

**SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS****~ WORK SESSION ~**

Monday, July 8, 2019

5:30 PM

Courthouse Square – Senator Hearing Room
555 Court Street NE, Salem, Oregon 97301**AGENDA****1. CALL TO ORDER**

- a. "SAFETY MOMENT" Thought for the Day
- b. Announcements

2. PRESENTATION - None**3. DISCUSSION**

- a. Service Enhancement Update – September 7 Activities **1**
- b. Fare Free Day..... **3**
- c. Briefing on ITS (CAD/AVL) Contract **5**
- d. South Salem Transit Center Project Update **7**
- e. Budget Committee Vacancies **13**
- f. Review Officer Duties, Requirements and Process **19**
- g. Board Policy 116 **21**

4. GENERAL MANAGER COMMENTS

- a. Draft Agenda for the July 25, 2019 Regular Meeting **29**
- b. Upcoming Board Agenda Items **31**
- c. Calendar Review **33**

5. ADJOURN

This is an open and public meeting in a place that is ADA accessible. Auxiliary hearing aids and services, and alternate formats are available to individuals with limited English proficiency. Requests can be made directly 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). Please allow for a 48 hour notice. Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.

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Mission

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

Values

Safety – Service Excellence – Communication – Innovation – Accountability



WORK SESSION MEMO

Agenda Item WS.3.a

To: Board of Directors

From: Patricia Feeny, Director of Communication

Thru: Allan Pollock, General Manager

Date: July 8, 2019

Subject: September 7, 2019 Event Update

The 2017 Oregon Legislature established a dedicated funding source for Cherriots to enhance and expand its services. Beginning in September, the District will deliver Saturday and later evening service to communities in the Mid-Willamette Valley.

Cherriots formed a Saturday's Alright for Riding Committee to plan, promote, and execute a celebration on the first day of Saturday service, Sept. 7.

This public event is scheduled from 10 a.m. to 4 p.m. at the Downtown Transit Center, with activities on or near the North Block.

Cherriots has reached out to both the Governor's and the Senate President's offices. While the District is working on its VIP invitation list, we need input from the Board of Directors. Tentatively, the formal part of the program, with invited speakers, is scheduled to begin at noon.

We will have a new bus available for people to tour. Staff representing Travel Training, Trip Choice, and Marketing will have tables with information and promotional items commemorating this special day in Cherriots history.

Vendors will set up food carts along Chemeketa between High and Church streets. To date, the Committee has secured a balloon artist, DJ, and Caesar the No Drama Llama. We will have transit hosts on hand to assure riders get to their correct bays and buses. Planning the event has been an inclusive process with representation from all our Divisions: Roxanne Beltz (Trip Choice), Carrie England (Finance), Patricia Feeny (Communication), Jolynn Franke (Planning), Linda Galeazzi (General Manager), Michiel Majors (Administration), Tricia McCain (Marketing), Tristan Reedy (Customer Service), and Julie Ryan (Operations).



WORK SESSION MEMO

Agenda Item WS.3.b

To: Board of Directors

From: Allan Pollock, General Manager

Date: July 08, 2019

Subject: Fare Free Days



On September 7th the District will begin Saturday service as a result of implementation of the “A Better Cherriots” service plan. This is the first Saturday with Cherriots service since January 2009. An event is planned for this day to celebrate this new service, as well as promoting Saturday service.

In accordance with Section 710.05 of District Policy 710 for Fare Changes, (attached) there are provisions for fare free days. In order to help attract new riders, providing fare free days to promote the new service may entice non-riders to give us a try.

The intent of this agenda item is for the Board to discuss the potential of offering “Fare Free” days on Saturdays during the month of September. There are four (4) Saturdays in September (7, 14, 21, and 28).



WORK SESSION MEMO

Agenda Item 3.c

To: Board of Directors

From: Chip Colby – Manager of Information Technology

Thru: Allan Pollock, General Manager

Date: July 1, 2019

Subject: Status of ITS Phase 4 RFP Effort – Comprehensive CAD/AVL

As a follow-up to the report delivered at the June Work Session, the ITS Phase 4 selection committee has identified a successful Proposer and solution. On June 24, 2019, the selection committee met to complete a final evaluation and scoring of the three (3) finalists. GVM Syncromatics was the successful proposer, obtaining the highest point evaluations based upon the evaluation criteria identified in the solicitation for solution implementation of the Comprehensive CAD/AVL project. The Executive Leadership team was briefed on this selection by members of the selection committee on July 2, 2019 and endorsed the justification provided by the committee for this selection.

The major last steps in the solicitation process will be -

- Contract negotiations, which are currently underway
- Contract draft & legal review
- Notice of Intent to Award once a contract is near to ready
- Protest Period
- Board approval of the selection and potentially a contract at the July Board Meeting
- Notice of Intent to Proceed once a contract has been signed

Once a project schedule has been developed, that information will be presented to the Board at a future Work Session; and we will include routine Work Session updates through the duration of the project.

Forecast substantial project completion is set for December 31, 2020.



To: Board of Directors

From: Stephen Dickey, Director of Strategic Initiatives and Program Management

Thru: Allan Pollock, General Manager

Date: July 8, 2019

Subject: South Salem Transit Center Project History and Next Steps – July 2019

Background and History

The background and history section of this memo is lengthy, but due to the time that has elapsed from the beginning of the South Salem Transit Center (SSTC) project, staff felt it would be helpful to provide a full summary of the project from beginning to the current status.

Conceptual Period

The idea for a SSTC came from the Strategic Business Plan developed by the SAMTD that was adopted by the Board of Directors in 2004. The core philosophy driving the business need for transit centers was derived from a concept known as the 3 C's. The three C's stood for Corridors, Circulators, and Centers. The concept focused on utilizing a network of high frequency corridors that operated on main arterials. The corridor routes were fed by less frequent circulator routes that provided coverage service into neighborhoods, and lower traffic commercial areas. In order for these two types of service to connect in an efficient customer friendly manner, centers would be developed in various strategically selected locations around the SAMTD service area. The first locations called out in the Strategic Business Plan were Keizer and south Salem.

