



SALEM AREA MASS TRANSIT DISTRICT

BOARD OF DIRECTORS MEETING AGENDA PACKET

Thursday, December 11, 2025 at 5:30 p.m.

Directors: Ramiro Navarro Jr. | Sadie Carney | Maria Hinojos Pressey |
Ian Davidson | Sara Duncan | Bill Holmstrom

Available meeting formats:

In Person: *Senator Hearing Room*, 555 Court Street NE, Salem, Oregon 97301

Zoom Gov: **Meeting ID:** 161 115 6964 | **Passcode:** 680098

Link: <https://cherriots->

[org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NJWWkxeXJSNnE5dz09](https://cherriots-org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NJWWkxeXJSNnE5dz09)

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Live Stream: <https://www.capitalcommunitymedia.org/all>

Comcast Channel 21

Public Comment: Community members may provide comments on transit-related matters during the meeting, with a three-minute time limit per speaker. Comments can be submitted in writing, by email, in person, or via ZoomGov. Written comments received by 12:00 P.M. on the meeting day will be included in the official record.

Email: Board@cherriots.org

Mail: Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Consent Calendar: Routine items are adopted collectively through a single motion unless a Director requests to remove an item. Any item withdrawn for discussion will be addressed after the Consent Calendar is approved.

Board of Director Report: Board members report on transit-related issues, including committee participation, community outreach, and special projects representing the District.

Closed Captioning (CC): ZoomGov's live streaming platform offers Closed Captioning (CC) to enhance viewer participation, though translations may not always be accurate.

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Formatos de reunión disponibles:

En persona: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301

Zoom Gov: Meeting ID: 161 115 6964 | **Código de acceso:** 680098

Link: <https://cherriots->

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Comcast Canal 21

Comentarios del público: Los miembros de la comunidad pueden hacer comentarios sobre asuntos relacionados con el tránsito durante la reunión, con un límite de tiempo de tres minutos por orador. Los comentarios pueden presentarse por escrito, por correo electrónico, en persona o a través de ZoomGov. Los comentarios por escrito recibidos antes de las 12:00 p.m. del día de la reunión se incluirán en el acta oficial.

Correo electrónico: Board@cherriots.org

Correo postal: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Calendario de Consentimiento: Los puntos de rutina se adoptan colectivamente mediante una sola moción, a menos que un Director solicite retirar un punto. Cualquier punto retirado para ser debatido se tratará después de la aprobación del Calendario de Consentimiento.

Informe del Consejo de Administración: Los miembros de la Junta Directiva informan sobre temas relacionados con el tránsito, incluida la participación en comités, la extensión a la comunidad y los proyectos especiales que representan al Distrito.

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Copias electrónicas: Los paquetes del orden del día están disponibles en <https://www.cherriots.org/meetings/>.

Lista de distribución por correo electrónico: Para inscribirse en la lista de distribución de reuniones públicas del Distrito, envíe un correo electrónico al Secretario de la Junta a publictestimony@cherriots.org.



AGENDA

1. CALL TO ORDER

- A. Note Attendance for a Quorum
- B. Safety Minute – Planning & Development
- C. Announcements | Changes to the Agenda

2. PRESENTATIONS

- A. Recognition of Million-Mile Transit Operator 04
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9. ADJOURN

NEXT MEETING: January 22, 2026 AT 5:30 P.M.



To: Board of Directors
From: Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Million Mile Operators

ISSUE

Shall the Board recognize Lionel Segura as achieving one million miles without a preventable accident?

BACKGROUND AND FINDINGS

In the transit industry, the Million Mile Club recognizes operators who demonstrate exceptional safety and long-term commitment. While programs vary by district, location, size of service area, etc., they share a common purpose: honoring operators who consistently prioritize safety and deliver an excellent rider experience.

At the District, Million-Mile status is achieved when an operator meets the following criteria:

- Works a minimum of 1,600 hours per calendar year of their employment; and
- Completes 12 consecutive years of revenue service driving without a preventable accident.

The District is proud to honor Transit Operator Segura for achieving Million-Mile status and for meeting the 1,600-hours requirement each year.

This outstanding operator will receive:

- Recognition at a regularly scheduled Board of Directors meeting;
- A reserved parking space at the Operations Headquarters;
- A bomber Jacket with a Million-Mile Club patch;
- A medallion decal placed on the curbside of a bus;
- \$1,000 for each million miles achieved (after taxes); and
- Placement on the wall of fame plaque at Operations Headquarters.

FINANCIAL IMPACT

Funding for this program will be covered by the operating budget from the Operations Division as approved and adopted in the FY2026 Budget.

Parking Space	Award (gross)	Jacket	Decal	Plaque
\$60.00	\$1,592.25	\$310.00	\$88.00	\$70.00
\$60.00	\$1,592.25	\$310.00	\$88.00	\$70.00
GRAND TOTAL:				\$2,120.25

RECOMMENDATION

Staff recommends the Board recognize Lionel Segura as achieving one-million miles without a preventable accident.

PROPOSED MOTION

I move that the Board recognize Lionel Segura as achieving one-million miles without a preventable accident.



BOARD MEETING MEMO

Agenda Item 4.B

To: Board of Directors
From: Kiki Dohman, Commuter Options Coordinator
Shofi Ull Azum, Chief Planning and Development Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: ToGo Program Spotlight Award – Vanpool Program

ISSUE

Shall the District's Vanpool Program receive the Transportation Options Group of Oregon (ToGo) award for its outstanding contribution and impact to the community?

BACKGROUND AND FINDINGS

At the Oregon Public Transportation Conference last month the District's Vanpool Program was awarded for the ToGo Program Spotlight Award in recognition of its measurable contributions to reducing drive-alone travel and advancing the goals of Oregon's Transportation Options Plan. This recognition reflects the success of our regional vanpool services in supporting long-distance commuters and employers across Marion, Polk, and Yamhill counties.

The program continues to demonstrate growth and regional impact. Last quarter, the District supported and subsidized 39 vanpools serving 214 commuters working in a diverse range of industry sectors, including agriculture, industrial trades, and federal government. These coordinated services reduce congestion, improve access to employment, and provide more sustainable and cost-effective transportation options for individuals traveling from outside the urban core.

Additionally, the program is currently included as a case study in Oregon Metro's Regional Vanpool Strategy. Throughout the development process, the Commuter Options Coordinator has provided program data, insights, and operational expertise to support the strategy's completion.

This award affirms District's leadership in expanding transportation options and supporting mobility solutions that strengthen economic opportunity and regional connectivity.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Thursday, October 23, 2025

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SALEM AREA MASS TRANSIT DISTRICT BOARD MEETING MINUTES

Thursday, October 23, 2025 at 5:30 p.m.

ATTENDEES: President Hinojos Pressey | Directors Joaquín Lara Midkiff | Ramiro Navarro Jr. | Sadie Carney | Ian Davidson | Sara Duncan | Bill Holmstrom

STAFF: GM Allan Pollock | DGM David Trimble | CSO Cliff Carpentier | CFO Denise LaRue | CELRO Jaél Rose | CPDO Shofi Azum | COO Tom Dietz | Security & Emergency Management Coordinator Karen Garcia | Senior Manager, Project & Contract Administration Melissa Kidd | Executive Assistants Crisandra Williams | Kirra Pressey

GUEST: Legal Counsel Sara Sayles | GFOA Representative Gloria Butsch

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m.

Attendance was noted and a quorum was present.

B. Safety Minute

Benefits and Leave Coordinator Amelia Crawford presented the safety minute highlighting psychological safety in the workplace.

C. Announcements | Changes to Agenda - None

2. PRESENTATIONS

A. GFOA Certificate of Achievement for Excellence in Financial Reporting

Presenter: CFO Denise LaRue and GFOA Representative Gloria Butsch

Staff Report: Pg. 4-7

CFO LaRue introduced Government Finance Officers Association (GFOA) representative Gloria Butsch, who presented the District with its 13th consecutive Certificate of Achievement for Excellence in Financial Reporting. Butsch described GFOA's mission to promote professionalism in public financial management and shared that it includes over 21,000 members from governments across the U.S., territories, and Canada. She explained the certification process involving a 79-page checklist with over 500 items and highlighted the rigorous standards for transparency. Butsch acknowledged the District's efforts in maintaining a high national standard of financial excellence and credited CFO LaRue, the Finance Division, and Board for their supportive role.

3. PUBLIC COMMENT

Public comment was received from Tyler McCulley and Jesse Peone (Salem Business Journal) for the Board's consideration. General Manager Pollock noted that staff is already reviewing the bus stop request mentioned in McCully's comment and will assess whether it can be implemented based on site conditions.

