

Salem Area Mass Transit District  
BOARD OF DIRECTORS

**WORK SESSION**

Thursday, July 13, 2023

Immediately following the Executive Session (*held at 5:30 p.m.*) and the Special Meeting

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

**AGENDA**

- I. CALL TO ORDER**
  - A. Announcements
  
- II. PRESENTATION(S) | DISCUSSION(S)**
  - A. Overview of Group Pass Program ..... 3
  - B. Google Drive Orientation ..... 5
  - C. Board Stipend Renewal
  - D. FY24 Committee Assignment Review ..... 8
  - E. Review of Employee Engagement Survey ..... 11
  
- III. GENERAL MANAGER COMMENTS**
  - A. Upcoming Board Agenda Items ..... 20
  - B. Board Calendar Review ..... 21
  
- IV. ADJOURNMENT**

**Next Regular Board Meeting Date: Thursday, July 27, 2023**

**Next Board Work Session Date: Thursday, August 10, 2023**

**Available meeting formats:**

- In Person: Senator Hearing Room at Courthouse Square, 555 Court Street NE, Salem, Oregon 97301
- Zoom Gov.: Meeting ID: 160 629 0899 | Passcode: 624273  
Go to: <https://cherriots-org.zoomgov.com/j/1606290899?pwd=aElhUUE0VkZmSE85Sy9EMFBBY1RlQT09>
- One Tap Mobile: +16692545252,,1606290899#,,,,\*624273# US
- Landline Phone: +1 669 254 5252 US

**Virtual Meetings:** The Board of Directors meeting is a public meeting; in a place that is ADA- accessible. Board 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 Board's meeting agenda packet are distributed by email 6-7 days prior to the meeting. The agenda packet is also included 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 de la Junta Directiva es una reunión pública; en un lugar accesible según la ADA. Las reuniones de la junta 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 de la Junta se distribuyen por correo electrónico 6-7 días antes de la reunión. El paquete de agenda también se incluye 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).

# Group Pass Program




## Brief Presentation Overview

- Cherriots Group Pass Program (GPP)
- Similar Programs
- FY24 GPP Goals




## Cherriots Group Pass Program

- Target Audience: Employers
- Commuter Benefit




- Discounted Rates (per employee per month)
  - Public/non-profit: \$5.60
  - Private/for profit: \$4.80





## Cherriots Group Pass Program

- Employer Benefits:
  - Sustainability Goals
  - Alleviates Parking Issues
  - Reduce Traffic Congestion
  - Enhance Benefits Package
  - Employee Retention
- Employee Benefits:
  - More Commuting Options
  - Save \$\$\$
  - Healthy Habits
  - Guaranteed Ride Program



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## Other GPP Examples

- Lane Transit District 
  - Multiple Target Audiences:
    - Employers/Employees
    - Students (public school and higher education)
    - Residents
- Trimet 
  - Multiple Programs Offered
    - Universal Annual Pass Program
    - Annual Pass Program
    - Monthly Pass Program

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## FY24 Goals and Opportunities

- Grow and Expand
  - Non-employers: low-income housing, higher education, residential and membership-based organizations
  - Partnership with Amtrak
- Review Framework
  - Opportunity to evolve program
- Integrate Umo 

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## Questions?

# Board of Directors Google Drive



On the left menu, select **“Shared with Me”**

Scroll down to **“Board of Directors”** (*It will be shared By Kirra Pressey*)

Right click the folder and select **“Add Shortcut to Drive”**

This folder will then appear under **“My Drive”** on the left menu

## FOLDERS:

### Advisory Committees

- **Budget Committee**
  - Current Roster
  - Minutes
- **CAC**
  - Bylaws
  - Current Roster
- **DEI**
- **Executive Committee**
  - Agendas
  - Minutes
- **Legislative Committee**
  - Agendas
  - Minutes
- **STIFAC**
  - Bylaws
  - Current Roster

### APTA

- APTA Transit Board Member Handbook

### Bylaws

- SAMTD Board of Directors Bylaws

## **Communication**

- Talking Points

## **Contact Information Update**

- Google Form \*

## **Maps**

- 2022 SAMTD Board Zones & Neighborhood Associations
- Salem Urban Growth Boundary

## **Meetings** *(Last three months)*

- **Agenda Packets**
  - Board Meeting
  - Executive Session
  - Work Session
- **FY24 Calendar**
- **Minutes**
  - Board Meeting
  - Executive Session
  - Work Session

## **Newsletter - Pulse** *(Last three months)*

## **Orientation Book**

## **Policies**

## **Reports**

- **Comprehensive SVC Analysis**
- FY 24 Adopted Budget
- Long Range Transit Plan - 2022
- Needs Assessment - 2022
- Strategic Plan - 2022

## **Service Log**

- Google Form \*\*

## GOOGLE FORM – Service Log (Instructions)

1. Select your name
2. Provide the **date of SERVICE** you are reporting
3. Select your activity Category
  - Board
  - City
  - County/Regional
  - State/National
  - Cherriots
  - Other

**Based upon your selection you will be taken to Dropdown box in which you can select the particular activity:**

<p><b><u>Board</u></b></p> <ul style="list-style-type: none"> <li>• Board Meeting</li> <li>• Budget Committee</li> <li>• CAC</li> <li>• Executive Session</li> <li>• DEI</li> <li>• Joint Meeting</li> <li>• Legislative Subcommittee</li> <li>• Retreat</li> <li>• Special Meeting</li> <li>• STIFAC</li> <li>• Work Session</li> <li>• Other</li> </ul> <p><b><u>City</u></b></p> <ul style="list-style-type: none"> <li>• Chamber of Commerce</li> <li>• City Business (Salem/Keizer)</li> <li>• Constituent(s), One-on-one with</li> <li>• Democratic Forum</li> <li>• Neighborhood Associations</li> <li>• Salem City Club</li> <li>• SEDCOR</li> <li>• Other</li> </ul>	<p><b><u>County/Regional</u></b></p> <ul style="list-style-type: none"> <li>• County Business (Marion, Polk)</li> <li>• MWACT</li> <li>• MWVCOG</li> <li>• OMPOC</li> <li>• SKATS</li> <li>• Other</li> </ul> <p><b><u>State/National</u></b></p> <ul style="list-style-type: none"> <li>• APTA Annual Meeting</li> <li>• APTA Legislative Conference</li> <li>• Oregon Transit Association (OTA)</li> <li>• SDAO Conference/Training</li> <li>• State/Legislative Activity</li> <li>• Other</li> </ul> <p><b><u>Cherriots</u></b></p> <ul style="list-style-type: none"> <li>• Bus Rodeo</li> <li>• Employee Appreciation Banquet</li> <li>• Employee Holiday/Retirement Luncheon</li> <li>• Employee Transportation Coordinator (ETC) Quarterly Luncheon</li> <li>• General Manager Meeting</li> <li>• KeizerFest</li> <li>• Keizer Festival of Lights</li> <li>• Other</li> </ul> <p><b><u>Other</u></b></p>
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4. Select your total reported hours
5. Submit Form