Initial Project Funding and Site Selection

In order for the project to proceed, funding was sought for a site selection study for both Keizer and south Salem. In 2005, a Federal Transit Administration (FTA) section 5309 federal earmark was awarded to SAMTD for the purpose of conducting a site selection study for the two locations. In November 2006, a scope of work was developed to procure the services of a consultant team to assist with the site selection process. Waterleaf Architecture was awarded the contract and began working with SAMTD on the site selection process. The process started with evaluating locations in both Keizer and south

Salem based on a premise that a bus must be able to travel from the Downtown Transit Center (DTC) to the Keizer Transit Center (KTC), or the SSTC and return to the DTC in 30 minutes. With this stipulation, the intersection of River Road N and Chemawa Road in Keizer, and the intersection of Commercial Street SE and Madrona Street SE in south Salem were selected as the central focal point for the study in each area.

In 2005, the District received a federal grant of \$750,000 to advance the SSTC project. The site selection process moved ahead at the area of focus identified in the previous paragraph. By 2008, approximately \$70,000 had been spent to conduct an initial evaluation of potential transit center sites in south Salem.

Once the studies had identified potential locations in both areas, SAMTD conducted public involvement processes, and evaluated the practicality of the area of focus. It was determined that the 30 minute round-trip limitation was not realistic, and did not consider future growth in the greater Salem-Keizer urban area.

During this time period, funding for design and construction for SSTC was being sought by SAMTD. Applications for federal funding were submitted at every opportunity available from 2009 through 2018. These requests were repeatedly turned down for funding. As a result of the initial unsuccessful attempts to obtain funding, a decision was made to temporarily suspend active work on the SSTC project. The focus would remain to pursue funding for SSTC, while shifting active work to KTC.

While the SSTC project was unsuccessful in receiving funding, the KTC was successful in securing funding through federal earmarks, the American Recovery and Reinvestment Act (ARRA), and Connect Oregon programs. Eventually, enough funding was secured to move ahead with the design and construction of the transit center in Keizer, and SAMTD made a decision to focus on the completion of this project.

The process involved a final refinement of the site selection criteria that resulted in a site being located more central to SAMTD's service area and not just centered in Keizer. Design and construction moved forward without delay once the site had been selected. The design process included public input, and coordinating with the City of Keizer to ensure the design would be an asset to the business development of the greater Keizer Station development area. Construction proceeded on schedule and the KTC opened in July of 2013. The project was completed with the funding that was available with a remaining balance that is now being used to fund the construction of the signalized intersection at the entrance of KTC.

Once the KTC was complete, SAMTD restarted the site selection process for the SSTC. This effort used the remainder of the \$750,000 grant originally awarded to the SSTC project in 2005. In March of 2013, the SAMTD Board of Directors awarded a contract to Parsons-Brinkerhoff to conduct the site selection process.

The SSTC site selection study began in the spring of 2013 with market and stakeholder research that included a bus rider survey, community survey, and stakeholder interviews. The results of this research were presented to the Board on September 9, 2013. Subsequently, an Existing and Future Conditions Report was prepared which included demographics, and a land use and market analysis for the project study area. It also identified constraints and opportunities associated with the transit center.

A workshop with SAMTD and City of Salem identified site requirements. Based on the site requirements and findings from the Existing and Future Conditions report, eight potential areas for location of the transit center were reviewed. The analysis concluded that a site located in the vicinity of the Commercial Street SE and Kuebler Boulevard SE intersections would best serve current and future transit needs in south Salem.

In October of 2013, the SSTC site selection study was temporarily put on hold while SAMTD conducted a Comprehensive Service Analysis (CSA), which would provide additional guidance regarding the location and operational requirements for a transit center in South Salem. The CSA was completed in February 2014, and results from the study confirmed that the area in the vicinity of Commercial Street SE and Kuebler Boulevard SE would function best for the SSTC. However, the CSA led to some refinements to the specific geographic limits for the SSTC, as well as suggesting a slightly smaller transit center.

The SSTC study resumed in March 2014. Using direction provided by the CSA, a programming workshop was held on April 24, 2014 to consider revised SSTC site requirements. That workshop led to more specific site requirements, with a focus on minimizing travel time and site development costs, while still providing an efficient and effective site. Site requirements included a focus on locating the center within a tight geographic boundary very near Commercial Street SE between Baxter Road SE and Hilfiker Lane SE with multi-directional access, in order to minimize travel time. It also provided for a minimal building with flexible requirements for the number of bus bays and parking on site. It was estimated that the site would need to be at least 1.5 acres. More property would be needed if all six bus bays were off-street.

A comprehensive list of possible sites for the transit center was generated by using Geographic Information System (GIS) data to identify properties with certain characteristics regarding site size, zoning, and level of development. This information was supplemented with discussions with realtors and field visits.

Eight potential sites that met the minimum requirements were identified. These eight sites were evaluated against ten Board-adopted site selection criteria:

1. **Functionality:** Create a center that provides convenience for users (including convenient transfers between neighborhood routes and corridor routes) while minimizing traffic

impacts.

2. Capacity: Build a center that provides adequate space to accommodate existing and future, planned transit services.
3. Integration: Locate a center so that transit users have the opportunity to use nearby businesses or housing; design the transit center so it conveys the values of the surrounding community and builds a sense of place.
4. Value: Develop a center that will be cost-effective and efficient in meeting the needs of transit riders, the community and the District.
5. Efficiency: Develop a center that provides for efficient transit operations with a minimum amount of time required for transferring between bus routes.
6. Security: Create a center where visibility and design help riders, community members and employees feel safe and secure.
7. Accessibility: Develop a center that is fully accessible to a wide range of users including riders with special needs, pedestrians, cyclists, auto drop-offs/pick-ups, and park-and-riders.
8. Economic Vitality: Develop a center that supports economic development and community vitality.
9. Plans and Policies: Develop a center that is consistent with local and environmental plans and policies.
10. Community Support: Select a site that has community support for transit center use.