4. CONSENT CALENDAR

A. **Approval of Minutes**

- I. September 25, 2025 Board Meeting
- II. October 9, 2025 Board Work Session
- III. October 15 11, 2025 Work Session

B. **Routine Business Items**

- I. Award of Contract for KTC Entry Gate Construction
- II. Award of Contract for Uniforms
- III. Appoint Budget Committee Members



Action			
Motion:	I move to approve the Consent Calendar as presented.		
Motion by:	Director Ian Davidson	Second:	Director Sara Duncan
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, Duncan, and Holmstrom.		
Motion passes unanimously 7-0			

5. ITEMS DEFERRED FROM CONSENT CALENDAR – None

6. ACTION ITEMS

A. Approve Fiscal Year 2027 Budget Calendar

Presenter: CFO Denise LaRue

Agenda Packet: Pg. 23-25

CFO LaRue presented the FY 2026-27 budget calendar. She noted that Oregon budget law requires board adoption of a budget by June 30, 2026, to continue operating. CFO LaRue presented two options for scheduling the three required budget committee meetings: Option 1 (consecutive days May 5-7) or Option 2 (May 5, 7, and 12). After the budget meetings, the approved budget will be presented to the board at the June 25, 2026 meeting for a budget hearing and adoption.

Action			
Motion:	I move that the Board adopt the proposed FY2026-2027 Budget Calendar utilizing Option 2.		
Motion by:	Director Maria Hinojos Pressey	Second:	Director Bill Holmstrom
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, Duncan, and Holmstrom.		
Motion passes unanimously 7-0			

B. Approval of Surplus Bus Donation

Presenter: COO Tom Dietz

Agenda Packet: Pg. 26-27

COO Dietz proposed donating three surplus buses to the Oregon Department of Public Safety Standards and Training (DPSST) for confined space training. The financial impact is minimal since the District would have received only \$1,000-\$3,000 per bus at auction. Director Lara Midkiff questioned if the buses, though requiring over \$100,000 each for refurbishment, could serve transit roles instead of police training. President Hinojos Pressey clarified that surplus buses have been replaced and exceed their useful life in miles and years, noting the FTA's requirement to maintain a spare ratio of 26% or less. Director Davidson highlighted that the DPSST provides training for various public safety professions.

Action			
Motion:	I move that the Board authorize the General Manager to approve the donation of three (3) surplus buses to the Oregon Department of Public Safety Standards and Training		
Motion by:	Director Joaquín Lara Midkiff	Second:	Director Sara Duncan
Vote			
Aye:	President Hinojos Pressey, Directors, Navarro, Carney, Davidson, Duncan, and Holmstrom.		
Nah:	Director Lara Midkiff		
Motion passes 6-1			

C. Award of Contract for EAMS Software

Presenter: COO Tom Dietz

Agenda Packet: Pg. 28

COO Dietz recommended awarding a contract to Avail Technologies Inc. for an Enterprise Asset Management System (EAMS), with a budget not to exceed \$214,562. The current software is outdated and unsupported. Avail, having won the earlier Cherriots Intelligent Transportation Systems contract, was chosen after a Source Evaluation Committee review and will complete the district's fleet and asset management software suite.

Action			
Motion:	I move that the Board authorize the General Manager to enter into a contract with Avail Technologies, Inc. for the delivery of an Enterprise Asset Management System and approve a project budget amount not exceed \$214,562		
Motion by:	Director Ian Davidson	Second:	Director Ramiro Navarro Jr.
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, Duncan, and Holmstrom.		
Motion passes unanimously 7-0			

7. INFORMATIONAL REPORTS

A. Creating Community Connections Project Brief

Presenter: CELRO Jaél Rose, CPDO Shofi Azum, GM Allan Pollock

CELRO Rose reviewed the outreach campaign, which directly engaged 1,600 people face-to-face, reached over 5,000 through events, and recorded 10,000 meaningful online interactions with a reach of 180,000. She emphasized the campaign's aim to engage the community about the future of transit in Salem, Kaiser, and surrounding areas. CELRO Rose clarified misconceptions,



noting ridership alone isn't the full success measure as buses connect various community members. The Youth Zero Pass was highlighted as an investment in workforce development rather than a handout. Feedback also touched on funding mechanisms, showing how significant decision-making is to people.

CPDO Azum shared survey insights from June 12 to October 8, 2025, with 676 responses. The top priorities were improving weekend and weekday services, while introducing special event services was key for new services. September saw a spike in responses induced by a Chamber of Commerce email, largely from non-riders. Despite this, over 37% noted both enhancing current services and adding new ones as important. CELRO Rose concluded by stating transit extends beyond transportation to connection, opportunity, and access, noting increased options boost ridership. Board members appreciated the data, highlighting community needs for increased service frequency, especially in Northeast Salem and Kiezer.

GM Pollock presented a draft charter for a "Cherriots and Business Task Force" post a session with the Chamber and business coalition, suggesting a group with district board and coalition representation. The Board discussed and agreed on modifications to the charter to present to the Business Coalition the next day.

8. REPORTS

A. GENERAL MANAGER'S REPORT

GM Pollock reported that staff will attend the upcoming Oregon Transit Association conference. He also noted that Veterans Day service will follow a Saturday schedule and that the "Bustache November" campaign is launching in collaboration with No Shave November and MTM.

B. BOARD OF DIRECTORS REPORT

President Hinojos Pressey and Directors provided reports on committees and activities in which they represent the District.

9. ADJOURN

President Hinojos Pressey adjourned the meeting at 7:48 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT
BOARD WORK SESSION MINUTES

Thursday, November 13, 2025 at 5:30p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Sadie Carney | Ian Davidson (Virtual) | Sara Duncan | Bill Holmstrom Absent: Directors Ramiro Navarro Jr.
STAFF: GM Allan Pollock | CSO Cliff Carpentier | CFO Denise LaRue | CELRO Jaél Rose | CPDO Shofi Ull Azum | COO Tom Dietz | Executive Assistants Crisandra Williams | Kirra Pressey

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m.
Attendance was noted.

B. Safety Minute

COO Dietz presented the safety moment, highlighting safety tips for cooking this holiday season.

C. Announcements | Changes to Agenda – None

2. PRESENTATIONS - None

3. DISCUSSIONS

A. Task Force Activity & Logistics

Presenter: GM Allan Pollock

GM Pollock presented two documents to the board: a draft of the task force charter that was sent to the coalition and the coalition's response. The goal of the discussion was to gather feedback from board members to finalize the document to send back to the coalition.

Director Holmstrom expressed appreciation for the staff's work in drafting the initial document. He noted that while the coalition's response was lengthy and contained some unnecessary commentary, they had responded quickly as requested. He felt the outcome proposed by the coalition was too broad and would benefit from being more targeted, though he acknowledged the value in hearing about the realities and context in which businesses operate.

Director Duncan shared similar sentiments, expressing concern that the coalition had completely removed any mention of the business tax from the document, which was the original purpose for starting the process. She mentioned being told that the Chamber of Commerce had been speaking at events stating their goal was to reduce the tax to zero or very low. She also felt that Meeting 3 as described in the coalition's response had become too extensive with added topics that might not be feasible in one meeting. Duncan highlighted a fundamental difference in perspective between the two groups: the board sees Cherriots as a public good, while the coalition seems to view it as a business.

Director Carney noted concern about a specific line in the coalition's response that suggested Cherriots should "demonstrate progress on operational efficiency system redesign and national best practices before requesting new revenue," which seemed to imply the district hadn't already implemented best practices.



GM Pollock presented a compromise document that attempted to incorporate both perspectives. The revised document outlined the task force goal as "strengthening community, mobility, and economic vitality" and working toward identifying recommendations to address long-term growth. It structured meetings to provide education about Cherriots' plans and performance while also allowing the coalition to share their perspective on the business climate. The final meetings would focus on reviewing service enhancement plans tied to potential tax rates and developing recommendations.

Director Duncan appreciated GM Pollock's work on the compromise document and suggested ensuring that economic benefits of transit be clearly communicated, including the return on investment of \$2.15 for every dollar spent on transit and increased property values near transit stops. She also stressed the importance of including the historical context of how neighboring transit agencies were established with this tax and how Cherriots has repeatedly attempted to secure similar funding.

Director Holmstrom agreed with Director Duncan's points and praised GM Pollock's work on the document. He suggested possibly switching the order of Meetings 2 and 3 depending on speaker availability.