## TRANSIT BOARD COMMITTEE MEMBERSHIP

Group	Role	Board Rep.
Executive Committee	The president, vice-president, and treasurer serve on the Executive Committee. In the absence of any member, the secretary may attend. The Executive Committee may meet at the discretion of the president to resolve any emergency policy or legislative issue that requires immediate action between regularly scheduled Board meetings. The Executive Committee is subject to the authority of the Board, and none of the acts of the Executive Committee shall conflict with action previously taken by the Board regarding the same subject. To the extent possible, such emergency actions are deferred to a special meeting of the Board.	President Vice President Treasurer (a) Secretary  • SL: Pollock
Diversity, Equity, and Inclusion (DEI) Subcommittee	Leads the Board's diversity, equity, and inclusion efforts.	Chair: Director Sara Duncan Director Ian Davidson Director Maria Hinojos Pressey  • SL: Conner
FY27 Service Enhancement Subcommittee (SES)	The SES will oversee the activities of the Service Enhancement Project and activities surrounding the FY27 Service Enhancement Plan. Meet as determined by the subcommittee chair.	3 Board Members
Salem Streetcar Steering Committee	The Steering Committee (8-10 people) will work with the consultant team to deliver the final report. Meet as needed through December 2024.	1 Board Member
Mid-Willamette Valley Council of Governments (MWVCOG) Board of Directors	A voluntary association of local governments - Marion, Polk, and Yamhill Counties, cities within those counties, several special districts, and the Confederated Tribes of Grand Ronde. MWVCOG coordinates regional planning and development activities; and provides technical assistance and local services tailored to member governments. Meetings are the 3rd Tuesday of March, June, October and December from 3:30-5:30 p.m. The SAMTD Board President typically fills this role.	P: Director Ian Davidson A: Director Sadie Carney  • SL: Pollock





## TRANSIT BOARD COMMITTEE MEMBERSHIP

Group	Role	Board Rep.
Salem/Keizer Area Transportation Study (SKATS) Policy Committee	SKATS is the designated Metropolitan Planning Organization (MPO) for the Salem-Keizer area; and is directed by a Policy Committee. SKATS focuses on transportation planning activities, plans, and studies within the Salem-Keizer urban area for transportation facilities of regional significance. The Policy Committee adopts the long-range regional transportation plan and decides how the federal transportation funds available to the urban area will be spent on transportation projects and programs. Meets the 4th Tuesday of every month from 12:00–1:30 p.m.	P: Director Sadie Carney A: Director Sara Duncan  • SL: CPDO
Mid-Willamette Area Commission on Transportation (MWACT)	Advisory to the Oregon Transportation Commission (OTC) on the Statewide Transportation Improvement Program (STIP); prioritizes STIP projects; conducts highway safety studies; hears presentations on issues and developments on all modes of transportation. Meetings are held on the 1st Thursday of the month from 3:30-5:30 p.m., as needed.	P: Director Sara Duncan  • SL: CPDO
Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Liaison	The STIFAC prioritizes and recommends projects to the Board acting as the qualified entity for Marion and Polk Counties to be funded by STIF revenues. No set meeting schedule.	P: Director Ramiro Navarro  • SL: CPDO
Community Advisory Committee (CAC) Liaison	Advisory committee to the Board on transit-related issues, and makes recommendations for transit service improvements. Meetings are at 5:30 p.m. on the 3rd Tuesday of the months of February, April, June, August, October & December	P: Director Bill Holmstrom A: Director Ramiro Navarro  • SL: Dietz
Keizer Chamber Government Affairs Committee	Meetings are held on the 3rd Wednesday of the month at 12:00 p.m. at the Keizer Chamber Office.	P: Director Ramiro Navarro  • SL: Pollock



## TRANSIT BOARD COMMITTEE MEMBERSHIP

Group	Role	Board Rep.
Salem Chamber of Commerce Monthly Forum <i>(Optional)</i>	The forum features speakers that cover a wide variety of topics designed to build awareness, foster understanding, and spark conversation in the community. It runs from September through May - 2nd Monday of the month at 12:00 p.m. (except for October and November – 1st Monday of the month)	P: Vacant A: Director Maria Hinojos Pressey  • SL: Pollock
Salem Chamber Public Policy Committee <i>(Optional)</i>	The committee works with community partners to promote investments in the future economic health of the region. Meetings are held on the 1st Thursday of the month from 7:00–8:30 a.m.	P: Director Ian Davidson  • SL: Pollock
Keizer Chamber of Commerce Forum <i>(No longer active)</i>	The Luncheon Forum features a different speaker each month, focusing on issues vital to the success of business and allows members to meet the local business community. Scheduled the 2nd Tuesday of the month from 11:30AM-1PM in January, March, May, July, August and December.	P: Director Ramiro Navarro  • SL: Pollock
Salem Economic Development Corporation (SEDCOR) <i>(Optional)</i>	Experts speak about timely topics pertinent to business leaders across the spectrum of industries. This is a monthly business lunch held on the 2nd Wednesday at Broadway Commons.	P: Director Sara Duncan  • SL: Pollock
West Salem Business Association (WSBA) <i>(Optional)</i>	Meetings provide members an opportunity to network, exchange ideas and information, and get updates on association activities. Meetings are held on the 4th Thursday of the month from 11:45 a.m. – 1:00 p.m. at West Salem Roth's.	P: Subdistrict 1 A: Director Sara Duncan  • SL: Pollock

*Optional: Can make it open and see who is available month-to-month*



### Methodology

- The survey was administered to **all employees** in April 2023, with **125 respondents**. This yields a margin of error of **±8.7%** on a 95% confidence interval
- Employees were able to complete the survey on a **tablet** or through an **online link** provided by TransPro.
- Survey results were **weighted by Division** to more accurately represent the composition of the workforce.