When the site selection study was completed, the site identified on the northeast corner of the intersection of Baxter Road SE, and Commercial Street SE, was selected as the preferred alternative. It is currently a part of the south Salem Walmart property. This location was accepted by the SAMTD Board of Directors as the preferred alternative. Notice had been provided to the three finalist locations prior to consideration by the Board of Directors. SAMTD staff had also met with representatives from each of the finalist locations before making a final recommendation.

As part of the contract for the Site Selection Study, the consultant team completed the National Environmental Protection Act (NEPA) process with the FTA (for confirmation of Categorical Exclusion that was received on November 5, 2015) and established a basic preliminary design for each of the finalist locations. The preliminary design was necessary to ensure the operational needs could be accommodated on the proposed site.

In 2015, the SSTC project was awarded a \$1,000,000 Connect Oregon V grant and in the same year, the Salem Keizer Area Transportation Study (SKATS) awarded a \$350,000 grant for the project. These funds were identified for property acquisition, design, and construction. The purpose of including all of these elements was an uncertainty of how much of the project could be accomplished with \$1.35 million, and any limitations on other sources of funds that might be acquired to complete the project. The Connect Oregon V grant funds have a five

year limit and the projects funded with Connect Oregon revenue must be completed within that timeframe to be eligible.

In April 2015, SAMTD also hired its third capital projects manager since December of 2010. The project manager inherited projects that were underway, but did not have a good set of documentation from the previous capital project manager that left five months prior. The third project manager made contact with Walmart Realty representatives, but in spite of multiple tries, was unable to establish a productive dialogue. However, this capital projects manager separated employment in October 2016. Again documentation was not complete leaving gaps in progress.

During the 2017-2018 budget process it was determined that SAMTD would hire a consulting firm to take on the project management responsibilities for all major capital projects, including the SSTC. Once the budget was adopted and the Request for Proposals process was complete, a contract with Mott MacDonald, LLC was signed in late 2017. Mott MacDonald proceeded to resume contact with Walmart and began moving the process forward. As they and their team had begun to make progress, it was becoming clear that Walmart may not be a willing seller and the potential for the use of eminent domain must be considered. This option was presented to the SAMTD Board of Directors and the board took formal action to support the use of eminent domain if that course of action was needed.

When it became clear that the use of eminent domain was becoming more likely, SAMTD legal counsel stepped into the lead role of communicating, and eventually negotiating with the Walmart Realty legal counsel. During this process, a meeting was held between Walmart representatives, including a representative from the corporate office in Bentonville, Arkansas, and SAMTD staff and legal counsel.

During this meeting, multiple design alternatives were presented by Walmart for consideration. SAMTD did review and consider the options, and had the City of Salem traffic engineer review the options for compliance with the city's traffic code. Upon review, it was determined that none of the design options were acceptable to the City of Salem, and would not meet the needs of SAMTD. The only option at the time was to proceed with eminent domain if the project were to move ahead.

A timeline was developed for the eminent domain process, final design and engineering, permitting and development review, and construction. It was determined that even with the most compressed schedule possible for all of these elements, it would not be possible to meet the five year deadline for use of the Connect Oregon funds. Based on that information, a decision was made to cancel the Connect Oregon V grant agreement, and release the funds back to the program.

The SSTC is still a priority project for SAMTD, however, staff will need to reassess the purpose and needs of the district, review and develop a solid attainable plan for the future construction of the SSTC. This will include a detailed project timeline, project funding, and the assignment of resources to manage the project efficiently for a successful outcome.

What is next?

While there is a need for the project priorities to be addressed, the goal will be to consider what options will efficiently meet those priorities for now and in the future. It is imperative that staff start with reevaluating what needs to be addressed with a transit center in south Salem. This includes how we reach the first and last mile from the SAMTD Core Network. Another issue to address is connectivity across all areas of south Salem keeping in mind that south Salem technically includes south Lancaster, the Mill Creek Corporate Center development, Fairview Industrial Park, as well as the residential and commercial development along and to the west Commercial Street SE.

Staff has considered the following options as a starting point for discussion:

- Reevaluate the eight sights that were identified in the last site selection process;
- Consider alterations to the area of focus at the central “hub” for transfers to take place;
- The possibility of a combination of an anchor station with multiple transfer locations;
- The possibility of transit oriented development (TOD) opportunities, i.e., transit center, affordable multi-family, and small retail/commercial; and
- Of course as with any planning process the possibility of doing nothing and continuing to operate as we do now.

Each of these options have pros and cons, but at this point, staff felt it would be appropriate enlist the services of a consulting firm to provide guidance, assistance, and work with SAMTD. The consultant will work with SAMTD through the process of site selection, acquisition, preliminary design, and FTA required environmental evaluation. SAMTD has formed an internal work-group focused on this project, and is in the process of developing a scope of work for issuing a Request for Proposals (RFP) for consulting services. The project currently has approximately \$1.9 million in federal grant funds (including local match) dedicated to the project.



WORK SESSION MEMO

Agenda Item WS.3.e

To: Board of Directors
From: Allan Pollock, General Manager
Date: July 08, 2019
Subject: Budget Committee

Resolution No. 2015-04, adopting rules governing proceedings and conduct of the Board of the Directors of the Salem Area Mass Transit District Rule 22-2 describes the requirements and provisions for establishing a budget committee.

Currently there are three citizen member positions that require action:

Subdistrict	Board Member	Citizen Member
1	Chi Nguyen	Vacant as a result of move to board
3	Sadie Carney	Current member, Russ Beaton, term expires 6/30/2019
5	Ian Thompson	Current member, Hersch Sangster, term expires 6/30/2019

I have attached an updated roster of budget committee members and Rule 22-2 for your review. The intent of this agenda item is to inform board members of current status so they can determine appropriate action for filling these vacancies.