Director Davidson expressed support for the compromise document but raised a concern about whether the current approach was correct. He suggested the possibility of a "blue ribbon committee" of business community representatives that would make recommendations to the board without Board members being committee members. Other Directors disagreed with this approach, preferring direct Board involvement in the discussions to ensure transparency, balance, and fulfillment of their commitment to negotiate with the business community.

The Board agreed to move forward with GM Pollock's compromise document with the suggested edits, including modifying language about "growth of the district" to reflect community needs and changing "historical review of local voter rejections of previous payroll tax initiatives" to more neutral language about "local voter outcomes of previous tax proposals."

B. Creating Community Connections Continued Discussion

Presenter: GM Allan Pollock

GM Pollock noted that there was little to discuss on this item as the work had been wrapped up and they were now waiting for the task force process to continue.

4. GENERAL MANAGER COMMENTS

CELRO Rose briefed the Board on the first annual Bustache event, noting strong attendance, diverse participants, and over 300 likes on social media. The event included battery electric bus tours and received great support from Maintenance, Leadership, HR, Accounting, and Marion County.

CFO LaRue announced her resignation to join another public agency, with her last day on December 16. Board members thanked her for her service and for ensuring ample training time before her departure. She noted she is leaving behind a fully staffed and capable team.



A. Upcoming Agenda Items

B. Board Calendar

GM Pollock reviewed the upcoming agenda and calendar items.

5. ADJOURN

President Hinojos Pressey adjourned the meeting at 6:18 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



BOARD MEETING MEMO

Agenda Item 4.B.I

To: Board of Directors
From: Kirra Pressey, Executive Assistant/Clerk of the Board
Shofi Ull Azum, Chief Planning and Development Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Member Appointment and Reappointment

ISSUE

Shall the Board reappoint committee members Steve Anderson and Stephen Dobrinich and appoint the following applicants as members to the STIFAC?

- Michael DeBlasi
- Eunice Kim
- Kathleen McClaskey
- Cory Miskey

BACKGROUND AND FINDINGS

In accordance with the STIFAC Bylaws, Article II, Section 1 (Appointment, Membership, Qualification, and Terms), members of STIFAC are appointed by the Board and serve at the pleasure of the Board. The Committee may have no more than 11 voting members, and each member must meet one or more of the qualifications outlined in Article II, Section 2 at the time of appointment and throughout their term. The Board will make every effort to appoint members who represent diverse interests, perspectives, geography, and the population demographics of the area.

Article II, Section 6 states that when a vacancy occurs, the Board may elect to fill the position, with the appointee serving the remainder of the unexpired term of their predecessor. Service in an unexpired term does not count toward term limits described in Article II, Section 3. This provision does not apply to the current recommendations, as none of the appointments fill an unexpired term. The Board may select an appointee from individuals who have expressed interest, through a call for applications, or through any other method determined appropriate by the Board.

To qualify for STIFAC membership under Article II, Section 2, individuals must be knowledgeable about the public transportation needs of residents or employees within, or traveling to and from, the District. They must also be a member of, or represent, one or more of the following:

- Local governments, including land use planners
- Public Transportation Service Providers
- Non-profit entities providing public transportation services
- Neighboring public transportation service providers

- Employers
- Public health, social, and human service providers
- Transit users
- Transit users who depend on transit for daily activities
- Individuals age 65 or older
- People with disabilities
- Low-income individuals (individuals experiencing economic hardship)
- Social equity advocates
- Environmental advocates
- Bicycle and pedestrian advocates
- Individuals with limited English proficiency
- Educational institutions
- Major destinations for public transit users

STIFAC must include at least one person who is or represents low-income individuals, people with disabilities, or individuals age 65 or older, as well as at least one Public Transportation Service Provider or non-profit public transportation provider. To the extent practicable, the Board will appoint members from both within and outside the District boundaries.

See below for current applicants and reappointments and the representation they bring to the STIFAC.

The following individuals are being considered for appointment or reappointment to STIFAC, with a brief look at the constituents they represent. For more information, their applications can be found in the attachment listed in the chart below.

FINANCIAL IMPACT

None

RECOMMENDATION

The STIFAC and staff recommends that the Board reappoint committee members Steve Anderson and Stephen Dobrinich and appoint Michael DeBlasi, Eunice Kim, Kathleen McClaskey, and Cory Misley to the Statewide Transportation Improvement Fund Advisory Committee for terms beginning January 1, 2026, and ending December 31, 2027, as outlined in Attachment G.

PROPOSED MOTION

I move that the Board reappoint committee members Steve Anderson and Stephen Dobrinich and appoint Michael DeBlasi, Eunice Kim, Kathleen McClaskey, and Cory Misley to the Statewide Transportation Improvement Fund Advisory Committee with terms to commence on January 1, 2025.

Name	Location	Title	New Appointment	Reappointment	Represents																		Attachment
					Bicycle and Pedestrian Advocates	Black, Indigenous, and People of Color	Educational Institutions	Employers	Environmental Advocates	Individuals Age 65 or Older	Individuals with Disabilities	Individuals with Limited English Proficiency	Local Governments, Including Land Use Planners	Low-Income Individuals	Major Destinations for Users of Public Transit	Neighboring Public Transportation Service Providers	Non-Profit Entities which Provide Public Transportation Services	Public Health, Social, and Human Service Providers	Public Transportation Service Providers	Transit Users who Depend on Transit for Accomplishing Daily Activities	Veterans		
Michael DeBlasi	Keizer, OR	Permitting Coordinator, Oregon Department of State Lands	X		X				X													A	
Eunice Kim	Portland, OR	Long-Range Planner, City of Salem	X			X						X										B	
Kathleen McClaskey	Woodburn, OR	Transit Manager, City of Woodburn	X							X	X	X		X	X	X	X		X			C	
Cory Misley	Silverton, OR	City Manager, Silverton	X					X					X			X						D	
Steve Anderson	Salem, OR	Previous Consultant, ODOT		X	X	X			X	X	X	X	X	X							X	E	
Stephen Dobrinich	Salem, OR	Transportation Planner, Salem-Keizer Area Transportation Study		X									X									F	



Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Application

Please return completed, signed application by mail or email to the address below

Salem Area Mass Transit District Attn. Executive Assistant Kirra Pressey

555 Court St. NE Suite 5230, Salem, Oregon 97301 | kirra.pressey@cherriots.org | (503) 588-2424

Personal Information

Full Name:	Michael	Anthony	De Blasi
	First	Middle	Last
Address:		Keizer	OR 97303
	Street Address	City	State Zip
Email:		Phone:	

To be eligible to serve, members must be knowledgeable about the public transportation needs of residents or employees located within or traveling to or from SAMTD's service area or Marion or Polk Counties; and be a person who is a member of or represents one or more of the following. Please identify the category you believe you represent with an checkmark. You may select more than one category.

Check all that apply:

- | | |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Bicycle and Pedestrian Advocates | <input type="checkbox"/> Low-Income Individuals |
| <input type="checkbox"/> Black, Indigenous, and People of Color | <input type="checkbox"/> Major Destinations for Users of Public Transit |
| <input type="checkbox"/> Educational Institutions | <input type="checkbox"/> Neighboring Public Transportation Service Providers |
| <input type="checkbox"/> Employers | <input type="checkbox"/> Non-Profit Entities which Provide Public Transportation Services |
| <input checked="" type="checkbox"/> Environmental Advocates | <input type="checkbox"/> Public Health, Social, and Human Service Providers |
| <input type="checkbox"/> Individuals Age 65 or Older | <input type="checkbox"/> Public Transportation Service Providers |
| <input type="checkbox"/> Individuals with Disabilities | <input type="checkbox"/> Transit Users who Depend on Transit for Accomplishing Daily Activities |
| <input type="checkbox"/> Individuals with Limited English Proficiency | <input type="checkbox"/> Veterans |
| <input type="checkbox"/> Local Governments, Including Land Use Planners | |

Please explain how your background including employment, education and experience qualifies you for membership on the STIFAC. You may attach a brief bio or resume. Links to personal web pages or blogs you want considered are also welcome.

I believe that, while I have not "walked in everyone's shoes", my education and life experiences make me a strong candidate for the Salem Area Mass Transit's State Transportation Improvement Fund Advisory Committee.

Since 2012, I have been employed by the Oregon Department of State Lands, where I am a permitting coordinator regulating impacts to wetlands and waterways from projects ranging from residential, commercial and industrial development to transportation and other infrastructure installation and maintenance. Prior to this I have worked as a hydrologist for federal, state, and tribal agencies.

