

Salem Area Mass Transit District  
Board of Directors

~ *Virtual* WORK SESSION ~  
Thursday, April 28, 2022  
5:30 – 6:30 PM

THIS WORK SESSION WILL BE HELD VIRTUALLY VIA THE ZOOMGOV MEETING PLATFORM.

ZoomGov Virtual Meeting Platform:

<https://cherriots-org.zoomgov.com/j/1605194427?pwd=enjXS3ZlV1BUM3QvWEU3bnplbHYzZz09>

Meeting ID: **160 519 4427** | Passcode: **512136**

- Landline 1 669 254 5252 US (San Jose)
- One tap mobile +16692545252,,1605194427#,,,,\*512136#

### **AGENDA**

**1. CALL TO ORDER**

Announcements

**2. PRESENTATION** - None

**3. DISCUSSION**

- Strategic Plan Update
- 2023-25 Biennium Statewide Transportation Improvement Fund Plan

**4. GENERAL MANAGER COMMENTS**

- Upcoming Board Agenda Items
- Board Calendar Review

**5. ADJOURN**

#### **Mission**

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

#### **Values**

Safety – Service Excellence – Communication – Innovation – Accountability

**Virtual Meetings:** The Board's work sessions are public meetings in a place that is ADA accessible. At this time, this Work Session will be virtual.

**Closed Captioning (CC):** ZoomGov's live streaming platform includes Closed Captioning (CC) to allow for greater audience inclusion in the meeting. The not so good thing about Closed Captioning (CC) is that it does not always translate well.

**Alternate Formats** are available to individuals with limited English proficiency. Requests can be made to the Clerk of the Board by phone at 503-588-2424 ext. 7535; or with the assistance of TTY: Oregon Relay Services at 1-800-735-2900 (or 711). Please allow for a 48 hour notice. Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM at 555 Court Street NE, Suite 5230, Salem, Oregon 97301.

**Electronic Copies** of the Board's work session agenda packet is distributed 6-7 days prior to the meeting, and can be found on the Cherriots website under <https://www.cherriots.org/meetings/>.

**Email Distribution List:** If you wish to be added 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).

---

**Reuniones virtuales:** las sesiones de trabajo de la Junta son reuniones públicas en un lugar accesible a la ADA. Esta sesión de trabajo será virtual solo a través de ZoomGov en respuesta a la pandemia de Covid-19 y siguiendo las directivas del gobernador Brown.

**Subtítulos ocultos (CC) de ZoomGov:** la plataforma de transmisión en vivo de ZoomGov tiene la capacidad de incluir subtítulos ocultos (CC). Lo bueno de esto es que puede ayudar con la participación de nuestra audiencia en la reunión. Lo que no es tan bueno es que la capacidad de incluir subtítulos ocultos no siempre se traduce bien.

**Los formatos alternativos** están disponibles para personas con dominio limitado del inglés. Las solicitudes se pueden hacer al Secretario de la Junta por teléfono al 503-588-2424 ext. 7535; o con la ayuda de TTY: Oregon Relay Services al 1-800-735-2900 (o 711). Permita un aviso de 48 horas. El horario de oficina de la administración de Cherriots es de lunes a viernes de 8:00 a. M. A 5:00 p. M. , 555 Court Street NE, Suite 5230, Salem, Oregon 97301

**Se distribuyen copias electrónicas** del paquete de la agenda de la sesión de trabajo de la Junta de 6 a 7 días antes de la reunión, y se pueden encontrar en el sitio web de Cherriots en Reuniones públicas y avisos: <https://www.cherriots.org/meetings/>.

**Lista de distribución de correo electrónico:** si desea que se le agregue 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).

