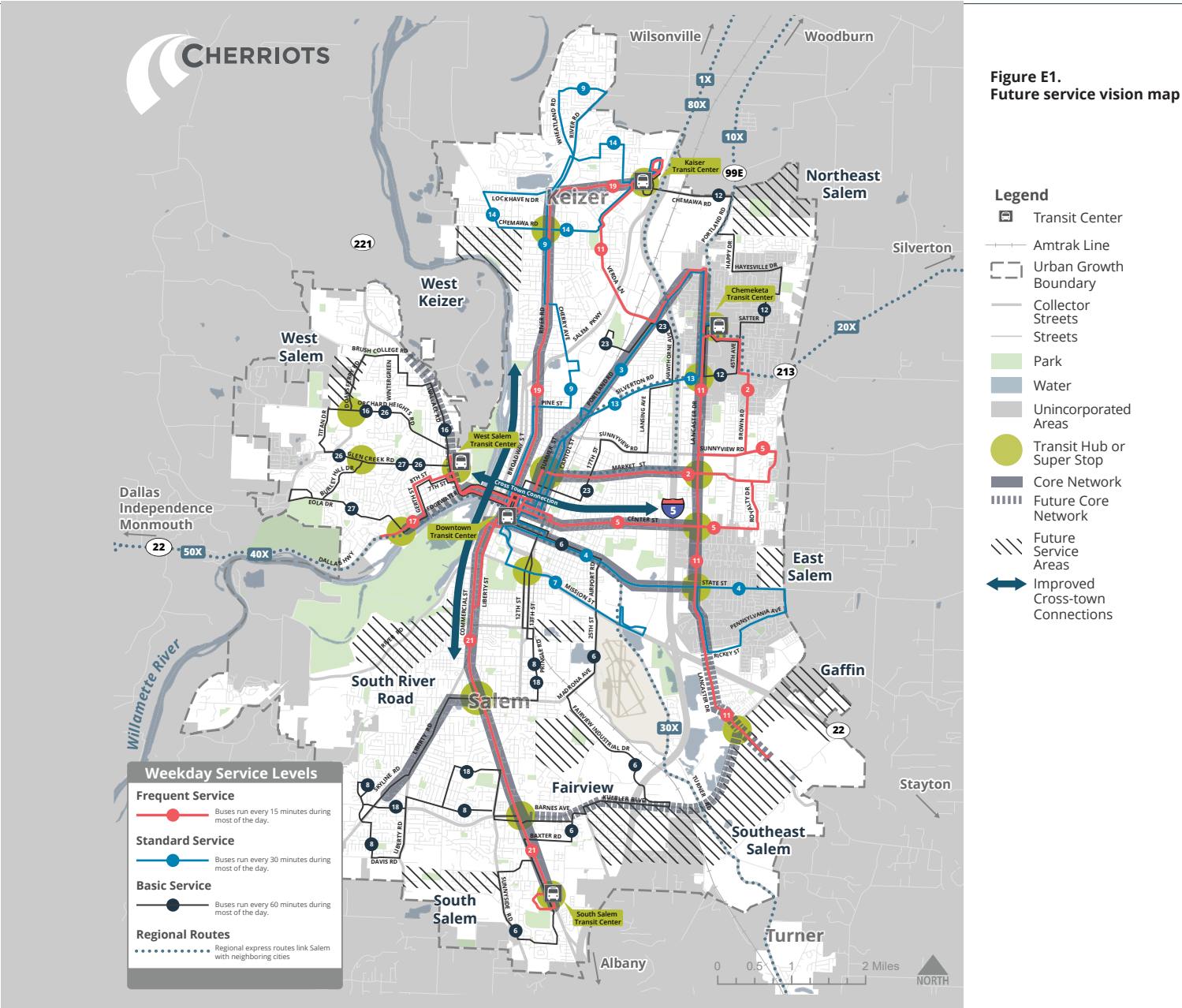