Segment	Response Rate
Administrative Departments	86%
Operations (Transportation, Maintenance, Contracted Service, Administration)	37%

TransPro Driving Excellence 2

### Results Overview

Cherriots overall employee engagement score is **62** (Wave 1 was 59).  
**66%** of employees are, in general, satisfied with their job (Wave 1 was 59%).

**Employees are MOST\* satisfied with...**

- ▶ Understanding [their] job duties, responsibilities, and performance expectations (83%).
- ▶ [Recognizing their] job duties are important to achieving Cherriots' goals, mission, and vision (78%).

**Employees are LEAST\* satisfied with...**

- ▶ Executive leadership communicating information effectively to [them] (31%).
- ▶ Morale in [their] division (38%).

**Most Important Factors to Employees**

1. Fair compensation
2. Doing important work **(NEW!)**
3. Good relationships with coworkers

TransPro Driving Excellence \*All four most and least prompts remained the same from last wave. Executive Leadership Communication and Morale traded places. 3

### Strategic Plan FY24

Percent of employees that believe it is fairly/very important that Cherriots address the following areas in its 2023 Strategic Plan?

Area	Wave 2 (April '23)	Wave 1 (May '22)
Safety	89%	83%
Employee Engagement	76%	82%
Customer Satisfaction	72%	76%
Financial Sustainability	71%	77%
Building a Culture of Ownership	68%	66%
Community Value	65%	74%
Equity	51%	65%

TransPro Driving Excellence 4

## Scorecard Comparison

	Wave 1	Wave 2
Employee Engagement	59	62
Overall Employee Satisfaction	64	65
Understanding of Mission and Vision	75%	63%
Employee Impression of Internal Communication	36	45

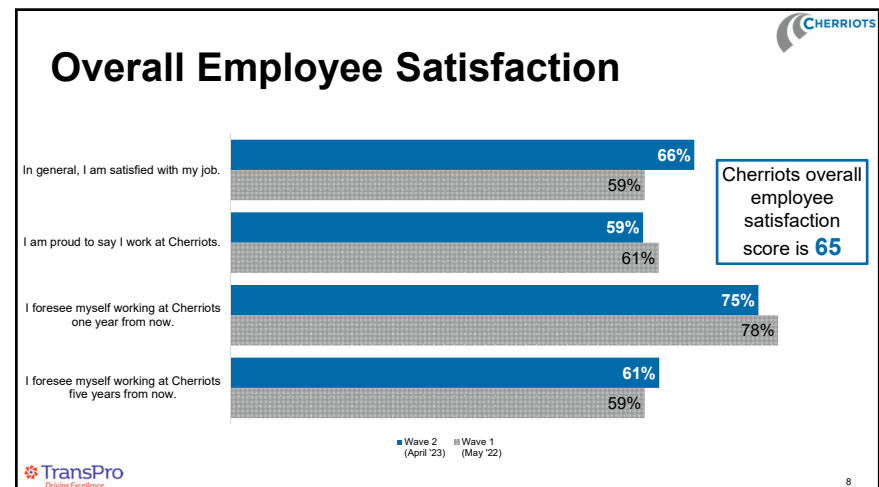
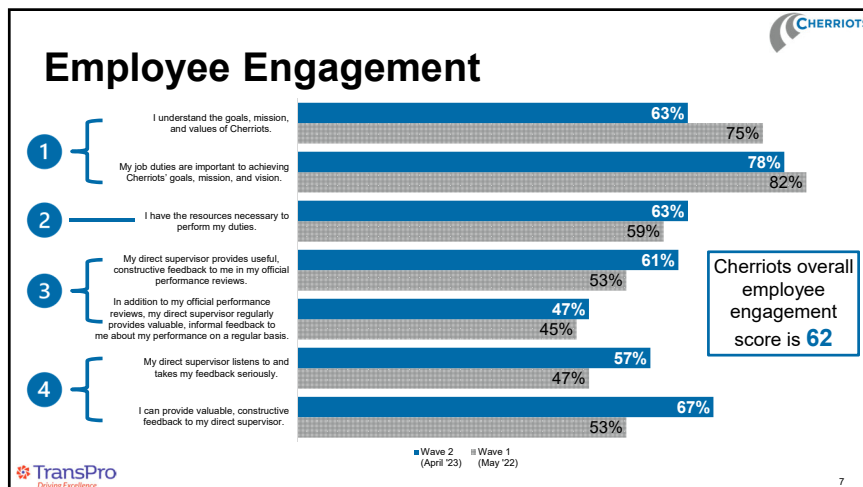
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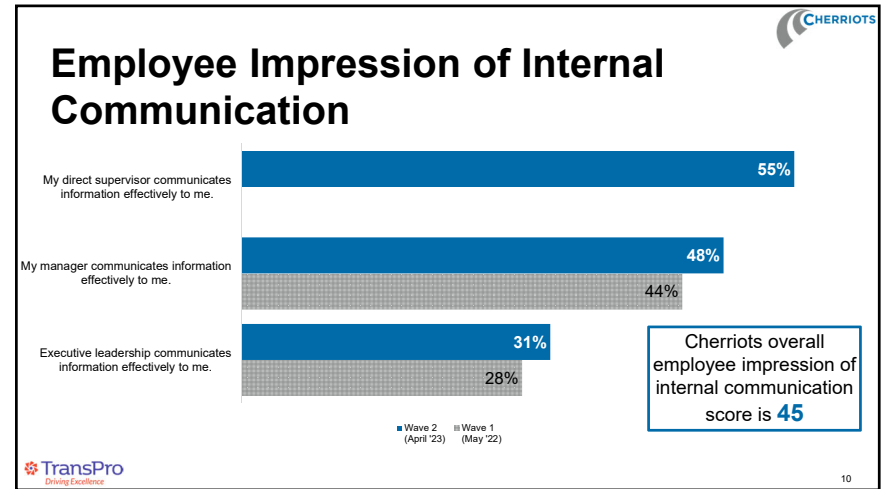
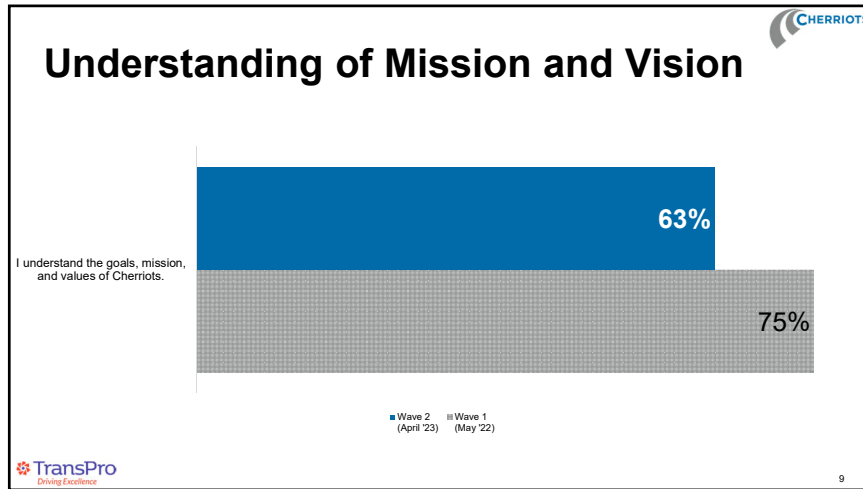
## Employee Engagement