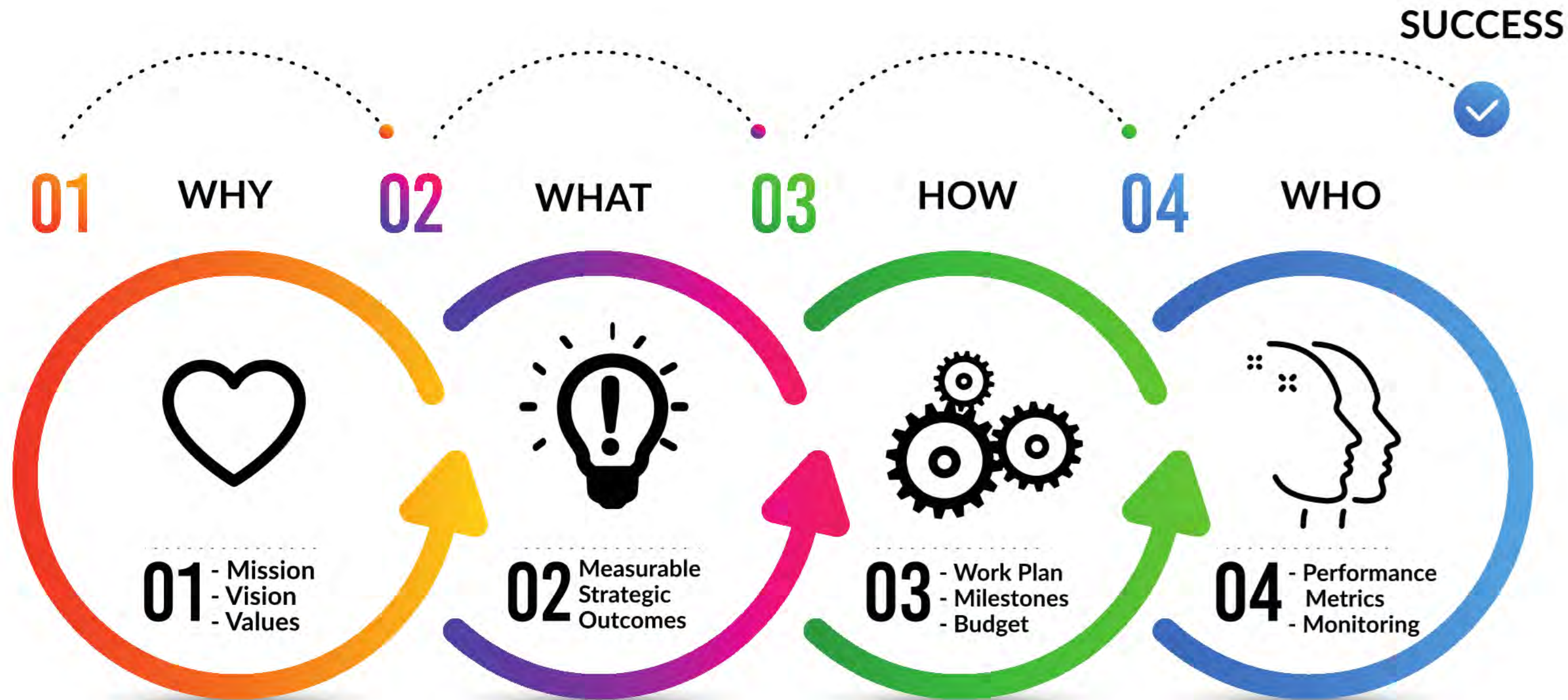
# Strategic Plan Update

Board of Directors Update, April 28, 2022



# Organizational Alignment

Key Questions Success Planning Seeks To Answer



# 4 Key Questions

1. How do you define **success**?
2. What will you **do** to deliver that success?
3. What **metrics** will you track to ensure what you're doing will allow you to be successful?
4. **Who** is responsible for the delivery of those activities and the performance it enhances?



*Proposed Mission:*

**Creating Community Connections**





*Proposed Vision:*

**We Deliver Valued Mobility Options that Inspire Community Pride.**



## *Proposed Values:*

**Communication:** I promote an open, respectful dialogue with our customers, community partners and my teammates.

**Honor:** I recognize and honor diversity and will act with integrity, promoting decisions and actions that are equitable and align with being an inclusive agency.