**Salem Area Mass Transit District
BUDGET COMMITTEE**

July 1, 2019

BOARD MEMBERS

CITIZEN MEMBERS

• **SUBDISTRICT #1**

CHI NGUYEN

1665 Sisters Court NW
Salem, OR 97304

Term Expires 06/30/23

VACANT (CHI NGUYEN)

1936 Orchard Heights Road
Salem, OR 97304-2507

Appointed 02/22/18;
Appointment Expires 06/30/2020

• **SUBDISTRICT #2**

COLLEEN BUSCH

4064 Noon Avenue NE
Keizer OR 97303

Term Expires 06/30/21

MICHAEL DEBLASI, Secretary FY2020

1191 Mandarin Street NE
Keizer, OR 97303

Appointed 02/25/16; Reappointed 06/28/18;
Expires 06/30/21

• **SUBDISTRICT #3**

SADIE K. CARNEY

1595 5th St NE
Salem, OR 97301

Term Expires 06/30/23

VACANT (RUSS BEATON)

1025 21st Street NE
Salem, OR 97301
(503)581-0433

Appointed 12/08/16;
Appointment Expires 06/30/19

• **SUBDISTRICT #4**

DOUG RODGERS

2250 Brown Road NE
Salem, OR 97305

Term Expires 06/30/21

BILL HOLMSTROM

350 Hoyt Street SE
Salem, OR 9730

Appointed 09/27/09; Reappointed 09/27/12;
10/22/15; 06/28/18; Expires 06/30/21

**Salem Area Mass Transit District
BUDGET COMMITTEE**

July 1, 2019

BOARD MEMBERS

CITIZEN MEMBERS

• **SUBDISTRICT #5**

IAN T. DAVIDSON

4926 Wagon Rim CT SE
Salem, OR 97317

Term Expires 06/30/23

VACANT

(HERSCH SANGSTER, Chair FY2020)

5158 Lacey Street N
Keizer, OR 97303

Appointed 12/12/13; Reappointed 12/08/16;
Appointment Expires 06/30/19

• **SUBDISTRICT #6**

ROBERT KREBS

3435 Bluff Avenue SE
Salem, OR 97302

Term Expires 06/30/21

SCOTT BASSETT

2243 Wildwood Drive SE
Salem, OR 97304

Appointed 01/22/15; Reappointed 12/14/17
Appointment Expires 06/30/20

• **SUBDISTRICT #7**

CHARLES H. RICHARDS

5517 7th Ave SE
Salem, OR 97302

Term Expires 06/30/23

SHERONNE BLASI

2375 Summer Street SE
Salem, Oregon 97302

Appointed 03/26/15; Reappointed 12/14/17
Appointment Expires 06/30/20

• **BUDGET OFFICER**

ALLAN POLLOCK

General Manager/CEO
Salem Area Mass Transit District
555 Court Street NE, Suite 5230
Salem, OR 97301-3980

Phone: (503) 588-2424
Fax: (503) 566-3933
Email: allan.pollock@cherriots.org
or Board@cherriots.org

RULE 22. COMMITTEES

- a. The president, from time to time, or the Board, by majority vote of its members at any meeting, may appoint Board members and other interested private citizens and representatives of groups and organizations to serve on standing or special committees. At the time of appointment of such members, the president shall state the purpose and duties of the committee. Any committee authorized by the Board shall perform the duties prescribed by the Board at the time the committee was created and shall be subject to the direction and control of the Board. All committees shall have a chairperson elected as shown in Attachments A and B hereto. Recommendations of such committees shall be considered as advisory only.
- b. The purpose of each standing advisory committee, any conditions expressed by the District on the committee's organization or conduct, the membership and terms of appointment, and procedures for filling vacancies, shall be included as attachments to these bylaws.
- c. Except as may be specifically directed elsewhere in the bylaws, all provisions of these bylaws shall apply to committees and their meetings to the extent relevant, substituting "committee" for "Board", "committee members" for "directors", and "committee chairperson" for "president".
- d. All members of the Board and committees serve without compensation.
- e. Standing committees composed solely of members of the Board may not have more than three (3) members, and their sole purpose shall be to arrive at a specific recommendation for action to be taken by the full Board.

22-1 Executive Committee.

The president, vice president and treasurer shall serve on the Executive Committee. In the absence of a member of the Executive Committee 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 of Directors, 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 should be deferred to a special meeting of the Board.

22-2 Budget Committee.

Pursuant to the requirements and provisions of Section 294.414 of Oregon Revised Statutes, a budget committee shall consist of the Board and a like number of qualified electors of the District who shall be appointed pursuant to the following:

- 1) Prior to the first meeting of the Budget Committee in any given year, vacancies in the office of appointive members of the committee shall be filled by appointment of the Board.
- 2) Appointments to the Committee may, at the discretion of the Board be made as follows:
 - a) The Board member representing the subdistrict of the vacancy may recommend to the Board the appointment of a qualified elector.
 - b) The Board member representing the subdistrict of the vacancy may call for applications for the Budget Committee.
 - c) Appointive members of the Budget Committee shall be appointed for terms of three years, and subsequently, upon recommendation of the Board members and subject to Board approval, may be reappointed to such position.

2017 ORS 294.414¹ Budget committee

(1) Except as provided in ORS 294.423 (Governing body of certain municipal corporations to be budget committee), the governing body of each municipal corporation shall establish a budget committee in accordance with the provisions of this section.

(2) The budget committee shall consist of the members of the governing body and a number, equal to the number of members of the governing body, of electors of the municipal corporation appointed by the governing body; if there are electors fewer than the number required, the governing body and the electors who are willing to serve shall be the budget committee; and if there are no electors willing to serve, the governing body shall be the budget committee.

(3) The members of the budget committee shall receive no compensation for their services as members of such committee.