Shortly after moving to Keizer, I became a member of the Cherriots Community Advisory Committee. After stepping down from that role, I was a member of the Budget Committee for several years.

Around 2014, I joined the Keizer Planning Commission, which is a term-limited appointment. Overlapping with this, I joined Keizer's Traffic Safety, Bikeways, and Pedestrian Committee (now called the Multi-Modal Safety Committee). We are an intermediary for the public and the city government, advise the Council on transportation safety needs, and request funding for safety projects. I am currently serving my second term as the committee Chair.

In 2019, I was a member of the Keizer Revitalization Plan/Citizen Advisory Committee, which provides a vision for revitalization of the River Road/Cherry Avenue area, a key commercial corridor in the city of Keizer.

In late 2023, I was a member of the Oregon Water Resources Department's Water Project Grants and Loans (WPG&L) projects advisory committee. Water Project Grants and Loans provides grants for projects to evaluate, plan, and develop instream and out-of-stream water supply projects. The RAC/RAC recommends how these funds will be spent.

In late 2024, I became a member of the Western Oregon Bureau of Land Management's Resource Advisory Committee. This RAC provides advice and recommendations on all aspects of public land management, including Secure Rural Schools Title II recommendations, to the BLM's Coos Bay, Medford, Roseburg, and Northwest Districts as well as part of the Lakeview District. The Secure Rural Schools and Community Self-Determination Act Title II funds are managed by Federal agencies and the Western Oregon RAC recommends how these funds will be spent. Title II funds are designed to make investments in public lands and create additional employment opportunities through community-based solutions to public lands challenges such as wildfire fire prevention, trash removal, watershed restoration, road maintenance, control of noxious weeds, etc.

In 2024, I was a member of 1000 Friends of Oregon's Land Use Leadership Initiative. This program has mentored more than 250 community leaders on Oregon's land use system and how it shapes communities' decisions about land development and use. It brings together community leaders with a wide range of perspectives to work together for the outcomes community needs.

Why do you want to serve on the STIFAC?

I believe that my life's experiences provide a strong answer as to why I want to be on the STIFAC. While my formal education is in natural resources, with a focus on hydrology and aquatic ecology, I have had a longer, informal education in land use planning and transportation. I grew up in New Jersey, where I saw the aftermath of turning away from great land use and transportation that existed until the 1940's into the opposite from the 1950's to the present. I have lived throughout the country in urban, suburban and rural areas, where I have experienced robust, poor and "this is the best we can do" transit and non-vehicle transportation systems. I have been fortunate enough to travel in Europe, where I used well designed and integrated transportation and in South America using systems held together with hope and minimal resources, but still providing a vital service. These experiences, along with my activism, advocacy, and reading everything I can get my hands on, has given me the transportation and land use knowledge level of a college graduate with one of those degrees.

Many of us have the feeling that "if I wasn't doing what I am doing now for work, I'd be working on my other passion". While I have spent the last three decades in natural resources management, land use and transportation planning would have been my other path. In some regards, they are similar. Despite what many in the land use and transportation professions believe, buildings and transportation systems are not just blocks to be moved on a board. Rather, they are made up of individuals and groups working in harmony and conflict while responding to internal and external forces. Natural ecosystems work in a similar way. And just as an ecosystem can collapse from too much conflict or too many negative forces, communities and transportation systems can collapse. Like a biodynamic farmer, a wise person manages and supports those systems to be robust and resilient.

Given my experience as a transit, pedestrian and biking advocate, I believe that I can be one of those people by advising the Salem Area Mass Transit District's board as a member of the Transportation Improvement Fund Advisory Committee and assisting the Board ensure an equitable and effective investment of the public transportation fund. This will enhance the transit system's alignment with our communities' needs while supporting regional coordination.

While I was unsuccessful in my bids for a seat on the Keizer City Council I am proud that I received strong support in the more diverse and historically disadvantaged communities because a central focus of my campaign was to have Keizer provide better services to those communities. I am still working towards these goals as a member of the Traffic Safety Committee and other advocacy work. I also am the parent of 2 teenagers, so I can understand the needs of our youth and have tried to ensure that they have a safe, reliable way to get to school and other places in the Salem-Keizer area. I believe that a great community, state and nation needs a great transit system. Greatness is defined by the quality of the equipment and service, the people who provide that service, and how efficiently those services are provided, especially for those who are most in need.

I hope that you see my life's experience and education as good preparation for this committee.

By submitting my application, I affirm the facts and statements contained herein are true and complete.

Michael De Blasi

Michael De Blasi (Oct 30, 2025 12:43:31 PDT)

Signature (If you are not signing digitally please provide the date)

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I hope that you see my life's experience and education as good preparation for this committee.



Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Application

Please return completed, signed application by mail or email to the address below

Salem Area Mass Transit District Attn. Executive Assistant Kirra Pressey

555 Court St. NE Suite 5230, Salem, Oregon 97301 | kirra.pressey@cherriots.org | (503) 588-2424

Personal Information

Full Name:	Eunice	Lynn	Kim
	First	Middle	Last
		Portland	OR 97206
	Street Address	City	State Zip
Phone:			

To be eligible to serve, members must be knowledgeable about the public transportation needs of residents or employees located within or traveling to or from SAMTD's service area or Marion or Polk Counties; and be a person who is a member of or represents one or more of the following. Please identify the category you believe you represent with an checkmark. You may select more than one category.

Check all that apply:

- | | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Bicycle and Pedestrian Advocates | <input type="checkbox"/> Low-Income Individuals |
| <input checked="" type="checkbox"/> Black, Indigenous, and People of Color | <input type="checkbox"/> Major Destinations for Users of Public Transit |
| <input type="checkbox"/> Educational Institutions | <input type="checkbox"/> Neighboring Public Transportation Service Providers |
| <input type="checkbox"/> Employers | <input type="checkbox"/> Non-Profit Entities which Provide Public Transportation Services |
| <input type="checkbox"/> Environmental Advocates | <input type="checkbox"/> Public Health, Social, and Human Service Providers |
| <input type="checkbox"/> Individuals Age 65 or Older | <input type="checkbox"/> Public Transportation Service Providers |
| <input type="checkbox"/> Individuals with Disabilities | <input type="checkbox"/> Transit Users who Depend on Transit for Accomplishing Daily Activities |
| <input type="checkbox"/> Individuals with Limited English Proficiency | <input type="checkbox"/> Veterans |
| <input checked="" type="checkbox"/> Local Governments, Including Land Use Planners | |

Please explain how your background including employment, education and experience qualifies you for membership on the STIFAC. You may attach a brief bio or resume. Links to personal web pages or blogs you want considered are also welcome.

For the past 12 and half years, I've worked as a long-range planner for the City of Salem, helping guide future growth and development in the community. My work has included leading citywide projects to update Salem's zoning map, zoning code, and Comprehensive Plan policies to address the community's transportation, housing, employment, and other needs. I've coordinated with Cherriots on numerous projects, including the Salem-Keizer Regional Scenario Plan. Through my work, I've gained a deep understanding of the critical connection between land use and transportation at the local and regional level, including the provision of transit service. Through extensive community engagement, I've also learned how essential transit service is in the lives of many Salem area residents, particularly lower-income residents. In addition, as the Long Range Planning Manager for the City of Salem, I serve on the Technical Advisory Committee for the Salem-Keizer Area Transportation Study, so I have experience evaluating and recommending funding for regional transportation projects. My work - combined with my master's degree in urban and environmental policy and planning from Tufts University - have helped me understand how transit investments not only enhance transportation options but also support a community's broader goals, including advancing equity, supporting employment, and reducing climate impacts. If selected to serve on the STIFAC, I would bring my knowledge, experience, and perspective as a local government long-range planner to the committee.

Why do you want to serve on the STIFAC?

I would like to serve on the STIFAC because I want to help support and improve transit service in Marion and Polk counties. I understand how critical transit service is in Salem and the broader region. As mentioned above, I recognize how investments in transit can help achieve a community's diverse goals, and I want to bring my planning perspective to the committee's work. I want to help ensure that decisions made about transit today not only address current needs but also consider potential changes in the future, including changing demographics, growth, and development.

By submitting my application, I affirm the facts and statements contained herein are true and complete.