**Excellence:** I will always deliver a world class customer experience.

**Risk:** I own my role in ensuring Cherrlots provides a safe, clean, and secure experience for customers and teammates.

**Relationships:** I will work collaboratively to build stronger community relationships.

**Innovation:** I will challenge myself and others to look for innovative solutions to deliver value.

**Ownership:** I am empowered to take actions that contribute to good stewardship and community trust.

**Trust:** I trust my teammates and empower them to make quality decisions.

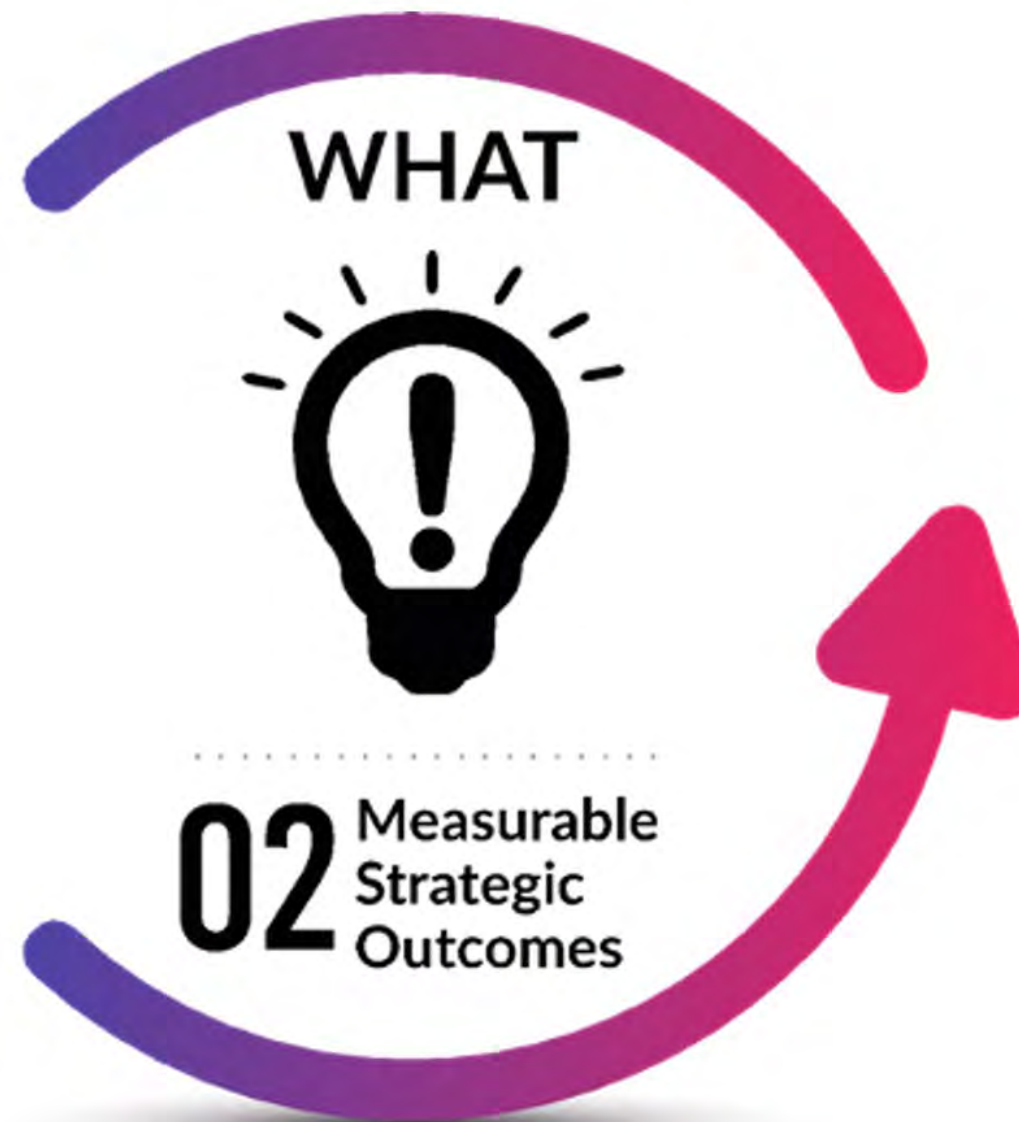
**Success:** I commit to use my skills and experiences to achieve successful outcomes.





# Strategic Areas of Focus

# Defining Success



How can Cherriots clearly define what must happen in the short term to accomplish its broader mission and vision?

# Activity vs Outcomes

## Activity



Purchase of electric buses

Interaction with Customers

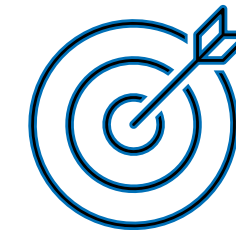
## Outcome



Reduced Greenhouse Gas Emissions

Improved levels of Customer Satisfaction

## Success Outcome



A Reduction in Greenhouse Gases of 70%

Achieve a Net Promoter Score of 55% by the end of the year

# Strategic Areas of Focus

1. Community Value
2. Customer Satisfaction
3. Culture of Ownership
4. Financial Sustainability

# Working Success Outcomes

## Strategic Focus Area:

## Success Outcome:

Community Value: Our goal is to.....

Establish a baseline for the % of community that see value in the agency and increase by 2%

Customer Satisfaction: Our goal is to.....

Establish a baseline Net Promoter Score (NPS) and increase by 2%

Culture of Ownership: Our goal is to.....