(4) Appointive members of the budget committee may not be officers, agents or employees of the municipal corporation.

(5) Appointive members of a budget committee that prepares an annual budget shall be appointed for terms of three years. The terms shall be staggered so that, as near as practicable, one-third of the terms of the appointive members end each year.

(6) Appointive members of a budget committee that prepares a biennial budget shall be appointed for terms of four years. The terms shall be staggered so that, as near as practicable, one-fourth of the terms of the appointive members end each year.

(7) If any appointive member is unable to serve the term for which the member was appointed, or an appointive member resigns prior to completion of the term for which the member was appointed, the governing body of the municipal corporation shall fill the vacancy by appointment for the unexpired term.

(8) If the number of members of the governing body is reduced or increased by law or charter amendment, the governing body of the municipal corporation shall reduce or increase the number of appointive members of the budget committee so that the number thereof shall be equal to but not greater than the number of members of the governing body. To effect a reduction, the governing body of the municipal corporation may remove such number of appointive members as may be necessary. The removals shall be made so that the number remaining will be divided into three, if the terms of the appointive members are governed by subsection (5) of this section, or four, if the terms of the appointive members are governed by subsection (6) of this section, equal or approximately equal groups as to terms. In case of an increase, additional appointive members shall be appointed for such terms so that they, together with the members previously appointed, will be divided into three or four, as appropriate under this section, equal or approximately equal groups as to terms.

(9) The budget committee shall at its first meeting after its appointment elect a presiding officer from among its members. [Formerly 294.336]



WORK SESSION MEMO

Agenda Item WS.3.f

To: Board of Directors

From: Allan Pollock, General Manager

Date: July 08, 2019

Subject: Board Officer Positions

Resolution No. 2015-04, adopting rules governing proceedings and conduct of the Board of the Directors of the Salem Area Mass Transit District Rule 8 describes responsibilities of officer positions. Rule 9 describes the requirements and provisions for electing board officers (Rule 8 and 9 are attached).

At the July 25th Board meeting the Board will elect the following officer positions:

- President
- Vice-President
- Secretary
- Treasurer

The intent of this agenda item is to inform the Board of the available officer positions, the primary responsibilities of the officers, and discuss the election process that will occur during the Board meeting.

RULE 8. OFFICERS

By majority vote of the whole membership of the Board, the Board shall choose from among its members the following officers with primary responsibilities as noted.

8-1 President.

The president shall call the meeting to order at the appointed time, preside at all meetings, decide all questions of order, and appoint the chairs for committees, commissions and task forces.

8-2 Vice President.

The vice president shall preside and perform the duties of the president, in his/her absence.

8-3 Secretary.

The secretary shall attest signatures of the District and may affix the seal to contracts and other instruments authorized to be executed by the District.

8-4 Treasurer.

The treasurer shall report on the financial status of the District, monitoring expenditure reports submitted by staff.

RULE 9. ELECTION OF OFFICERS

Election of officers shall be held at the first meeting in July in odd-numbered years. Officers serve for terms of two years, or until their successors are elected and qualified. No officer may serve more than two consecutive terms in the same office, but may serve thereafter in a different office. When a vacancy occurs in any office other than by expiration of the officer's term, the vacancy shall be filled by election by the Board of Directors when the need arises and the newly-elected officer shall take office immediately upon election, and shall serve the remainder of the unexpired term.



WORK SESSION MEMO

Agenda Item WS.X.x

To: Board of Directors

From: Allan Pollock, General Manager

Date: July 08, 2019

Subject: Board Policy 116, General Manager's Performance Evaluation and Compensation Change

Board Policy 116 provides guidelines for the general managers performance evaluation and compensation change process. Section 116.03 Evaluation Criteria states the criteria used to evaluate the general manager will be determined through the use of an evaluation document developed annually by the Board and general manager for the upcoming appraisal year listing the Board's primary goals and expectations.

The intent of this agenda item is to review the policy with the new Board and begin discussion on the development of goals and expectations of the general manager. I have attached a copy of Board Policy 116 and a blank evaluation form that has been used in the past.

Policy:	General Manager's Performance Evaluation and Compensation Change	Number: 116
Resolution: #98-04 adopted by the SAMTD Board of Directors on 03/26/98; amended by Resolution: #08-11 on 08/28/08; superseded by Resolution #11-04 on 02/24/11; Rescinded and replaced by Resolution: #2016-07.	Effective Date: 12-08-16	Page 1 of 3

116.01 PURPOSE

To provide guidelines for the General Manager's performance evaluation and compensation change process.

116.02 ROLES AND RESPONSIBILITIES

The SAMTD Board of Directors, as the governing body of the District, has the authority to appoint a general manager, based on the qualifications of the general manager with special reference to the actual experience in or knowledge of accepted practices in respect to the duties of the office of the general manager. A general manager shall hold office for an indefinite term and may be removed by the board only by an affirmative vote of a majority of the members. (ORS 267.135(1); ORS 192.660(2)(a)(b))

1. The Board of Directors is responsible for evaluating the performance of the General Manager.
2. The Director of Administration is responsible for ensuring the annual evaluation process is completed in accordance with District policy.

116.03 EVALUATION CRITERIA

The criteria used to evaluate the General Manager will be determined through the use of an evaluation document developed annually by the Board and General Manager for the upcoming appraisal year listing the Board's primary goals and expectations for the General Manager.