Eunice Kim

Signature (If you are not signing digitally please provide the **date**)

Digitally signed by Eunice Kim
DN: DC=met, DC=cityofsalem, OU=ActiveDirectory, OU=Departments, OU=Community Development, OU=Dept_Users, CN=Eunice Kim, E=eunice@cityofsalem.net
Reason: I am the author of this document
Location: your signing location here
Date: 2025.12.13 15:40:27-0800
Print PDF: Editor Version: 11.2.0



Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Application

Please return completed, signed application by mail or email to the address below

Salem Area Mass Transit District Attn. Executive Assistant Kirra Pressey

555 Court St. NE Suite 5230, Salem, Oregon 97301 | kirra.pressey@cherriots.org | (503) 588-2424

Personal Information

Full Name:	Kathleen	Kay	McClaskey
	<small>First</small>	<small>Middle</small>	<small>Last</small>
Address:	Woodburn		OR 97071
	<small>Street Address</small>	<small>City</small>	<small>State</small> <small>Zip</small>
Email:			Phone:

To be eligible to serve, members must be knowledgeable about the public transportation needs of residents or employees located within or traveling to or from SAMTD's service area or Marion or Polk Counties; and be a person who is a member of or represents one or more of the following. Please identify the category you believe you represent with an checkmark. You may select more than one category.

Check all that apply:

- | | |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Bicycle and Pedestrian Advocates | <input checked="" type="checkbox"/> Low-Income Individuals |
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Please explain how your background including employment, education and experience qualifies you for membership on the STIFAC. You may attach a brief bio or resume. Links to personal web pages or blogs you want considered are also welcome.

I worked for OHAS, whom was a contracted service through Cherriots from April 1988-April 2012. During that time, my duties were bus driver, dispatcher, lead dispatcher, route planner, trainer, I taught CPR, First Aid, AED, and blood borne pathogens to all staff, money vault reconciler, ran reports for the Operations Supervisor, and billed AFS for medical trips. I also managed 86 Rural Development (USDA) housing apartments for the elderly and disabled for 3 years while working at OHAS. During this time my duties were to determine eligibility for housing assistance, move-in move-out procedures, over seen maintenance and grounds crew, booked trips with the Silver Trolley for residents, held monthly tenant meetings, collected rent money, and was an advocate for the elderly and disabled.

April 2012 to present, I was hired by the City of Woodburn to be the Transit Manager. My duties are to manage all of the day to day operations, apply for grants, maintain a budget, complete reports for ODOT and SAMTD in a timely matter, NTD reporting, procure vehicles and shelters, conduct interviews, hiring and disciplinary actions, route design, comply with State, Federal, and Drug and Alcohol requirements, conduct monthly safety meetings with staff, report to City Council and Assistant City Administrator, maintain my CDL, drive, dispatch, train new staff, conduct on board evaluations, and supervise 23 individuals.

Why do you want to serve on the STIFAC?

I'm interested in serving on this funding committee to be able to contribute my time, ideas and learn from others. I value collaborative work. I'm eager to help with solutions, and support initiatives that impact transit in my community and throughout the state. It will allow me to grow professionally, and help me to become a better leader. I'm passionate about learning how this vital funding source can support in helping other transit agencies throughout the state.

By submitting my application, I affirm the facts and statements contained herein are true and complete.


Signature (if you are not signing digitally please provide the date)

12-23-2025



Statewide Transportation Improvement Fund Advisory Committee (STIFAC) Application
Please return completed, signed application by mail or email to the address below

Salem Area Mass Transit District Attn. Executive Assistant Kirra Pressey
555 Court St. NE Suite 5230, Salem, Oregon 97301 | kirra.pressey@cherriots.org | (503) 588-2424

Personal Information

Full Name: Cory ^{First} Misley ^{Last}
Address: ^{Street Address} ^{City} Silverton ^{State} OR ^{Zip} 97381
Email: ^{Phone:}

To be eligible to serve, members must be knowledgeable about the public transportation needs of residents or employees located within or traveling to or from SAMTD's service area or Marion or Polk Counties; and be a person who is a member of or represents one or more of the following. Please identify the category you believe you represent with a checkmark. You may select more than one category.

Check all that apply:

- | | |
|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Bicycle and Pedestrian Advocates | <input type="checkbox"/> Low-Income Individuals |
| <input type="checkbox"/> Black, Indigenous, and People of Color | <input type="checkbox"/> Major Destinations for Users of Public Transit |
| <input type="checkbox"/> Educational Institutions | <input checked="" type="checkbox"/> Neighboring Public Transportation Service Providers |
| <input checked="" type="checkbox"/> Employers | <input type="checkbox"/> Non-Profit Entities which Provide Public Transportation Services |
| <input type="checkbox"/> Environmental Advocates | <input type="checkbox"/> Public Health, Social, and Human Service Providers |
| <input type="checkbox"/> Individuals Age 65 or Older | <input type="checkbox"/> Public Transportation Service Providers |
| <input type="checkbox"/> Individuals with Disabilities | <input type="checkbox"/> Transit Users who Depend on Transit for Accomplishing Daily Activities |
| <input type="checkbox"/> Individuals with Limited English Proficiency | <input type="checkbox"/> Veterans |
| <input checked="" type="checkbox"/> Local Governments, Including Land Use Planners | |

Please explain how your background including employment, education and experience qualifies you for membership on the STIFAC. You may attach a brief bio or resume. Links to personal web pages or blogs you want considered are also welcome.

<https://www.linkedin.com/in/corymisley>

Why do you want to serve on the STIFAC?

I want to serve on the STIFAC as a public transit provider representative to bring firsthand perspective from a smaller local government doing what it can to provide public transportation options to its community and surrounding region. My experience in Deschutes County as city manager for La Pine and Sisters, working with COIC the regional transit provider in that region, in addition to my time as a project manager with Oregon Solutions bringing together the public, private, and nonprofit sectors, provides for experience and perspective that I would like to volunteer to this Advisory Committee. Thank you for your consideration.

By submitting my application, I affirm the facts and statements contained herein are true and complete.

Signature (If you are not signing digitally please provide the date)

12/5/2025

Statewide Transportation Improvement Fund Advisory Committee (STIFAC)**APPLICATION****FULL NAME:** Steve Anderson**ADDRESS:** [REDACTED]
Salem, OR 97304-4229**EMAIL ADDRESS:** [REDACTED]**TELEPHONE:** (Day) [REDACTED] (Evening) [REDACTED]

Pursuant to Oregon Administrative Rule ("OAR") 732-040-0035, the Salem Area Mass Transit District ("SAMTD") Board of Directors shall create a Statewide Transportation Improvement Fund Advisory Committee ("STIFAC") for the purpose of advising and assisting the District in carrying out the purposes of the Statewide Transportation Improvement Fund ("STIF") and prioritizing Projects to be funded by STIF moneys received by the District. The advisory committee may also advise the District regarding the opportunities to coordinate STIF funded Projects with other local or regional transportation programs and services to improve transportation service delivery and reduce gaps in service.

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- | | |
|------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Local governments, including land use planners | <input checked="" type="checkbox"/> Individuals Age 65 and Older |
| <input checked="" type="checkbox"/> People with disabilities | <input type="checkbox"/> Educational institutions |
| <input type="checkbox"/> Veterans | <input type="checkbox"/> Public Transportation Service Providers |
| <input checked="" type="checkbox"/> Low-income individuals | <input type="checkbox"/> Neighboring Public Transportation Service Providers |
| <input checked="" type="checkbox"/> Environmental Advocates | <input type="checkbox"/> Employers |
| <input checked="" type="checkbox"/> Black, Indigenous, and People of Color | <input type="checkbox"/> Major Destinations for Users of Public Transit |
| <input checked="" type="checkbox"/> Bicycle and pedestrian advocates | <input type="checkbox"/> Non-Profit Entities which provide Public Transportation Services |
| <input checked="" type="checkbox"/> People with Limited English Proficiency | |
| <input type="checkbox"/> Public Health, Social and Human Service Providers | |
| <input checked="" type="checkbox"/> Transit Users who Depend on Transit for Accomplishing Daily Activities | |

PLEASE RETURN YOUR APPLICATION TO:

Cherriots STIFAC
Attn: Planning and Development Office
555 Court St NE, Suite 5230
Salem OR 97301

*Signed Applications may be returned via email***Email:** kirra.pressey@cherriots.org**Phone:** (503) 361-7535**Website:** Cherriots.org

Why do you want to serve on the STIFAC? Please provide a response of your personal and/or professional background as it applies to the position(s) you wish to be considered for on the Committee.