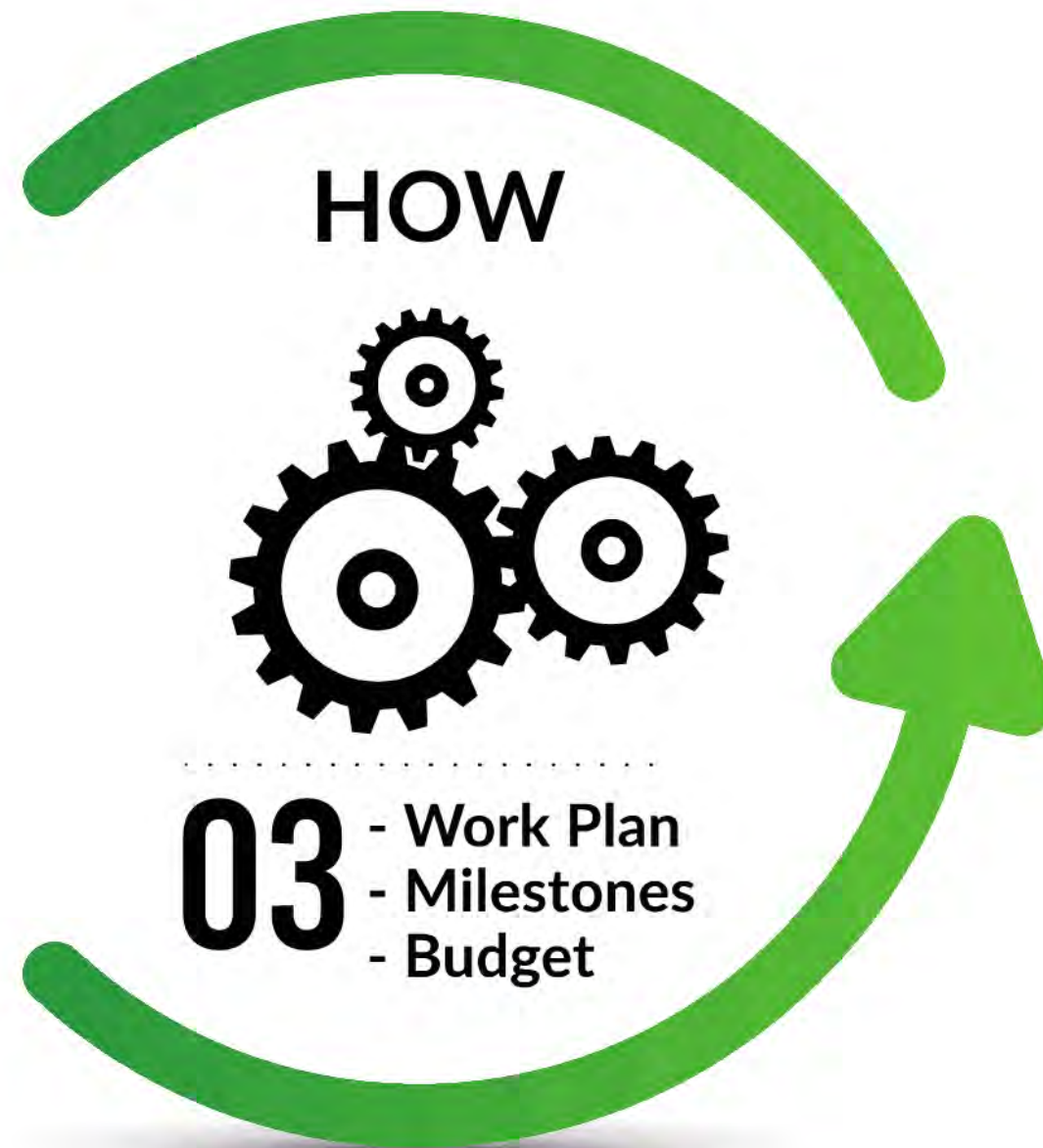
Establish a baseline Employee Net Promoter Score (eNPS) and increase by 2%

Financial Sustainability: Our goal is to .....

Year 1: Expenditure/Revenue Reporting  
 Year 2: 3-Year Rolling Budget Forecast  
 Year 3: Delivery of Full Capital Program Budget

# Developing Tactics

# Create A Work Plan



**HOW WILL WE  
MAKE IT HAPPEN?**

Projects and programs to achieve the success moment for the year.