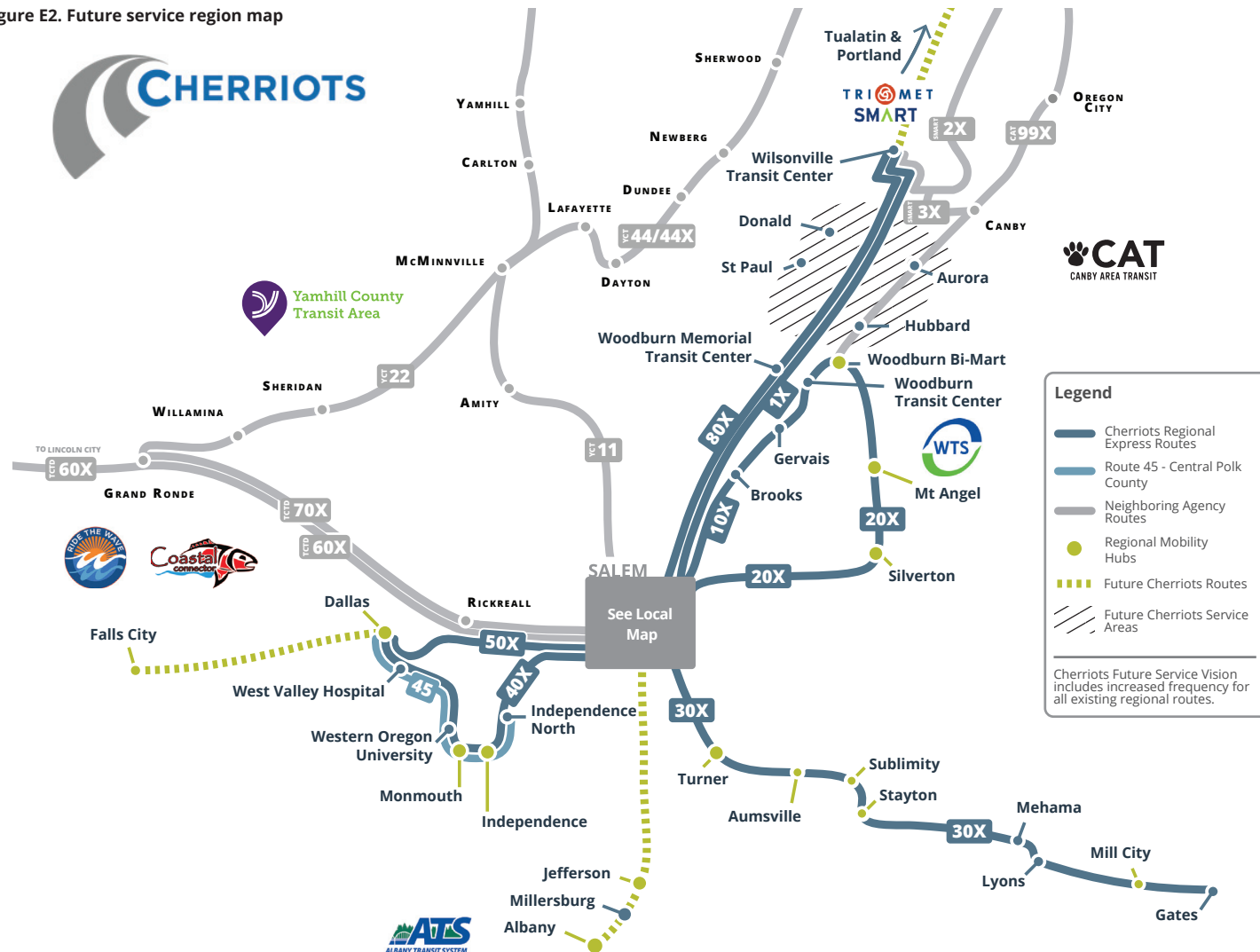