Much of my community service and involvement centers around groups needing alternative transportation services. Part of my professional work has centered on operations and logistics keeping supply chains and transportation operations open, analyzing their system weaknesses, and risk reduction (financial and delivery of service). This spans complex West Coast ports to local community transportation providers. Recently, have worked to investigate a streetcar for Salem. Having worked as a consultant in a senior project manager position with Oregon Dept. of Transportation on intercity and interstate transportation infrastructure including intra-city rail services offers important understanding for this consideration. I possess a sound financial understanding of grant funding that would be valuable here. Additionally, my decision analysis and change management expertise would help to frame the decision-making questions/options for recommendations to the Board. Singularly, I am committed to supporting local transportation in our community and wish to add my experience and interests to help advise the Board offering excellent framing of problems/solutions including detailing pros and cons to aid in the decision-making process for the Board's consideration.

Date: 01/10/2024

Signature: Steven A Anderson Digitally signed by Steven A Anderson
Date: 2024.01.10 14:47:25 -08'00'

Statewide Transportation Improvement Fund Advisory Committee (STIFAC)**APPLICATION****FULL NAME:** Stephen Dobrinich**ADDRESS:**

Salem, OR 97301

EMAIL ADDRESS:**TELEPHONE:**

(Day)

(Evening)

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☒ Local governments, including land use planners☐ People with disabilities☐ Veterans☐ Low-income individuals☐ Environmental Advocates☐ Black, Indigenous, and People of Color☐ Bicycle and pedestrian advocates☐ People with Limited English Proficiency☐ Public Health, Social and Human Service Providers☐ Transit Users who Depend on Transit for Accomplishing Daily Activities☐ Individuals Age 65 and Older☐ Educational institutions☐ Public Transportation Service Providers☐ Neighboring Public Transportation Service Providers☐ Employers☐ Major Destinations for Users of Public Transit☐ Non-Profit Entities which provide Public Transportation Services**YOUR APPLICATION TO:**

Cherriots STIFAC
Attn: Planning and Development Office
555 Court St NE, Suite 5230
Salem OR 97301

*Signed Applications may be returned via email***Email:** kirra.pressey@cherriots.org**Phone:** (503) 361-7535**Website:** Cherriots.org

Why do you want to serve on the STIFAC? Please provide a response of your personal and/or professional background as it applies to the position(s) you wish to be considered for on the Committee.

See attached page

Date: 11/29/2023

Signature: *Stephen Dobrinich*

Why do you want to serve on the STIFAC? Please provide a response of your personal and/or professional background as it applies to the position(s) you wish to be considered for on the Committee.

The Statewide Transportation Improvement Fund (STIF) Program is a valuable source of funding available for a wide range of transit improvements and system enhancements. The STIFAC plays an important role supporting implementation of the program by evaluating and recommending projects for funding. I am interested in serving as part of the STIFAC to help ensure responsible stewardship and contribute to the project selection process.

Professionally I work as a Transportation Planner for the Salem-Keizer Area Transportation Study (SKATS) which serves as the region's federally designated Metropolitan Planning Organization (MPO). Through this role I have baseline familiarity with the region's transit options and regularly work closely with Cherriots staff. Prior to my time at SKATS, I helped provide staff support to the Linn-Benton Loop and Corvallis Transit System while serving as Planner in that region.

My professional experience in regional transportation planning combined with past work with transit agencies in Oregon should make me well suited to join the STIFAC. As such, I ask that you please consider my application.

Salem Area Mass Transit District Statewide Transportation Improvement Fund Advisory Committee Roster

Name	Term Start ¹	Term Ends	Representing ²																		
			First Term	Second Term	Bicycle and Pedestrian Advocates	Black, Indigenous, and People of Color	Educational Institutions	Employers	Environmental Advocates	Individuals Age 65 or Older	Individuals with Disabilities	Individuals with Limited English Proficiency	Local Governments, Including Land Use Planners	Low-Income Individuals	Major Destinations for Users of Public Transit	Neighboring Public Transportation Service Providers	Non-Profit Entities which Provide Public Transportation Services	Public Health, Social, and Human Service Providers	Public Transportation Service Providers	Transit Users who Depend on Transit for Accomplishing Daily Activities	Veterans
Michael DeBlasi	1-Jan-26	31-Dec-27	X		Keizer, Marion County	X					X										
Eunice Kim	1-Jan-26	31-Dec-27	X		Portland, Multnomah County		X						X								
Fred Evander	1-Jan-25	31-Dec-26		X	Dallas, Polk County	X							X						X	X	
*Vice-Chair 2026																					
Kathleen McClaskey	1-Jan-26	31-Dec-27	X		Woodburn, Marion County						X	X	X		X	X	X	X		X	
Cory Misley	1-Jan-26	31-Dec-27	X		Silverton, Marion County				X				X			X					
Kyle Miller	1-Jan-25	31-Dec-26		X	Salem, Marion County			X				X	X		X			X		X	
Position 7	Vacant																				
Marja Byers	1-Jan-25	31-Dec-26		X	Salem, Marion County							X								X	
*Chair 2026																					
Stephen Dobrinich	1-Jan-26	31-Dec-27		X	Salem, Marion County								X								
Steve Anderson	1-Jan-26	31-Dec-27		X	Salem, Marion County	X	X			X	X	X	X	X	X					X	
Position 11	Vacant																				

Board Liaison: Director Ramiro Navarro Jr., Subdistrict 2 (Keizer)

Staff Liaison: Shofi Ull Azum, Chief Planning and Development Officer

Recorder: Executive Assistant(s) Kirra Pressey and Crisandra Williams

Notes:

- June 1, 2022: Formation date of the new STIFAC Committee; merged STF & STIF Advisory Committees.
- Required criteria under HB 2017

To: Board of Directors

From: Kirra Pressey, Executive Assistant/Clerk of the Board
Shofi Ull Azum, Chief Planning and Development Officer

Thru: Allan Pollock, General Manager

Date: December 11, 2025

Subject: Appointment of Chair & Vice-Chair to the Statewide Transportation Improvement Fund Advisory Committee (STIFAC)

ISSUE

Shall the Board appoint a member of the STIFAC to the positions of Chair and Vice-Chair for a term of twelve months beginning January 1, 2026 and ending December 31, 2026?

BACKGROUND AND FINDINGS

STIFAC serves as an advisory committee to the Board on transportation funding for projects associated with the STIF program. The committee considers projects from all qualified public transportation service providers in Marion and Polk counties.

Per the STIFAC Bylaws, Article II, Section 4, the terms of the Chair and Vice-Chair commence in January each year. At a meeting prior to January, STIFAC members may recommend a Chair and Vice-Chair to serve a 12-month term, with a limit of two (2) consecutive years.

At the November 18, 2025, STIFAC meeting, members moved to recommend the appointment of Marja Byers as Chair.

FINANCIAL IMPACT

None

RECOMMENDATION

The STIFAC recommends the Board appoint Marja Byers as Chair and staff recommends the Board appoint Fred Evander as Vice-Chair, of the Statewide Transportation Improvement Fund Advisory Committee for a term of 12 months beginning January 1, 2026, ending December 31, 2026.

PROPOSED MOTION

I move that the Board appoint Marja Byers as Chair and Fred Evander as Vice-Chair of the Statewide Transportation Improvement Fund Advisory Committee for a term of 12 months beginning January 1, 2026, ending December 31, 2026.

To: Board of Directors

From: Kirra Pressey, Executive Assistant/Clerk of the Board
Tom Dietz, Chief Operations Officer

Thru: Allan Pollock, General Manager

Date: December 11, 2025

Subject: Community Advisory Committee (CAC) Member Reappointment

ISSUE

Shall the Board reappoint committee member David Levy and appoint the following applicants as members to the CAC?

- Aham Ebere
- Scott Friedman
- Kevin Conover
- Mark Edwards
- Zoelie Binnendyk

BACKGROUND AND FINDINGS

In accordance with the CAC Bylaws, Article III, Section 1, members of the Committee are appointed by the Board and serve at the pleasure of the Board. At the discretion of the Board, the Committee shall have no more than 13 voting members, and each member must meet at least one (1) of the criteria identified in Article III, Section 2 at the time of their appointment and for the duration of their term. The Board will attempt to appoint members who represent diverse interests, perspectives, geography, and the population demographics of the area.

Article III, Section 6 states that when a vacancy occurs, the Board may elect to fill the position, with the appointee serving the remainder of the unexpired term of their predecessor. Service in an unexpired term does not count toward term limits described in Article II, Section 3. This provision does not apply to the current recommendations, as none of the appointments fill an unexpired term. The Board of Directors may select an appointee from individuals who have expressed interest, through a call for applications, or in any other manner determined appropriate by the Board.