To better understand and define employee engagement levels, four (4) key elements of the workplace experience are reflected:

- 1 Do employees feel they understand what success looks like for Cherriots and how they contribute to that success?
- 2 Do employees believe they have the resources/tools necessary to perform their duties?
- 3 Do employees feel their supervisors provide feedback on their performance?
- 4 Do employees believe they work in a safe environment where their perspective is invited?

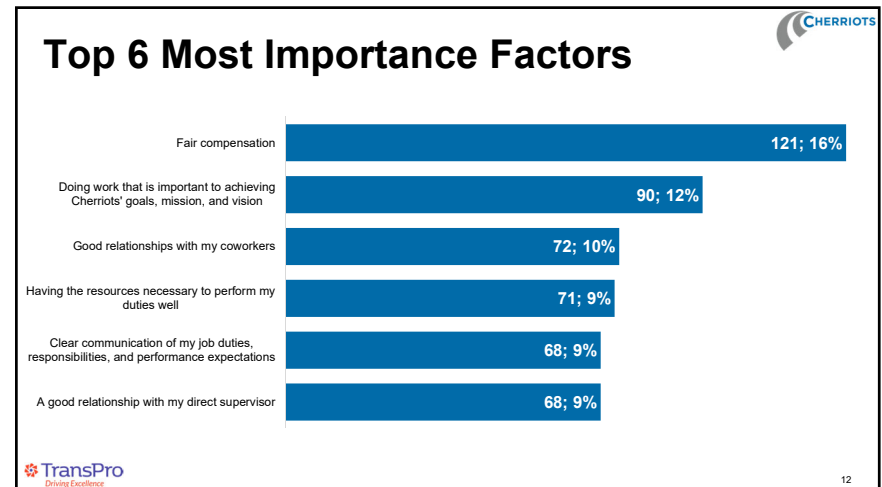
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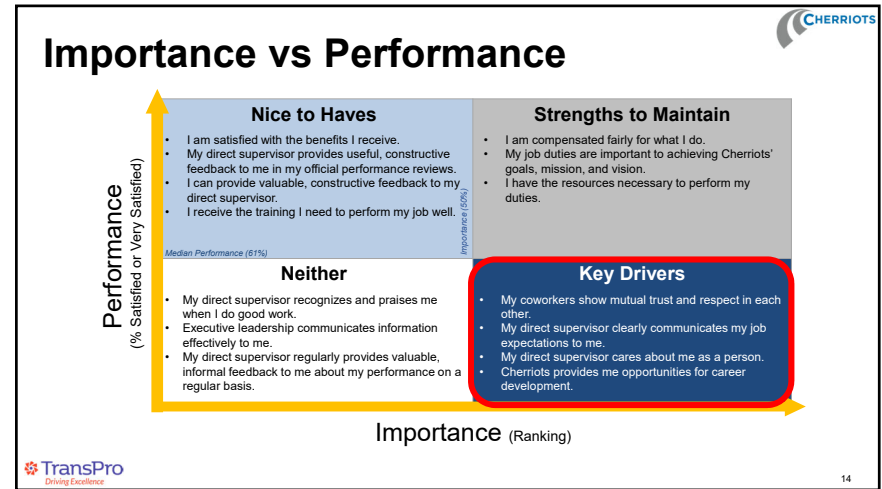
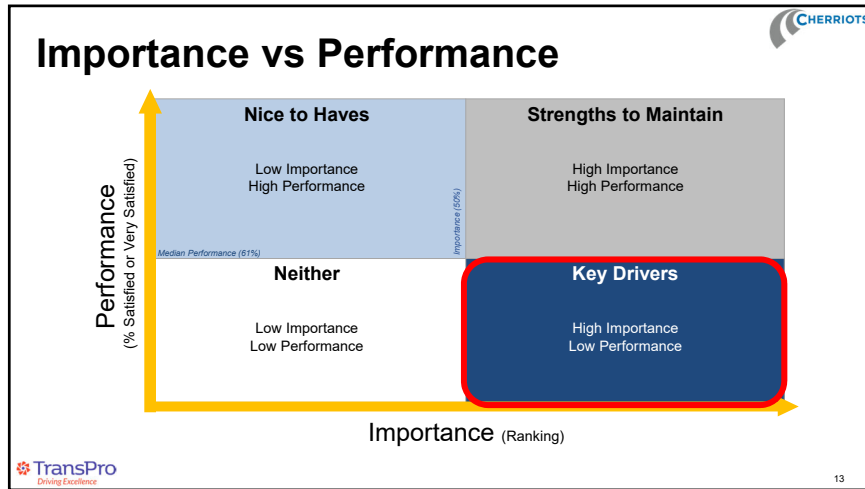