1. The criteria used will provide a benchmark of the Board satisfaction with the general management and leadership abilities of the General Manager that are:
 - a. Defined in advance
 - b. Objective in nature and to the extent possible, measurable;
 - c. Pertaining to outcomes over which the General Manager has a reasonable degree of control; and
 - d. Within the evaluation period from July 1 through June 30
2. The Board shall determine the weight to be assigned to each criterion in conjunction with the General Manager.
3. Consideration shall be given to any change in the General Manager's compensation package based on factors that include:
 - a. Merit increases, retirement contribution offsets or similar increases as specified in the General Manager's contract and in accordance with District guidelines.
 - b. Changes in benefits granted other District management employees.
 - c. Total compensation paid to General Managers of comparable transit districts in Oregon and Washington.
 - d. Total compensation paid to Salem area local government agency leaders

Policy:	General Manager's Performance Evaluation and Compensation Change	Number: 116
Resolution #98-04 adopted by the SAMTD Board of Directors on 03/26/98; amended by Resolution: #08-11 on 08/28/08; superseded by Resolution #11-04 on 02/24/11; Rescinded and replaced by Resolution #2016-07.		Effective Date: 12-08-16
		Page 2 of 3

- e. Performance as documented on the evaluation
- f. Performance toward accomplishment of defined goals communicated to the General Manager at the outset of the evaluation period.

116.04 ANNUAL EVALUATION PROCESS AND TIMELINE

The performance evaluation of the General Manager shall take place at the completion of each fiscal year in the month of September during a regular, special or emergency meeting in executive session.

1. The Director of Administration will work with the Board to complete the General Manager's annual performance evaluation process.
2. The General Manager provides the Board with copies of his/her self-evaluation of the prior fiscal year and his/her goals for the upcoming year.
3. Each Board member will receive an evaluation package with a Performance Evaluation Form and the General Manager's self-evaluation form. The Board will treat the evaluation package as confidential.
4. Completed performance evaluation forms will be returned to the Director of Administration within a predetermined time period. The Director of Administration will in turn ensure that all completed evaluation forms are tabulated and summarized; and shall include all comments from every Board member.
5. This compilation or composite performance evaluation will be reviewed by the Secretary of the Board for accuracy prior to its distribution to the Board for use during the evaluation process.
6. The Director of Administration provides a completed Composite Performance Evaluation to the Board and the General Manager and maintains a copy in the General Managers personnel file.

116.05 OPEN SESSION – REGULAR MEETING, SPECIAL OR, EMERGENCY MEETING

The process to evaluate the performance of the General Manager shall occur in accordance with Public Meeting Laws.

1. Executive Session
 - a. The performance evaluation of the General Manager shall take place in executive session during a regular, special or emergency meeting.
 - b. The General Manager will be present at the meeting(s) and may participate in the discussion of the results.
 - c. The Board will review the Composite Performance Evaluation and any other information relevant to the General Manager's performance evaluation; and develop a report and recommendation for the Board's consideration.
2. Any compensation change for the General Manager (e.g., increase in annual salary rate, a one-time merit pay award and/or increase in fringe benefits) will be adopted in open session.

Policy:	General Manager's Performance Evaluation and Compensation Change	Number: 116
Resolution: #98-04 adopted by the SAMTD Board of Directors on 03/26/98; amended by Resolution #08-11 on 08/28/08; superseded by Resolution #11-04 on 02/24/11; Rescinded and replaced by Resolution #2016-07.	Effective Date: 12-08-16	Page 3 of 3

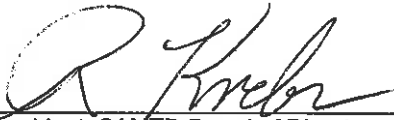
- When adopting a change in the General Managers' compensation package, the Board will verbally, for public record, provide an explanation for the change, and the change will be based on the evaluation criteria described in Section 116.03.

116.06 REVIEW OF POLICY

The Board will review this policy at least every three (3) years to ensure that it remains relevant and appropriate.

Adopted by:

Date:



12-08-2016

President, SAMTD Board of Directors / General Manager

General Manager/CEO Performance Evaluation FY 2019
July 2018–June 2019

Completed by: XX

Allan Pollock

Organizational Performance

The General Manager/CEO’s performance is critically linked to the District’s performance and implementation of the strategic plan and strategic operations plan. As part of the annual budget process a work plan is developed consistent with Board goals and priorities.

Creates a culture of accountability to accomplish work plan objectives; communicates progress to the Board, employees, stakeholders, and the public.

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Leadership, Management, and Administration

Effectively organizes and directs staff; motivates others to accomplish District objectives; ensures that management practices and procedures promote the safe, economical and effective use of resources (human, financial, capital); institutes programs, procedures and controls to ensure Board actions and policies are effectively administered

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Communication Skills

Communicates in a clear, concise, logical manner, both orally and in writing; communicates sensitive information with tact and impartiality; makes effective presentations, speeches, and briefings before the Board, elected officials, staff, community groups and the public.

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Representation of District and District's Interests

Creates a favorable impression; promotes a positive image of the District at various meetings of community groups and organizations; expresses and protects the District's interests.

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Intergovernmental Coordination

Works effectively and cooperatively with other governmental agencies at the federal, state, and local levels; coordinates activities between the District and other governmental agencies.

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Relationship to the Board

Provides effective staff support and communication; maintains open communications; understands group needs for information; cooperates and works with all members of the Board; investigates and responds in a timely manner to issues raised by the Board; anticipates Board needs; is responsible to Board's concerns and interests.

Not Satisfied 1	2	Satisfied 3	4	Extremely Satisfied 5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

XX

Open-Ended Questions:

1. Based on the self-evaluation, what have been the most significant achievements of the General Manager/CEO over the past year?

XX

2. From your perspective, are there specific leadership or management issues that you believe the General Manager/CEO could have addressed differently or with a higher priority? If yes, please explain.

XX

3. Of these difficult issues, are you satisfied with the way the General Manager/CEO addressed them? Are there things you think should have been handled differently?