To be qualified to serve as a member of the Committee under Article III, Section 2, an individual must live and/or work within the Urban Growth Boundary service area, represent a cross-section of the Salem-Keizer community, and meet at least one (1) of the following criteria:

- At-large Member
- Business Interest Organization
- Chambers of Commerce
- Local Employer
- Medical Community / Care Provider

- Community Member
- Paratransit User
- Bike/Pedestrian Advocate
- School District Representative / Educational Community
- Social Service Agency Representative
- Youth Leader

Staff conducted interviews with all applicants and is recommending the following reappointment and appointments, each meeting the identified criteria:

- Aham Ebere – Chambers of Commerce ([Attachment A](#))
- Scott Friedman – Local Employer ([Attachment B](#))
- Kevin Conover – Community Member ([Attachment C](#))
- David Levy – Community Member ([Attachment D](#))
- Mark Edwards – Paratransit User ([Attachment E](#))
- Zoelie Binnendyk – Youth Leader ([Attachment F](#))

FINANCIAL IMPACT

None

RECOMMENDATION

Staff recommends that the Board reappoint David Levy and appoint Aham Ebere, Scott Friedman, Kevin Conover, Mark Edwards, and Zoelie Binnendyk to the Community Advisory Committee for terms beginning January 1, 2026, and ending December 31, 2027, as outlined in [Attachment G](#).

PROPOSED MOTION

I move that the Board reappoint David Levy and appoint the recommended applicants to the Community Advisory Committee for terms beginning January 1, 2026, and ending December 31, 2027, as outlined in Attachment G.

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I want to serve on the Cherriots Community Advisory Committee to help shape a more accessible, efficient, and inclusive transit system for the Salem-Keizer community. As a local business owner, Chamber member, and advocate for digital and economic equity, I bring a strong understanding of how transportation impacts small businesses, working families, and underserved populations. I'm eager to contribute practical ideas and community-centered perspectives to support Cherriots' mission.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

I engage with public transit both personally and professionally. As a Salem resident and business owner, I recognize the vital role Cherriots plays in connecting people to jobs, healthcare, and education. Through my work with the Salem Chamber and local community organizations, I advocate for inclusive, tech-forward solutions that support underserved communities. I've also supported clients and team members who rely on public transit daily, giving me insight into the challenges and opportunities in our local system.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

Key issues for transit users in the Salem/Keizer area include reliable service frequency, expanded route coverage, and accessibility for working families, seniors, and underserved neighborhoods. Riders need a system that supports on-time connections, affordable fares, and safe, clean, and well-lit stops. As our community grows, so does the need for tech-enabled solutions like real-time tracking, mobile ticketing, and multilingual communication to ensure equitable access for all.

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

- | | |
|--------------------------------------------|---------------------------------------------------------------------|
| Are you able to commit to this? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you available to meet during evenings? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you available to meet on weekdays? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are you able to serve a 2-year term? | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: Aham Ebere
Aham Ebere (Oct 21, 2025 12:40:08 PDT)

Date: _____

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I want to serve on the Community Advisory Committee because I believe the business community should have a strong and active voice in shaping our local transit system. I have a strong voice and have a lot of experience being a leader. I formulate opinions based on the facts provided and set aside ideology for truth.

Transit plays a vital role in workforce mobility, accessibility, and the overall health of our regional economy. By serving on the CAC, I hope to contribute a perspective that ensures decisions are made with both community and business needs in mind, helping to strengthen the link between economic growth and

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

My experience with transportation and public transit comes primarily through the lens of being a business leader responsible for a large and diverse workforce. Reliable transportation is a key factor in employee attendance, retention, and quality of life.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

I believe sitting on this board would make this picture clearer. At this point I have not heard enough information to have a true opinion on what transit users believe is "most" important.

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

Are you able to commit to this?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet during evenings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet on weekdays?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to serve a 2-year term?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: Scott Friedman
Scott Friedman (Sep 10, 2025 06:58:43 PDT)

Date: 09.10.25



Community Advisory Committee (CAC) Application

Please return completed, signed application by mail or email to:

Salem Area Mass Transit District
Attn. Crisandra Williams, Executive Assistant
555 Court St. NE Suite 5230, Salem, Oregon 97301
crisandra.williams@cherriots.org | (503) 588-2424

Applicant Information

Full Name: Kevin R Conover

Preferred Name: Kevin **Pronouns:** He/Him

Home Address: [REDACTED] **City/Zip:** [REDACTED]

Phone Number: [REDACTED] **Email Address:** [REDACTED]

Eligibility and Representation

1. Do you live or work within the Urban Growth Boundary service area? ☒ Yes ☐ No
2. Select one or more categories that best describe your eligibility. You must meet at least one. (Descriptions of these categories are available in the committee bylaws)
 - ☐ At-large Community Member (regular transit user)
 - ☐ Business Interest Organization Representative
 - ☐ Chamber of Commerce Representative (Salem or Keizer)
 - ☐ Local Employer Representative
 - ☐ Medical Community / Care Provider
 - ☒ Community Member
 - ☐ Paratransit User
 - ☐ Bike/Pedestrian Advocate
 - ☐ School District or Education Community Representative
 - ☐ Social Services Agency Representative
 - ☐ Youth Leader (age 16–24)

3. Briefly explain how you meet this representation category:

I have lived and worked in this community for close to 20 years.

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I am retiring in October and feel that I now have time to give back to my community. I have used Public transit occasionally in all of the communities I've lived in over the last 30 years, Eugene, Troutdale, Salem. I would like to be involved in the direction Cheerios go in the future.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

I am retiring from Salem Keizer Public Schools as School Bus Driver and Driver Trainer. As a Trainer it was required that I have knowledge and understanding of ORS & OAR's . I have a Class B CDL with Passenger & School Bus endorsements.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

Routing that covers where people live to places they need to go. Safety on the system. Scheduling that is reasonable.

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

Are you able to commit to this?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet during evenings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet on weekdays?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to serve a 2-year term?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: 
Kevin R Conover (Oct 5, 2025 08:43:36 PDT)

Date: 10/05/2025

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I currently serve on the CAC. I would bring my knowledge as a transit user and advocate with anational and regional transit perspective.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

My professional and volunteer experience is listed below -
2007 - 2015 - I was the Executive Director of the Alaska Mobility Coalition (AMC). AMC is a private, non-profit that advocates and supports public and community transportation in Alaska.
2002 - 2007 - General Manager, Para transit Services/AnchorRides -Served as the Alaska operations manager for Paratransit Services, a transportation contractor based in Bremerton, WA. Operated a fifty five fleet transit system that provided over 150,000 rides annually for low income seniors and Alaskans with disabilities living, working and visiting Anchorage.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

I believed that increasing bus service to all parts of Salem and well as increasing the number of bus routes that provide bus service every 15 and 30 minutes across the city is critical to Salem's economic development.

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

Are you able to commit to this?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet during evenings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet on weekdays?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to serve a 2-year term?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: David M. Levy
David M. Levy (Oct 26, 2025 11:54:21 PDT)

Date: 10/26/2025



Community Advisory Committee (CAC) Application

Please return completed, signed application by mail or email to:

Salem Area Mass Transit District
Attn. Crisandra Williams, Executive Assistant
555 Court St. NE Suite 5230, Salem, Oregon 97301
crisandra.williams@cherriots.org | (503) 588-2424

Applicant Information

Full Name: Mark C. Edwards

Preferred Name: Mark Edwards **Pronouns:** He/Him

Home Address: [REDACTED] **City/Zip:** [REDACTED]

Phone Number: [REDACTED] **Email Address:** [REDACTED]

Eligibility and Representation

1. Do you live or work within the Urban Growth Boundary service area? ☒ Yes ☐ No
2. Select one or more categories that best describe your eligibility. You must meet at least one. (Descriptions of these categories are available in the committee bylaws)
 - ☒ At-large Community Member (regular transit user)
 - ☐ Business Interest Organization Representative
 - ☐ Chamber of Commerce Representative (Salem or Keizer)
 - ☐ Local Employer Representative
 - ☐ Medical Community / Care Provider
 - ☐ Community Member
 - ☐ Paratransit User
 - ☐ Bike/Pedestrian Advocate
 - ☐ School District or Education Community Representative
 - ☐ Social Services Agency Representative
 - ☐ Youth Leader (age 16–24)

3. Briefly explain how you meet this representation category:

I use Cherriots as my primary transportation, aside from medical transport.