# Key Results

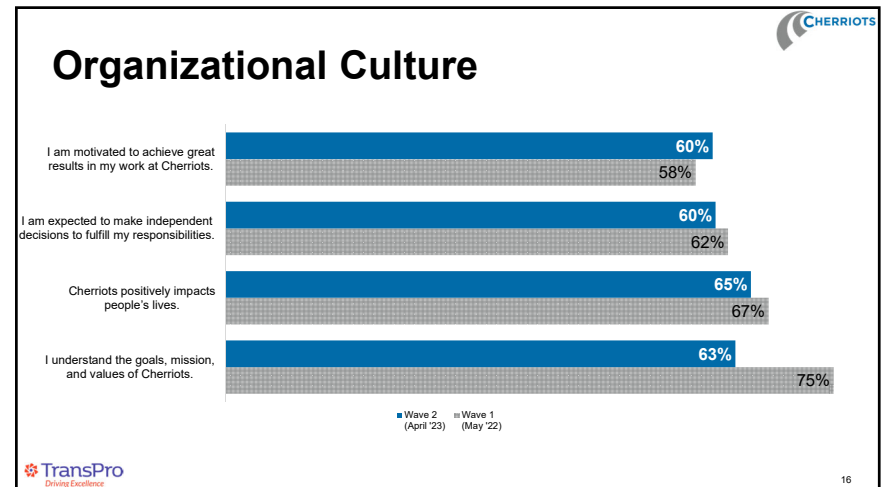
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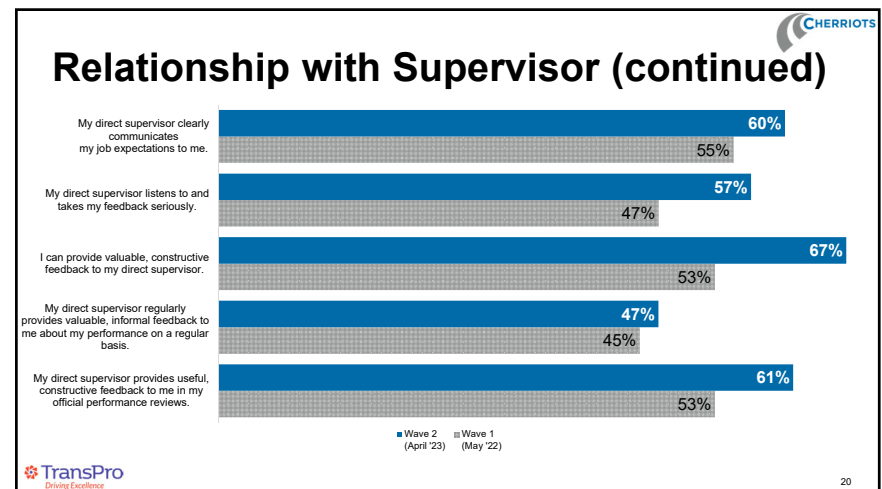
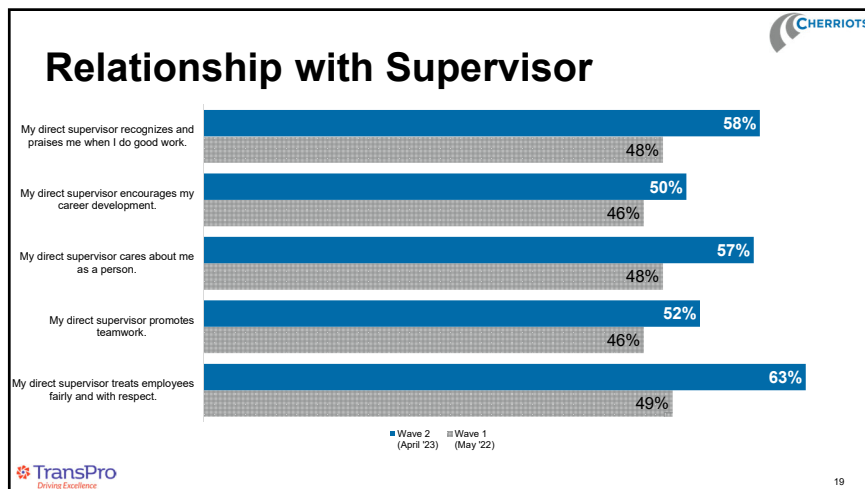
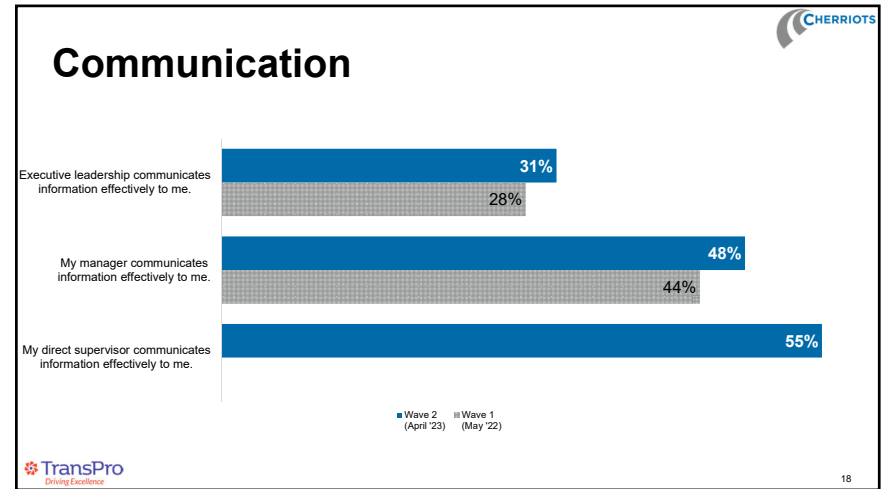
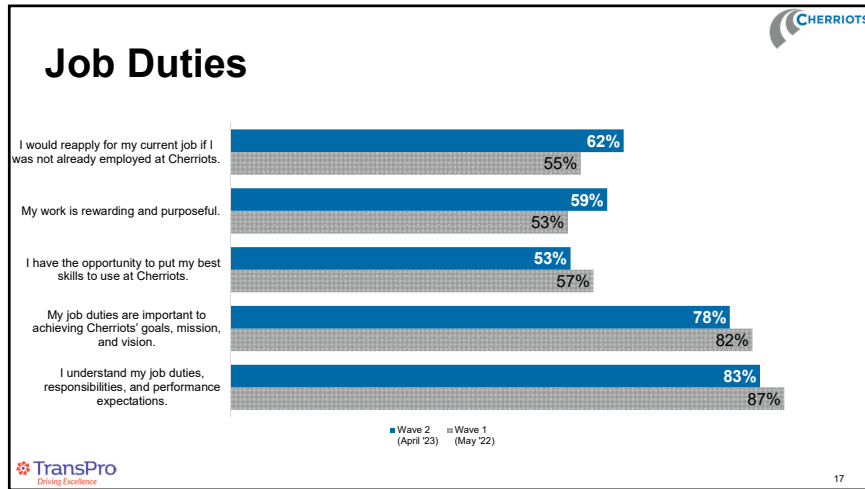