Figure E2. Future service region map





Prepared by

**Jacobs**

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

For more information visit our project website:

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

## Revenue/Resource Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Rideshare/TDM Grants** – Federal Highway Administration grants, allocated to the Metropolitan Planning Organization as Surface Transportation

Program-Urban funds, for the promotion of rideshare activities.

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

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

**STIF Pass Through Funds** – Statewide Transportation Improvement Funds awarded to other Public Transportation Service Providers within Marion and Polk counties, but administered by the District as the Qualified Entity of the STIF program.

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

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

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

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

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

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

**Interest on Investments** – Interest received from our cash deposits with the Oregon State Treasury’s Local Government Investment Pool. As of April 2020 the interest rate is 1.75 percent, down 1 percentage point from the same period last year.

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

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

Salem Area Mass Transit District

**BUDGET CALENDAR**  
Fiscal Year 2023-2024

Day	Date	Time	Responsible	Activity
Thursday	November 17, 2022	6:30 PM	Finance	Board adopts FY 2023-2024 Budget Calendar (for FY 2023-24 Budget Process)
Mon - Fri	Week of April 10, 2023		Finance	Publish First Notice of Budget Committee Meeting (10-30 Days)
Mon - Fri	Week of April 17, 2023		Finance	Publish Second Notice of Budget Committee Meeting (5-30 Days)
Wednesday	April 19, 2023		Executive Leadership Team	SAMTD Executive Leadership Team approves draft for Budget Committee consideration
Mon - Fri	Month of April		Finance	Budget Committee Orientation with Committee members upon request
Tuesday	May 2, 2023	6:00 PM	Executive Leadership Team	First Budget Committee Meeting – • Election of Officers & Budget Message
Wednesday	May 3, 2023	6:00 PM	Finance	Second Budget Committee Meeting – (if necessary) • Deliberation & Approval
Thursday	May 4, 2023	6:00 PM	Finance	Third Budget Committee Meeting – (if necessary) • Deliberation & Approval
Mon - Fri	Week of May 29, 2023		Finance	Publish Budget Summary and Notice of Budget Hearing (5-30 Days)
Thursday	June 22, 2023	6:30 PM	Budget Committee	Board holds Budget Hearing
Thursday	June 22, 2023	6:30 PM	Board	Board adopts FY2023-24 Budget, makes appropriation, levies taxes
Mon - Fri	Week of July 17, 2023		Finance	Adopted budget and levy certification form due to County Assessors (submission required by July 31, 2023)





AFFIDAVIT OF PUBLICATION

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

I, Shelly Hora

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

04/14/2023, 04/21/2023

Dated this 21 day of April, 2023

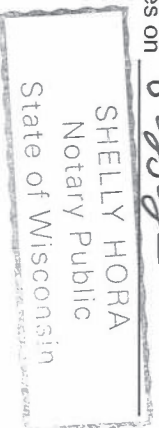
Shelly Hora

Public Notice Clerk

Subscribed and sworn to me this

Shelly Hora  
Notary Public for State of Wisconsin, Brown County

Notary Expires on 8-25-23



Ad#:0005665016  
P O : 0005665016

This is not an invoice

# of Affidavits:2

PUBLIC NOTICE

Notice of Virtual Budget  
Committee Meetings  
For Salem Area Mass Transit  
District

The Salem Area Mass Transit District, of Marion and Polk Counties, State of Oregon, will hold a Virtual Budget Committee meeting available to watch live on <https://cherrriots.org/zoomgov.com/j1604829900?pwd=NFIjblw1trBE0rSlR2aD04xkNCQ3R0Zj09>. Meeting ID: 160 482 9900 | Passcode: 235954 to discuss the budget for the fiscal year July 1, 2023 to June 30, 2024. The meeting begins at 6:00 pm on May 2, 2023 to receive the budget message and to receive comment from the public on the budget. Written public comments are encouraged and should be submitted to [publictestimony@cherrriots.org](mailto:publictestimony@cherrriots.org) by 4:00 pm on Tuesday, May 2, 2023. Persons wishing to provide verbal public comment should sign up through the Zoom platform and instructions will be provided at the Zoom meeting. Please provide your full name and address for the public record, and limit your public comments to three minutes.

Meetings may conclude on May 2, 2023 if the Budget Committee takes action to approve the FY2023-2024 Proposed Budget. However, virtual Budget Committee meetings are also scheduled on May 2, 2023 at 6:00 pm, if necessary for deliberation. Public testimony will not be received at these additional meetings. Please visit the Districts website at <https://www.cherrriots.org/meetings/> for further notifications of the Budget Committee meetings and to inspect the budget document on or after April 24, 2023. A copy of budget document may also be inspected or obtained at the Cherrriots Administration Office at 555 Court Street NE, Salem, OR 97301 between the hours of 8:00 am and 5:00 pm.

If you require translation services, please call (503) 588-2424 or email [angela.henson@cherrriots.org](mailto:angela.henson@cherrriots.org) in advance.