XX

4. Additional Comments?

XX

Salem Area Mass Transit District
BOARD OF DIRECTORS MEETING
Thursday, July 25, 2019 at 6:30 PM
Courthouse Square – Senator Hearing Room
555 Court Street NE, Salem, Oregon 97301

AGENDA

- A. CALL TO ORDER** (President Robert Krebs)
1. Note of Attendance for a Quorum
 2. Pledge of Allegiance (Director Colleen Busch)
 3. “Safety Moment” Thought for the Day
- B. ANNOUNCEMENTS & CHANGES TO AGENDA**
- C. PRESENTATION**
Capitol City Cycle Share Program
- D. PUBLIC COMMENT**
Time is designated at each Board meeting for members of the public to testify on any items of Board business, being limited to three minutes.
- E. CONSENT CALENDAR**
Items on the Consent Calendar are considered routine business and are adopted as a group by a single motion unless a Board member requests to withdraw an item. Action on items pulled for discussion will be deferred until after adoption of the Consent Calendar.
1. **Approval of Minutes**
 - a. Minutes of the 2019 Board Work Session
 - b. Minutes of the 2019 Board Meeting
 2. **Routine Business**
- F. ITEMS DEFERRED FROM THE CONSENT CALENDAR**
- G. ACTION ITEMS**
1. Approval of Contract for ITS (CAD/AVL) Project
 2. Approval of Contract for Purchase of Paratransit Vehicles
 3. Resolution #2019-07 Approval of Fare Free Saturdays in September 2019

H. INFORMATIONAL REPORTS

1. Preliminary Annual EOY FY2019 Financial Report (handout at Board meeting)

I. ELECTION OF OFFICERS

By majority vote of the whole membership of the Board, the Board shall choose from among its members a President, Vice-President, Secretary and Treasurer for a term of two years.

J. GENERAL MANAGER'S REPORT

K. BOARD OF DIRECTORS REPORTS

Board members report on their Board assignments as representatives of the District.

L. ADJOURN BOARD MEETING

Next Regular Board Meeting Date: Thursday, August 22, 2019

This is an open and public meeting in a place that is ADA accessible. Auxiliary hearing aids and services, and alternate formats are available to individuals with limited English proficiency. Requests can be made directly 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). Please allow for a 48 hour notice. Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.

For an electronic copy of the Board's agenda packet, go to www.cherriots.org/board.

Esta es una reunión pública y abierta en un lugar al que la ADA puede acceder. Los audífonos y servicios auxiliares y los formatos alternativos están disponibles para personas con dominio limitado del inglés. Las solicitudes se pueden hacer directamente al Secretario de la Junta por teléfono al 503-588-2424 o con la asistencia de TTY: Servicios de retransmisión de Oregón al 1-800-735-2900 (o 711). Permita un aviso de 48 horas. El horario de la oficina de administración de Cherriots es de lunes a viernes de 8:00 a.m. a 5:00 p.m.

Para obtener una copia electrónica del paquete de la agenda de la Junta, vaya a www.cherriots.org/board.

Upcoming Board Meeting and Work Session Agenda Items
July 1, 2019

Work Session	Board Meeting
July 8, 2019 Packets due to GM office: Jul 1 <ul style="list-style-type: none"> • Service Enhancement Discussion – <ul style="list-style-type: none"> ○ September 7 Activities • Board Policy 116 • Budget Committee Vacancies • Fare Free Day • Briefing on ITS Contract • South Salem Transit Center Update • Review officer duties, requirements & process 	July 25, 2019 Packets due to GM office: July 11 <ul style="list-style-type: none"> • Capitol City CycleShare Program • Accept Prelim Annual EOY FY2019 Financial Report <i>(handout at Board meeting)</i> • Election of Officers • Resolution #2016-07 Fare Free Saturdays • ITS (CAD/AVL) Contract • Contract for Paratransit Vehicles
August 12, 2019 Packets due to GM office: Aug 5 <ul style="list-style-type: none"> • Supplemental Service Contract • SDIS Board Best Practices Assessment • Review Neighborhood Association Contacts • Service Enhancement Discussion – <ul style="list-style-type: none"> ○ September 7 Activities • Board Committee Assignments 	August 22, 2019 Packets due to GM office: August 8 <ul style="list-style-type: none"> • Report on Kuebler Blvd Express Route Study • Contract Amendment Allied (New Service) • Trip Choice Report – 4th Quarter/Year End • Performance Report – 4th Quarter • September Service Change Briefing • MV Contract Amended/Modification • Board Committee Assignments
September 9, 2019 Packets due to GM office: Sep 2 <ul style="list-style-type: none"> • Proposed FY2021 Budget Calendar • Service Enhancement Discussion 	September 26, 2019 Packets due to GM office: September 12 <ul style="list-style-type: none"> • Accept annual security report • Approval of annual SDIS board check list © • FY 2019 Performance Report • Budget Committee Appointments
October 14, 2019 Packets due to GM office: October 4 <ul style="list-style-type: none"> • 	October 24, 2019 Packets due to GM office: October 10 <ul style="list-style-type: none"> • Approval of FY2021 Budget Calendar (C)
November 12, 2019 Tuesday Packets due to GM office: November 1 <ul style="list-style-type: none"> • STIFAC / CAC / STFAC Updates for Dec meeting <ul style="list-style-type: none"> ○ Member Appointments ○ Chairs & Vice-Chairs Appointments 	November - No Board meeting