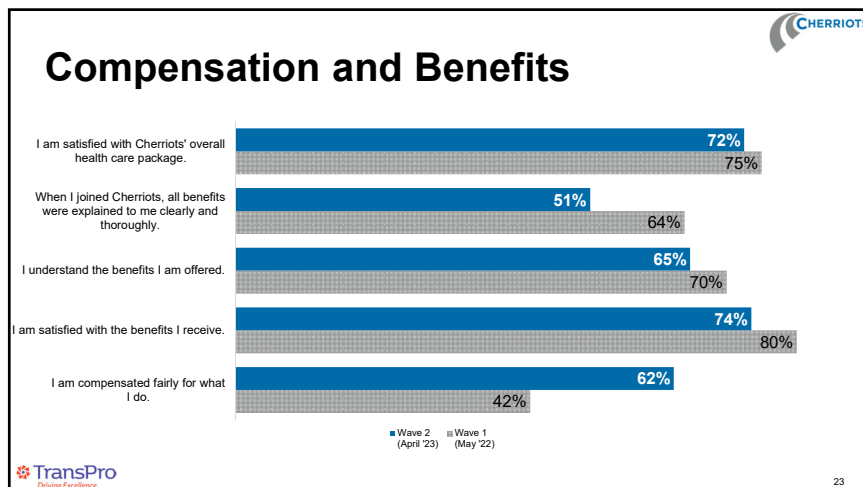
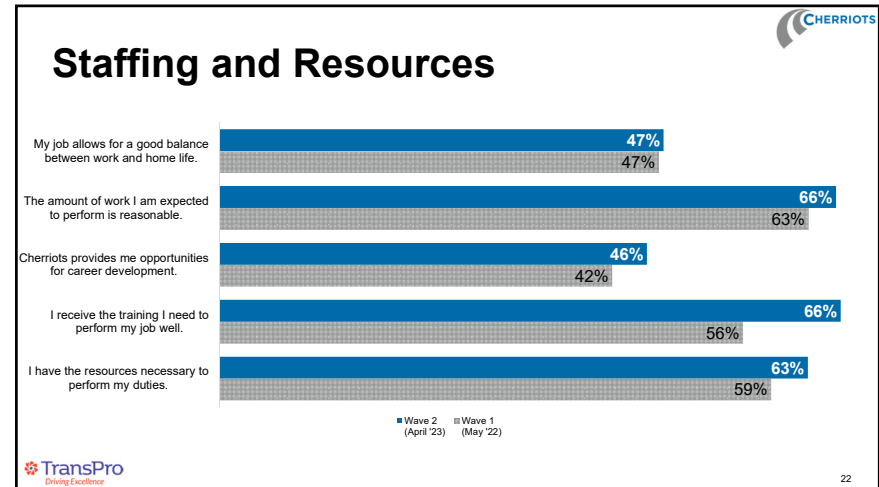
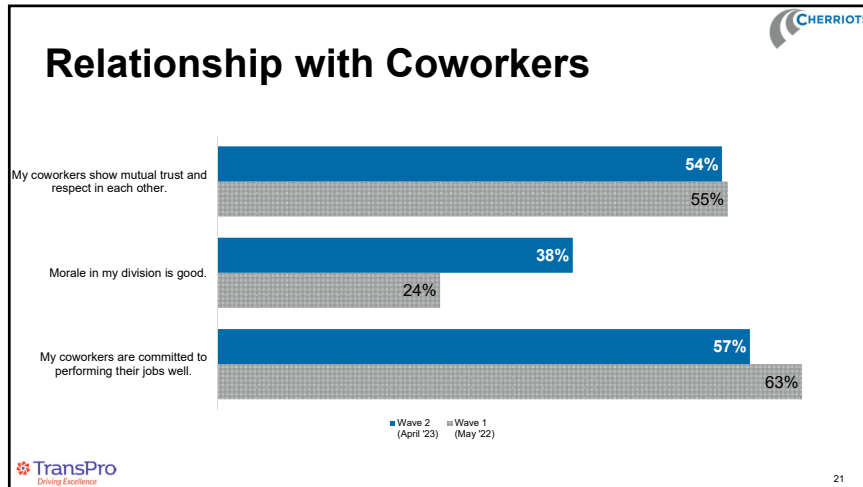


# All Employee Impressions

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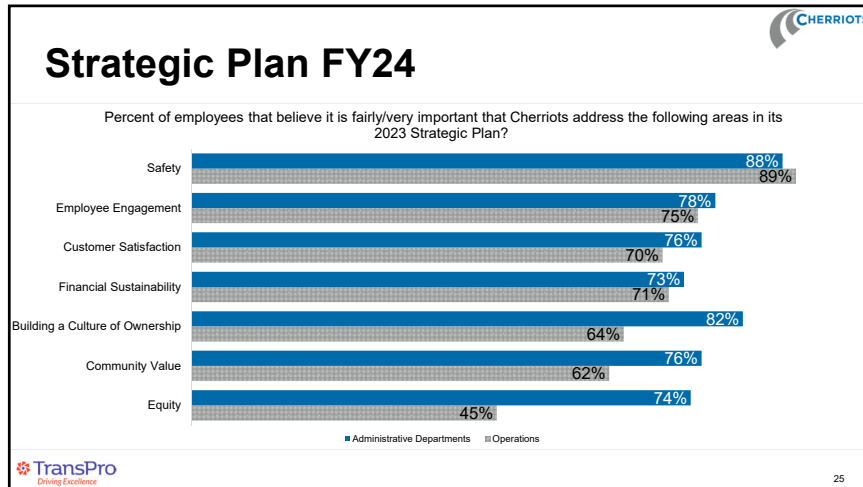


# Employee Impressions

## Administrative Departments vs. Operations

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## Scorecard Comparison

	Administrative Departments	Operations
Employee Engagement	67	61
Overall Employee Satisfaction	71	63
Understanding of Mission and Vision	78%	58%
Employee Impression of Internal Communication	59	40