# Engagement in Strategic Plan Update





# Board of Directors Feedback



# Community Stakeholders Feedback



## Board of Directors Feedback



## Stakeholders Feedback



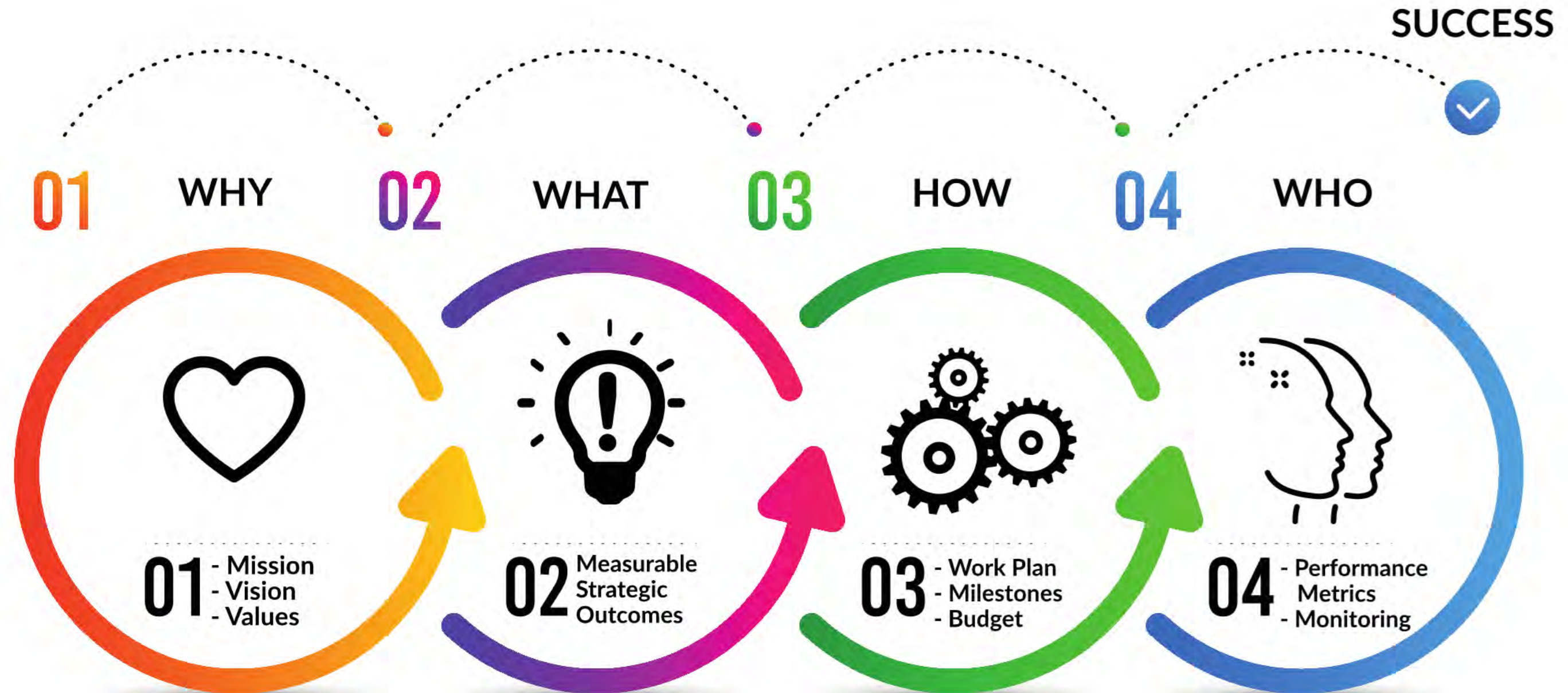
# Factors Driving Work Plan Development

- ✓ Board of Director Interviews
- ✓ Community Stakeholder Interviews
- ✓ ELT Priorities
- ✓ Feedback from Employee Survey

# Schedule

Task		Due Date	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
0	Project Management	ongoing								
1	Initial Discovery	1/18/22 – 1/26/22								
2	Executive Leadership Team Workshops	1/28/22 – 3/18/22								
3	Board & Stakeholder Engagement	3/1/22 – 3/24/22								
4	Align on Success Outcomes	3/24/22 – 4/27/22								
5	Departmental Strategies and Tactics	4/29/22 – 5/25/22								
6	Performance Scorecards	5/16/22 – 6/24/22								
7	Board Retreat & Strategic Plan	4/15/22 – 8/24/22						▲ 6/18/22		
8	General Manager Performance Review	7/22/22– 8/24/22								