Statesman Journal  
April 14, 21, 2023



Statesman Journal

A GANNETT COMPANY

AFFIDAVIT OF PUBLICATION

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

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

6/6/2023

ma

Public Notice Clerk

Subscribed and sworn to me this 6th day of June,  
2023

Nancy Heyrman  
Notary Public for State of Wisconsin, Brown County

Notary Expires On 5.15.27

AD#: GC1069639  
ACCT #: 8993399  
P.O.: BUDGET HEARING  
AD COST: \$2,636.80  
THIS IS NOT AN INVOICE



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

A public meeting of the Salem Area Mass Transit District will be held on June 22, 2023 at 6:30 p.m. at the Senator Hearing Room in Courthouse Square, 555 Court St. NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2023, as approved by the Salem Area Mass Transit Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the SAMTD Administration Office at 555 Court St NE, Suite 5230, Salem OR 97301, between the hours of 8:00 a.m. and 5:00 p.m. or online at [www.cherriots.org](http://www.cherriots.org). This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Denise LaRue, Chief Financial Officer

Telephone: 503-588-2424

Email: [denise.larue@cherriots.org](mailto:denise.larue@cherriots.org)**FINANCIAL SUMMARY - RESOURCES**

<b>TOTAL OF ALL FUNDS</b>	<b>Actual Amount 2021 - 2022</b>	<b>Amended Budget This Year 2022 -2023</b>	<b>Approved Budget Next Year 2023 - 2024</b>
Beginning Fund Balance/Net Working Capital	33,965,480	53,028,037	53,891,142
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	2,015,718	2,021,727	2,439,944
Federal, State & all Other Grants, Gifts, Allocations & Donations	38,065,767	61,525,732	52,701,702
Interfund Transfers	7,467,236	10,573,385	8,111,888
All Other Resources Except Current Year Property Taxes	1,152,997	954,582	1,947,478
Current Year Property Taxes Estimated to be Received	14,179,013	14,181,650	14,762,527
<b>Total Resources</b>	<b>96,846,211</b>	<b>142,285,113</b>	<b>133,854,681</b>

**FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION**

Personnel Services	27,480,178	32,695,809	35,493,530
Materials and Services	12,761,930	20,245,077	20,691,294
Capital Outlay	3,154,059	27,259,123	29,703,693
Interfund Transfers	7,467,236	10,573,385	8,111,888
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	45,982,808	50,011,719	38,354,276
<b>Total Requirements</b>	<b>96,846,211</b>	<b>142,285,113</b>	<b>133,854,681</b>

**FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM**

<b>Name of Organizational Unit or Program FTE for that unit or program</b>			
General Mgr/Board of Directors/Sustainability	460,486	619,527	607,063
FTE	3.0	3.0	3.0
Deputy General Manager	1,288,654	1,713,228	1,162,050
FTE	9.0	11.0	7.0

SALEM AREA MASS TRANSIT DISTRICT | ADOPTED BUDGET FY2023-2024

Human Resources & Labor Relations	585,406	929,517	947,590
FTE	5.8	6.8	6.8
Finance	1,352,564	1,615,983	1,725,858
FTE	11.5	10.5	11.0
Communication	1,365,801	1,671,668	1,774,270
FTE	13.8	13.8	14.2
Technology & Program Management	1,100,796	1,219,048	0
FTE	7.4	7.4	0.0
Planning & Development	0	0	971,852
FTE	0.0	0.0	6.0
Technology & Infrastructure	0	0	1,036,779
FTE	0.0	0.0	5.9
Operations	20,087,871	23,499,322	25,732,512
FTE	194.9	192.7	202.0
Unallocated General Administration and Contingency	189,730	376,510	466,858
FTE	0.0	0.0	0.0
Transportation Programs Fund	(3,156,258)	(3,966,501)	(2,588,406)
FTE	8.8	8.2	8.5
Capital Projects Fund	(3,262,108)	(5,555,878)	(4,454,784)
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	76,833,269	120,162,689	106,473,039
FTE	0.0	0.0	0.0
<b>Total Requirements</b>	<b>96,846,211</b>	<b>142,285,113</b>	<b>133,854,681</b>
<b>Total FTE</b>	<b>254.2</b>	<b>253.4</b>	<b>264.4</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING**

The FY2023-24 Approved Budget reflects a revision in the reporting structure. Revenues have decreased in this budget due to additional funds provided in response to the COVID-19 pandemic have been utilized in the previous fiscal years.

**PROPERTY TAX LEVIES**

	Rate or Amount Imposed 2021 - 2022	Rate or Amount Imposed This Year 2022 - 2023	Rate or Amount Approved Next Year 2023 - 2024
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