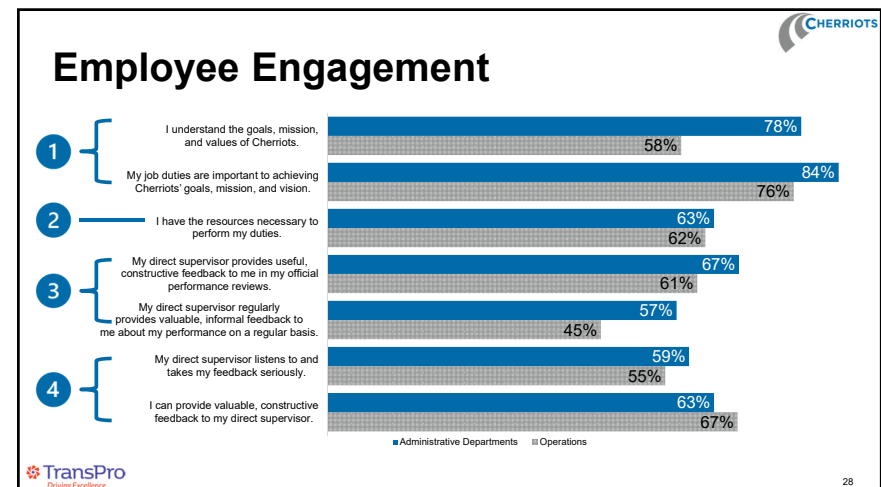
TransPro Driving Excellence

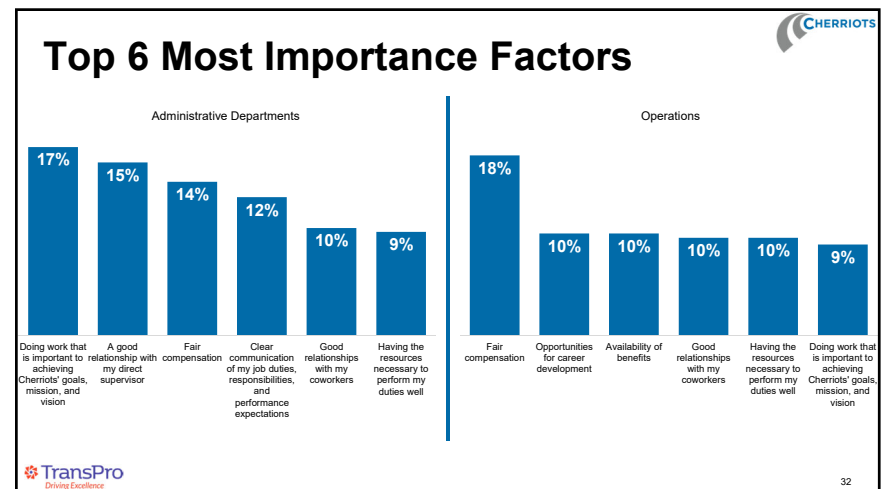
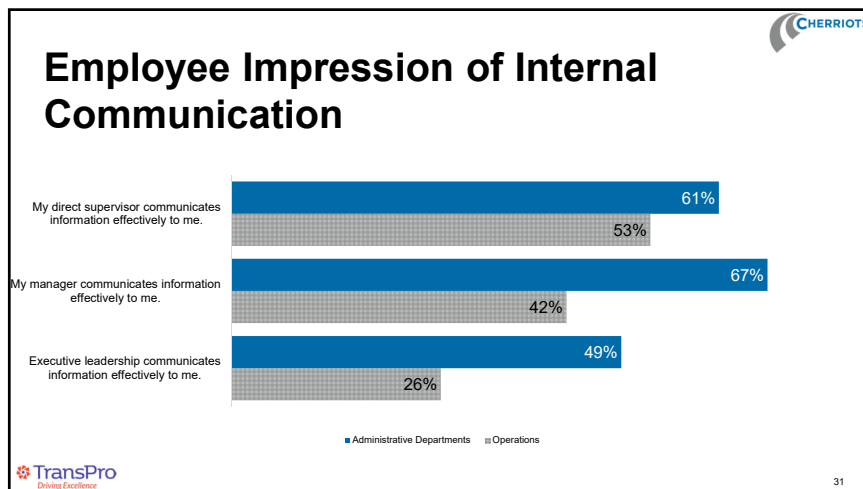
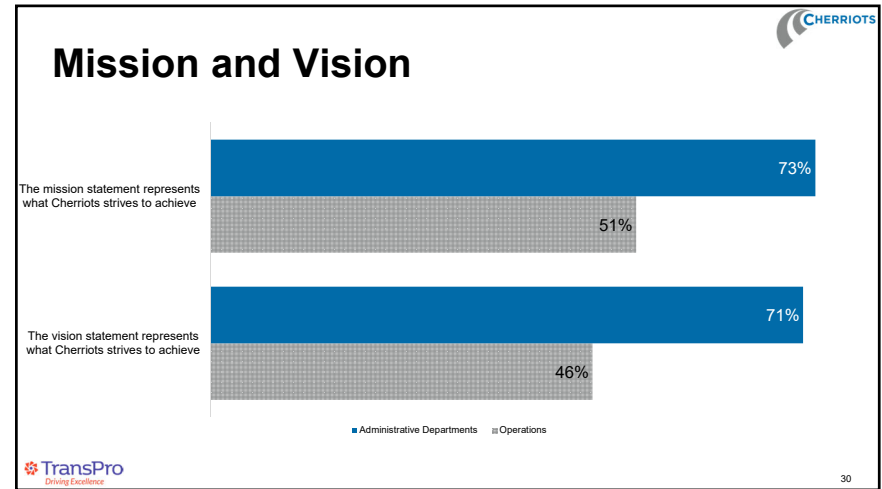
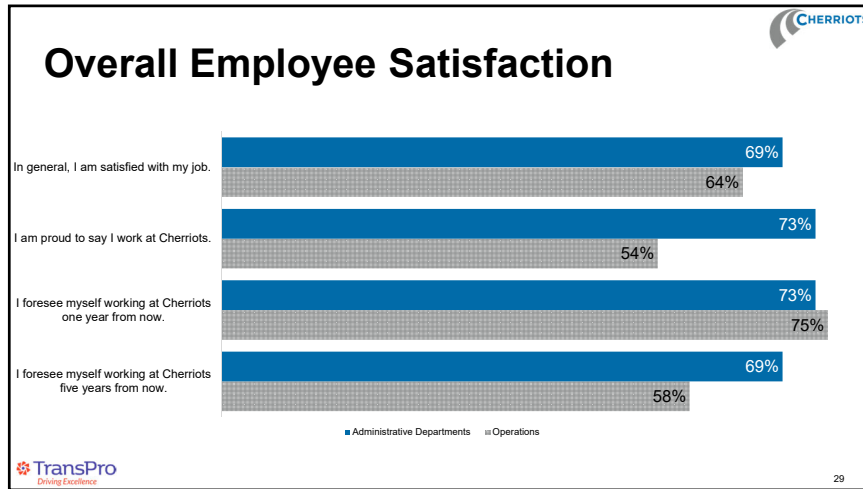
## Employee Engagement