# Questions



**Statewide  
Transportation  
Improvement Fund**

Qualified Entity Role

April 28, 2022




---

---

---


---

---

---

---

---



**Brief History**

- The Statewide Transportation Improvement Fund (STIF) was established in 2017
- Based on employee payroll tax statewide (1/10 of 1%)
- Created to Improve or Expand Public Transportation Service Statewide
- Ongoing dedicated fund for Public Transit

---

---

---


---

---

---

---

---



**What is a Qualified Entity?**

- Revenues from the STIF are distributed to Qualified Entities (QE) throughout the state
- QEs are either: Mass Transit or Public Transportation Districts; County Commissions (if there are no districts); and federally recognized Indian Tribes
- The QE is the designated body to manage the allocation of STIF revenue

---

---

---

---

---

---

---

---



### What are the Duties of the QE?

- Formation of an advisory committee
- Publish notice of funding availability
- Manage the project selection process within the QE's area
- Oversee Public Transportation Service Provider's (PTSP) plans
- Receive, review, and file quarterly reports from PTSPs
- Conduct annual reviews of PTSP program compliance

---

---

---

---

---

---

---

---



### The Revenue Picture

- The ODOT – Public Transit Division uses 1% of the funds for a Technical Resource Center and administrative costs
- The remaining STIF revenue is allocated through a formula allocation (90%), a discretionary fund (5%), and an Intercommunity Fund (4%)
- The estimates for the upcoming biennium will be published after the state May Economic Forecast is released

---

---

---

---

---

---

---

---



### Added Special Transportation Fund

- The Special Transportation Fund (STF) program added to STIF
- Elements of STF still need to be considered
- Combines two processes into one

---

---

---

---

---

---

---

---





### Process

- Notification of Funding Availability (NOFA) provided to the QE
- The QE publishes public notice of the funding opportunity
- STIF Advisory Committee (STIFAC) meeting schedule built
- STIF Plans (applications) are received from PTSPs
- Plans reviewed and ranked by the STIFAC
- Recommendation from the STIFAC to the Board for funding

---

---

---

---

---

---

---

---



### Process (continued)

- QE prepares QE Plan (application) that includes all PTSP projects to be submitted to ODOT
- ODOT – PTD reviews QE Plans for eligibility
- QE Plans reviewed by Public Transit Advisory Committee
- QE Plans reviewed by Area Commissions on Transportation
- QE Plans presented to the Oregon Transportation Commission for final funding approval
- ODOT-PTD creates agreements and once executed the funding is actually available

---

---

---

---

---

---

---

---



### Where are we now?

- A new STIFAC is being formed due to the STF STIF merger
- STIFAC meetings tentatively identified as on or near:
  - Tuesday, July 12, 2022; Tuesday, July 26, 2022; Tuesday, August 9, 2022; and Tuesday, August 23, 2022
- STIFAC recommendation no later than the October 27, 2022 meeting of the Board of Directors
- QE Plan finalization in preparation for submission between October 28 – November 18, 2022
- QE Plan submission dead to ODOT – PTD is January 2023

---

---

---

---

---

---

---

---



### How can the Board prepare?

- Recommendations for members of the STIFAC welcome
- Become familiar with the STIF program priorities
  - [OAR for STIF Plan Contents](#)
- Understanding the difference in the role of Cherrriots as being both the QE and an PTSP for Marion and Polk Counties

---

---

---

---

---

---

---

---



### Next....SAMTD's Role as a PTSP

---

---

---

---

---

---

---

---



### Planning Process for STIF

- Needs assessment
- Unmet transit needs in the region
  - Current demographics
  - New and shifted development
  - Input from current riders, community stakeholders, and frontline employees

---

---

---

---

---

---

---

---



### Planning Process for STIF

Service plan development

- Priorities identified through the needs assessment
- Financial forecast for available funds

---

---

---

---

---

---

---

---



### Planning Process for STIF

Present draft service plan to STIF Advisory Committee

- Share needs assessment findings
- Share draft service plan

---

---

---

---

---

---

---

---



### Planning Process for STIF

Public outreach for service plan

- In-person and/or virtual opportunities
- Feedback used to refine service plan

---

---

---

---

---

---

---

---



### Planning Process for STIF

Recommendation from STIF Advisory Committee and Board approval

- Completed service plan
- STIF Advisory Committee recommendation
- Board approval
- Complete STIF application