<p>December – No work session</p>	<p>December 12, 2019 Packets due to GM office: November 27 (Wed)</p> <ul style="list-style-type: none"> • CONSENT CALENDAR: <ul style="list-style-type: none"> ○ Committee Appointments-STFAC/CAC ○ Appoint Chair & Vice-Chair CAC • January Service Change Briefing • Q1 Finance, Trip Choice, Perf Report
<p>January XX, 2020 Packets due to GM office: January X</p> <ul style="list-style-type: none"> • Present Draft 2020 Legislative Agenda 	<p>January XX, 2020 Packets due to GM office: January XX</p> <ul style="list-style-type: none"> • Adoption of 2020 Legislative Agenda
<p>February XX, 2020 Packets due to GM office: February X</p> <ul style="list-style-type: none"> • 	<p>February XX, 2020 Packets due to GM office: February XX</p> <ul style="list-style-type: none"> • Q2 Finance, Trip Choice, Performance Report
<p>March xx, 2020 Packets due to GM office: March 4</p> <ul style="list-style-type: none"> • 	<p>March xx, 2020 Packets due to GM office: March 14</p> <ul style="list-style-type: none"> •
<p>April XX, 2020 Packets due to GM office: Apr x</p>	<p>April xx, 2020 Packets due to GM office: April xx</p>
<p>May 13, 2020 Packets due to GM office: May x</p> <ul style="list-style-type: none"> • FY2021 Board Meeting Schedule 	<p>May 23, 2020 Packets due to GM office: May x</p> <ul style="list-style-type: none"> • Consent: Adopt FY2021 Board Meeting Schedule • Q3 Trip Choice, Performance, Finance
<p>June XX, 2020 Packets due to GM office: Jun x</p> <ul style="list-style-type: none"> • 	<p>June XX, 2020 Packets due to GM office: June XX</p> <ul style="list-style-type: none"> • Budget Hearing • Res#2019-05 Adopt FY20 Approved Budget • Consent: Approve FY2020 United Way Donation
<p>To Be Scheduled</p> <ul style="list-style-type: none"> • Uniform Contract • Staggered Terms for Committees • Appoint Committee Chairs and Vice-Chairs • Board Retreat 	<p>To Be Scheduled</p>

UPDATED: July 3, 2019

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

**Meetings are held in the Senator Hearing Room at
 Courthouse Square, 555 Court St NE, unless otherwise noted**

• JULY 2019

4	Thu	CLOSED	HOLIDAY 4th of July Cherriots Administration Offices-Customer Service Closed; NO Bus Service
8	Mon	5:30 PM	SAMTD Board Work Session
25	Thu	6:30 PM	SAMTD Board of Directors Meeting <ul style="list-style-type: none"> • Officer Elections

• AUGUST 2019

12	Mon	5:30 PM	SAMTD Board Work Session
22	Thu	6:30 PM	SAMTD Board of Directors Meeting

• SEPTEMBER 2019

2	Mon	CLOSED	HOLIDAY: Labor Day Cherriots Administration Offices-Customer Service; Closed - NO Bus Service
3	Tue 3:00-4:30p	CHERRIOTS SERVICE CHANGES (go to: http://cherriots.org/en/changes) Special Transportation Fund Advisory Committee
7	Sat	SATURDAY SERVICE BEGINS <ul style="list-style-type: none"> • Saturday Service Events at the Downtown Transit Center
9	Mon	5:30 PM	SAMTD Board Work Session
17	Tue	5:30 PM	Citizens Advisory Committee
26	Thu	6:30 PM	SAMTD Board of Directors Meeting

• OCTOBER 2019

1	Tue	3:00 PM	Special Transportation Fund Advisory Committee
13-16			APTA's TRANSform Conference 2019 (fka APTA Annual Meeting) New York, NY
14		5:30 PM	SAMTD Board Work Session
24	Thu	6:30 PM	SAMTD Board of Directors Meeting
27-30		Oregon Public Transportation Conference <ul style="list-style-type: none"> • Seaside Civic & Convention Center

• NOVEMBER 2019

3	Sun	2:00 AM	DAYLIGHT SAVING TIME ENDS – Fall Back
5	Tue	3:00 PM	Special Transportation Fund Advisory Committee

11	Mon	CLOSED	HOLIDAY: Veterans Day Observance Cherriots Administration Offices/Customer Service Closed; NO Bus Service
12	Tue	5:30 PM	SAMTD Board Work Session
21	Thu	CLOSED	HOLIDAY: Thanksgiving Day Cherriots Administration Offices-Customer Service Closed; NO Bus Service

• **DECEMBER 2019**

TBD		11:30a-1:30p	Cherriots Employee Holiday Luncheon
12	Thu	6:30 PM	SAMTD Board of Directors Meeting
14	Sat	7:00 PM	Keizer Holiday Lights Parade (5:45 PM Meet at Del Webb)
17	Tue	5:30-7:30p	Citizens Advisory Committee
25	Wed	CLOSED	HOLIDAY: Christmas Day Cherriots Administration Offices-Customer Service <i>CLOSED</i> ; NO Bus Service

• **JANUARY 2020**

1	Wed	CLOSED	HOLIDAY: New Year's Day Cherriots Administration Offices-Customer Service CLOSED ; NO Bus Service
7	Tue	3:00-4:30p	Special Transportation Fund Advisory Committee (STFAC)
13	Mon	5:30 PM	SAMTD Board Work Session
20	Mon		HOLIDAY: Martin Luther King Day Customer Service will be OPEN ; There will be regular bus service; Cherriots Administration Offices CLOSED
23	Thu	6:30 PM	SAMTD Board of Directors Meeting

• **FEBRUARY 2020**

4	Tue	3:00-4:30p	Special Transportation Fund Advisory Committee
10	Mon	5:30 PM	SAMTD Board Work Session
17	Mon	CLOSED	HOLIDAY: President's Day Cherriots Administration Offices-Customer Service CLOSED ; NO Bus Service
27	Thu	6:30 PM	SAMTD Board of Directors Meeting

• **MARCH 2020**

3	Tue	9:00-11:15a	Special Transportation Fund Advisory Committee
9	Mon	5:30 PM	SAMTD Board Work Session
15-17		APTA Legislative Conference in Washington D.C.
17	Tue	5:30-7:30p	Citizens Advisory Committee
26	Thu	6:30 PM	SAMTD Board of Directors Meeting

• **APRIL 2020**

	Tue	3:00-4:30p	Special Transportation Fund Advisory Committee
13	Mon	5:30 PM	SAMTD Board Work Session
15		REMINDER to file SEI Report
	Wed	"Administrative Professionals" Day
	Thu	"Take our Daughters and Sons to Work" Day
23	Thu	6:30 PM	SAMTD Board of Directors Meeting