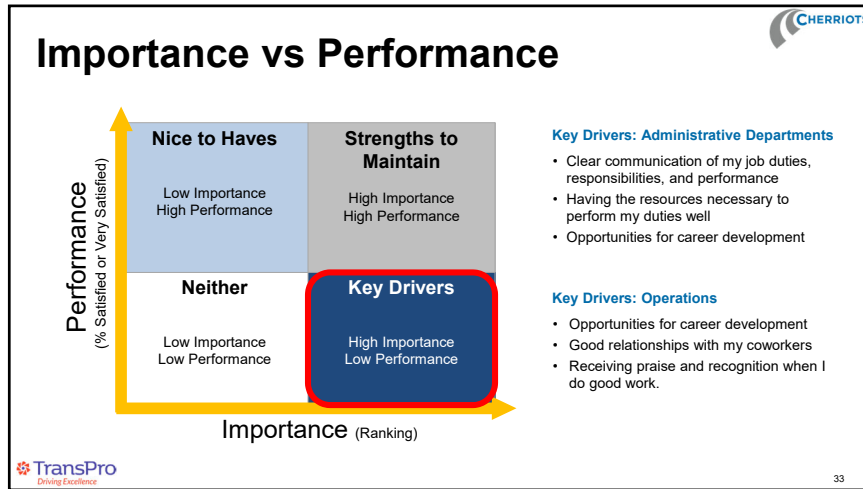
To better understand and define employee engagement levels, four (4) key elements of the workplace experience are reflected:

- 1 Do employees feel they understand what success looks like for Cherriotics and how they contribute to that success?
- 2 Do employees believe they have the resources/tools necessary to perform their duties?
- 3 Do employees feel their supervisors provide feedback on their performance?
- 4 Do employees believe they work in a safe environment where their perspective is invited?

TransPro Driving Excellence







- ## Next Steps
- **Incorporate findings** from the survey into the Strategic Planning Scorecard
  - **Communicate results** to employees and **develop strategies** to address most important factors that can continue to improve employee engagement scores:
    1. Fair compensation
    2. Doing important work
    3. Good relationships with coworkers
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**To:** SAMTD Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** July 13, 2023  
**Subject:** Upcoming Work Session and Board Meeting Agenda Items

## Upcoming Work Session and Board Meeting Agenda Items

<b>To Be Scheduled:</b> <ul style="list-style-type: none"> <li>• Award of Contract for AIP Group 5 &amp; 6 (DT)</li> <li>• Award of Contract for Survey Services (PF)</li> </ul>	<b>Work Session:</b> <ul style="list-style-type: none"> <li>• Board Ethics Training (AP)</li> </ul>
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<b>July 27, 2023</b>	
<u><b>Board Meeting</b></u> <b>Action Items:</b>	<b>Information Items:</b> <ul style="list-style-type: none"> <li>• Acceptance of the Preliminary FY2023 Financial Report (DL)</li> <li>• State Legislative update (AP)</li> <li>• Service Change Briefing for September 2023 (DT)</li> <li>• TransDASH Report (AP)</li> </ul>

<b>August 10, 2023</b>	
<u><b>Work Session</b></u> <ul style="list-style-type: none"> <li>• GHG Emissions Inventory (AP)</li> <li>• Bike Rack Discussion (DT)</li> <li>• Service Change Process (DT)</li> <li>• Regional Transit Discussion (DT)</li> </ul>	

<b>August 24, 2023</b>	
<u><b>Board Meeting</b></u> <b>Action Items:</b> <ul style="list-style-type: none"> <li>• Board's Committee Assignments (odd # years) (AP)</li> <li>• Award of Contract for Cherrlots ITS Project (TD)</li> </ul>	<b>Information Items:</b> <ul style="list-style-type: none"> <li>• Q4 Reports: Strategic (AP)</li> <li>• FY2023 Annual Report: Transportation Operations/Commuter Options (DT)</li> </ul>

<b>September 14, 2023</b>	
<u><b>Work Session</b></u> -	

<b>September 28, 2023</b>	
<u><b>Board Meeting</b></u> <b>Action Items:</b> -	<b>Information Items:</b> <ul style="list-style-type: none"> <li>• FY2023 Security Report (DT)</li> <li>• FY2023 Annual Performance Report (DT)</li> </ul>

<b>October 12, 2023</b>	
<u><b>Work Session</b></u> -	

<b>October 26, 2023</b>	
<u><b>Board Meeting</b></u> <b>Action Items:</b> <ul style="list-style-type: none"> <li>• CC: Approval of FY2025 Budget Calendar (DL)</li> </ul>	<b>Information Items:</b> <ul style="list-style-type: none"> <li>• FY2023 Performance Report (DT)</li> </ul>



**To:** SAMTD Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** July 13, 2023  
**Subject:** Calendar of Scheduled Meetings

## Board Calendar of Scheduled Meetings

### July-23

			<b>Independence Day</b>   Cherriotics Administrative Offices
4	Tue.	<b>HOLIDAY</b>	<b>Closed   Sunday Level</b> Bus Service
13	Thu.	5:30 PM	SAMTD Board Work Session
15	Sat.	9:30 AM	Cherriotics Bus Roadeo
27	Thu.	5:30 PM	SAMTD Board of Directors Meeting



### August-23

10	Thu.	11:30-1:00 PM	KeizerFEST Sponsor Appreciation Luncheon
12	Sat.	10:00-12:00 PM	KeizerFEST Parade
10	Thu.	5:30 PM	SAMTD Board Work Session
15	Tue.	5:30 PM	Community Advisory Committee
24	Thu.	5:30 PM	SAMTD Board of Directors Meeting

### September-23

			<b>Labor Day</b>   Cherriotics Administrative Offices <b>Closed Sunday</b>
4	Mon.	<b>HOLIDAY</b>	<b>Level</b> Bus Service
14	Thu.	5:30 PM	SAMTD Board Work Session
28	Thu.	5:30 PM	SAMTD Board of Directors Meeting

### October-23

8, 9, 10, 11	Sun., Mon., Tue., Wed.		APTA TRANSform Conference & Expo - Orlando FL
12	Thu.	5:30 PM	SAMTD Board Work Session
17	Tue.	5:30 PM	Community Advisory Committee
26	Thu.	5:30 PM	SAMTD Board of Directors Meeting