---

---

---

---

---

---

---

---



---

---

---

---

---

---

---

---

## Upcoming Work Session and Board Meeting Agenda Items

April 1, 2022

<p><b>To Be Scheduled</b></p> <ul style="list-style-type: none"> <li>• Infineum Project – WS (TD)</li> <li>• Contract for A&amp;E Services (SD)</li> <li>• BSIP Group #5 and #6 (SD)</li> <li>• Tyler/Munis Project Update (DL)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Transit Asset Management Plan (DT)</li> <li>• Annual PTASP Update (DT)</li> <li>• Fare Ordinance / Title VI – EPS</li> <li>• Del Webb Tour (AP)</li> <li>• Contract for Incident Management Software (TD)</li> </ul>
<p><b>May 26, 2022</b>  <b>Packets due to GM office: May 12</b></p> <p><b>Executive Session</b></p> <ul style="list-style-type: none"> <li>• Labor Negotiations Update (DT)</li> </ul> <p><b>Work Session</b></p> <ul style="list-style-type: none"> <li>• Contracted Transportation Services Overview (TD)</li> </ul> <p><b>Board Meeting</b></p> <ul style="list-style-type: none"> <li>• Consent: Adopt FY 2023 Board Meeting Schedule (AP)</li> <li>• Contract for Audit Services (DL)</li> <li>• Q3 Reports: Finance, Performance, Transportation Options</li> </ul>	
<p><b>June 18 Board Retreat</b></p>	
<p><b>June 23, 2022</b>  <b>Packets due to GM office: June 9</b></p> <p><b>Work Session</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Board Meeting</b></p> <ul style="list-style-type: none"> <li>• Budget Hearing &amp; Deliberation of Budget Hearing (DL)</li> <li>• Res #2022-XX Adoption of FY 2023 Approved Budget (DL)</li> <li>• Consent: Approval of FY 2023 United Way Donation (AP)</li> <li>• Contract for Contracted Transportation Services (TD)</li> </ul>	
<p><b>July 21, 2022</b>  <b>Packets due to GM office: July 7</b></p> <p><b>Work Session</b></p> <ul style="list-style-type: none"> <li>•</li> </ul> <p><b>Board Meeting</b></p> <ul style="list-style-type: none"> <li>• Acceptance of the Preliminary FY 2022 Financial Report (DL)</li> <li>• Contract for Advertising Services (PF)</li> <li>• Election of Officers and Oath of Office (odd # years) (AP)</li> </ul>	

**August 25, 2022**

Packets due to GM office: August 11

**Work Session**

**Board Meeting**

- Contract for Insurance Broker Services (CC)
- September Service Change Briefing (DT)
- Q4 Reports: Performance, Transportation Options
- Board's Committee Assignments (odd # years) (AP)

**September 22, 2022**

Packets due to GM office: September 8

**Executive Session**

- General Manager Performance Appraisal (AP)

**Board Meeting**

- Potential Action on GM Performance Evaluation & Compensation
- Information: FY 2022 Security Report (DT)
- FY 2022 Performance Report (DT)

**October 27, 2022**

Packets due to GM office: **October 13**

**Work Session**

- 

**Board Meeting**

- Consent: Approval of FY 2024 Budget Calendar (DL)

**November 17, 2022 (3rd Thursday)**

Packets due to GM office: **November 3**

**Board Meeting**

- Q1 Reports: Finance, Performance, Transportation Options

**December 15, 2022**

Packets due to GM office: **December 1**

**Board Meeting**

- Consent: Advisory Committee Appointments
- Advisory Committee Chair/Vice-Chair Appointments
- January Service Change Briefing (DT)

**January 26, 2023**

Packets due to GM office: **January 12**

**Work Session**

- 

**Board Meeting**

- Adoption of 2023 Federal and State Legislative Agendas (AP)

**TO:** SAMTD BOARD OF DIRECTORS  
**FROM:** ALLAN POLLOCK, GENERAL MANAGER  
**SUBJECT:** CALENDAR OF SCHEDULED MEETINGS

**\*\* The District follows the guidelines regarding the Covid-19 pandemic set by the State and Federal governments for public transportation. The District currently holds their board and advisory committee meetings virtually using *Google Meet or Zoom*\*\***

- [CHERRIOTS.ORG/MEETINGS/](http://CHERRIOTS.ORG/MEETINGS/) for more information about a particular meeting.
- **PUBLIC COMMENTS:** [publictestimony@cherriots.org](mailto:publictestimony@cherriots.org) on any Board or advisory committee business; or to be added to the email distribution list for meeting announcements.
- [CHERRIOTS.ORG/GETTINGINVOLVED](http://CHERRIOTS.ORG/GETTINGINVOLVED) for more information about the advisory committees to the Board, or to contact your Board representative. Thank you for your interest in Cherriots.

## MAY 2022

3	Tue	10:00 AM	Oregon Transit Association Meeting
1-4			APTA Mobility Conference – Columbus, OH
5	Thu	6:00 PM	SAMTD Budget Committee Meeting 1
12	Thu	6:00 PM	SAMTD Budget Committee Meeting 2 (if necessary)
16-18			CFM Legislative Visit – Washington DC
19	Thu	6:00 PM	SAMTD Budget Committee Meeting 3 (if necessary)
			• <i>(for up-to-date information on Budget Committee Meetings, go to <a href="http://www.cherriots.org/meetings">http://www.cherriots.org/meetings</a>)</i>
26	Thu	5:30 PM	SAMTD Board Work Session **
		6:30 PM	SAMTD Board of Directors Meeting **
			• (Comcast Cable Channel 21 and Zoom)
30	Mon	<b>HOLIDAY</b>	<b>Memorial Day</b>   Cherriots Administrative Offices <b>Closed</b> Customer Service <b>Open</b>   <b>Holiday</b> bus service

## JUNE 2022

7	Tue	10:00 AM	Oregon Transit Association Meeting
18	Sat	8:30-1:30	Board Retreat
21	Tue	5:30 PM	Citizens Advisory Committee Meeting**
23	Thu	6:30 PM	Budget Hearing SAMTD Board of Directors Meeting
			• (Comcast Cable Channel 21 and Zoom)

*~ The Board of Directors votes on their meeting schedule for FY2023 at the June 23, 2022 meeting ~*

## JULY 2022

4	Mon	<b>HOLIDAY</b>	<b>Independence Day</b>   Cherriots Administrative Offices <b>Closed</b> Customer Service <b>Open</b>   <b>Holiday</b> bus service
5	Tue	10:00 AM	Oregon Transit Association Meeting
28	Thu	5:30PM	SAMTD Board Work Session

---

6:30 PM SAMTD Board of Directors Meeting  
• (Comcast Cable Channel 21 and Zoom)

## AUGUST 2022

---

KeizerFEST Sponsor Appreciation Luncheon  
KeizerFEST Parade

2 Tue 10:00 AM Oregon Transit Association

16 Tue 5:30 PM Citizens Advisory Committee Virtual Meeting\*\*

25 Thu 5:30 PM SAMTD Board Work Session  
6:30 PM SAMTD Board of Directors *Virtual* Meeting  
• (Comcast Cable Channel 21 and Zoom)

## SEPTEMBER 2022

---

5 **HOLIDAY** **Labor Day** | Cherriots Administrative Offices **Closed**  
Customer Service **Open** | **Holiday** bus service

22 Thu 5:30 PM SAMTD Board Executive Session \*  
• G.M. Performance Evaluation ORS 192.660(2)(i)  
6:30 PM SAMTD Board of Directors Meeting \*\*  
• (Comcast Cable CC:Media Channel 21 and Zoom)

## OCTOBER 2022

---

Oct 9-12, 2022 APTA TRANSform Conference - Seattle, WA

18 Tue 5:30 PM Citizens Advisory Committee

27 Thu 5:15 PM SAMTD Board Work Session \*\*  
6:30 PM SAMTD Board of Directors Meeting \*\*  
• (Comcast Cable Channel 21 and Zoom)

## NOVEMBER 2022

---

11 **HOLIDAY** **Veterans Day** | Customer Service **Open** | **Sunday Level Bus Service**  
Cherriots Administrative Offices **Closed**

17 Thu 6:30 PM SAMTD Board of Directors Meeting \*\*  
• (Comcast Cable Channel 21 and Zoom)

24 Thu **HOLIDAY** **Thanksgiving Day** | Cherriots Administrative Offices **Closed**  
Customer Service **Closed** | **No** bus service

## DECEMBER 2022

---

**Sat 7:00 PM Keizer Holiday Lights Parade**

13 Tue 5:30 PM Citizens Advisory Committee Virtual Meeting\*\*

15 Thu 6:30 PM SAMTD Board of Directors Meeting \*\*  
• (Comcast Cable Channel 21 and Zoom)

25 Sun **HOLIDAY** **Christmas Day** | Cherriots Administration Offices: **Closed**  
Customer Service **Closed** | **No** bus service

26 Mon **Cherriots Observed Holiday** | Cherriots Administration Offices: **Closed**  
Customer Service **Open** | **Regular** bus service

1 Sun **Jan 1** New Year's Day