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I want to serve on the board to make sure that riders like me and my family have a voice at the table. I have been using Cherriots services since '03. I have Call Center and Truck Dispatching Experience. I talk and visit with drivers all the time. I advocate for Chhriots all the time, telling people about their services outside of just regular bus service. I want to see a Bus Service connecting Newport to Salem, Salem to Portland, and Salem to Bend.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

I have been using Cherriots since I moved to the area in 2003. I have had employees, both current and past, who use Cerriots as their primary mode of transportation. I used Cherriots as a student at Chemeketa, and my children used it when they were school age and into their 30s. My wife and brother are active users of CherryLift.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

Expanded Hours, more frequent stops, and regional service more than twice a day. But how do we pay for it, can we get a tax by without pushback that will at the very least, start the process of expanding and trying for more Federal Grants?

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

Are you able to commit to this?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet during evenings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet on weekdays?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to serve a 2-year term?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: Mark C. Edwards
Mark C. Edwards (Sep 16, 2025 12:13:07 PDT)

Date: 09/16/2025



Community Advisory Committee (CAC) Application

Please return completed, signed application by mail or email to:

Salem Area Mass Transit District
Attn. Crisandra Williams, Executive Assistant
555 Court St. NE Suite 5230, Salem, Oregon 97301
crisandra.williams@cherriots.org | (503) 588-2424

Applicant Information

Full Name: Zoelie Binnendyk

Preferred Name: _____ **Pronouns:** _____

Home Address: _____ **City/Zip:** _____

Phone Number: _____ **Email Address:** _____

Eligibility and Representation

1. Do you live or work within the Urban Growth Boundary service area? ☒ Yes ☐ No
2. Select one or more categories that best describe your eligibility. You must meet at least one. (Descriptions of these categories are available in the committee bylaws)
 - ☐ At-large Community Member (regular transit user)
 - ☐ Business Interest Organization Representative
 - ☐ Chamber of Commerce Representative (Salem or Keizer)
 - ☐ Local Employer Representative
 - ☐ Medical Community / Care Provider
 - ☐ Community Member
 - ☐ Paratransit User
 - ☐ Bike/Pedestrian Advocate
 - ☐ School District or Education Community Representative
 - ☐ Social Services Agency Representative
 - ☒ Youth Leader (age 16–24)

3. Briefly explain how you meet this representation category:

I am a local youth who will be 16 at the beginning of January 2026.

Community Experience and Motivation

1. Why do you want to serve on the CAC? What perspectives or experiences will you bring?

I am currently looking for volunteer opportunities that will allow me to get involved in the community and help to enrich my learning experiences in preparation for college. I don't currently drive, but I live in an area of Salem that is underserved by Cherriots. I would like to help Cherriots by providing feedback and a youth perspective on the local public transit service.

2. Describe your experience (personal, professional, or volunteer) with transportation, public transit, or community engagement:

Both of my parents are Cherriots employees and I have previously participated in Cherriots events. I have participated in the Cherriots Employee Bus Roadeo and Take Your Child to Work Day.

3. What issues do you believe are most important for transit users in the Salem/Keizer area?

I believe that accessibility of transportation to the entire population of Salem/Keizer and public safety are the most important issues.

Availability and Participation

CAC members are expected to attend regular meetings no less than once per quarter and no more than once per month.

Are you able to commit to this?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet during evenings?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you available to meet on weekdays?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Are you able to serve a 2-year term?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Acknowledgement and Signature

By signing below, I certify that I have read the Community Advisory Committee Bylaws and:

- I meet the eligibility criteria,
- I understand the expectations for participation,
- I agree to comply with Oregon Ethics and Public Meeting Laws and conduct myself professionally.

Signature: Zoelie Binnendyk
Zoelie Binnendyk (Nov 18, 2025 18:49:35 PST)

Date: 11/18/2025



Salem Area Mass Transit District Community Advisory Committee Roster

Board Liaison: Director Sara Duncan, Subdistrict 6

Staff Liaison: Tom Dietz, Chief Operations Officer

Recorder: Crisandra Williams, Executive Assistant to the Deputy General Manager

Position	Name	Member Position	Term Start	Term Ends
1	VACANT	At-Large		
2	VACANT	Business Interest Organizaiton		
3	Aham Ebere	Chamber of Commerce	Jan-25	Dec-27
4	Scott Friedman	Local Employers	Jan-25	Dec-27
5	VACANT	Medical Community/Care Provider		
6	Kevin Conover	Community Member	Jan-25	Dec-27
7	David Levy	Community Member	Jan-25	Dec-27
8	VACANT	Community Member		
9	Mark Edwards	Paratransit User	Jan-25	Dec-27
10	VACANT	Bike/Pedestrian Advocate		
11	VACANT	School District Rep/Edu Community		
12	VACANT	Social Services Agency Rep		
13	Zoelie Binnendyk	Youth (16-24)	Jan-25	Dec-27
x	Bryan Casey	Legacy	Aug-24	Jul-26
x	Judi Richards	Legacy	Jan-25	Dec-26
x	Marja Byers	Legacy	Jan-25	Dec-26



BOARD MEETING MEMO

Agenda Item 4.B.V

To: Board of Directors
From: Cliff Carpentier, Chief Safety Officer
Thru: Allan Pollock, General Manager
Date: Dec 11, 2025
Subject: Adopt Resolution No. 2025-14, reaffirming the District's Agency Safety Plan (ASP)

ISSUE

Shall the Board adopt Resolution No. 2025-14 ([Attachment A](#)), reaffirming the District's ASP, previously referred to as the Public Transportation Agency Safety Plan (PTASP), as required by the Federal Transit Administration (FTA)?

BACKGROUND AND FINDINGS

As a recipient of FTA funds, the District is required to develop and maintain an ASP. At the April 24th, 2025, meeting, the Board approved the current ASP ([Attachment B](#)) by adopting Resolution No. 2025-06. In accordance with FTA requirements, the Board must now take formal action to approve the plan annually. Additionally, the accountable executive must certify that the District has formally adopted the revised ASP.

The ASP has no changes from the FTA since its adoption, thus this Board approval is to renew the District's commitment to the plan.

FINANCIAL IMPACT

None

RECOMMENDATION

The Safety Committee recommends that the Board adopt Resolution No. 2025-14 reaffirming the Agency Safety Plan.

PROPOSED MOTION

I move that the Board adopt Resolution No. 2025-14, reaffirming the Agency Safety Plan.



RESOLUTION NO. 2025-14

REAFFIRMING THE AGENCY SAFETY PLAN FOR SALEM AREA MASS TRANSIT DISTRICT

WHEREAS, the Salem Area Mass Transit District, (hereafter referred to as “District”) is required under the Federal Transit Administration (FTA) to establish an Agency Safety Plan (ASP), pursuant to the Final Rule published on July 19, 2018; and

WHEREAS, the FTA required certain operators of public transportation systems that received federal funds under the FTA’s Urbanized Area Formula Grants to develop safety plans that included the process and procedures for implementing Safety Management Systems; and

WHEREAS, in accordance with FTA regulations, the District developed an ASP with guidance from the Oregon Department of Transportation (ODOT), which was adopted by the Board of Directors (Board) through Resolution No. 2020-07 on July 23, 2020, and subsequently submitted to ODOT for approval; and

WHEREAS, the Board later adopted Resolution No. 2023-10 on December 14, 2023, and Resolution No. 2025-06 on April 24, 2025, to update and amend the ASP; and

WHEREAS, the District’s Chief Safety Officer, and the Accountable Executive have reviewed and endorsed the current ASP prior to its presentation to the Board have made no changes; and

WHEREAS, the Board met on December 11, 2025, to consider adoption of Resolution No. 2025-14 to formally reaffirm the ASP;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT;

THAT, the Board hereby reaffirms the District’s ASP dated April 8, 2025.

THAT, the General Manager, or their designee, is authorized to confirm and convey the Board’s reaffirmation of the District’s ASP to the FTA for certification.

ADOPTED by the Board of Directors on this 11th day of December 2025, and effective thereupon.

ATTEST:

Maria Hinojos Pressey, Board President

Kirra Pressey, Clerk of the Board



AGENCY SAFETY PLAN

2025-2026

APRIL 2025

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Section 1. Transit Agency Information

1.1 General Information

Agency Name	Salem Area Mass Transit District - SAMTD ("Cherriots")
Administrative Office	555 Court St. NE, Suite 5230, Salem, OR 97301
Accountable Executive	Allan Pollock, General Manager/CEO
Chief Safety Officer	Cliff Carpentier, Chief Safety Officer
Modes of Service	Fixed Route Bus, Non-Fixed Route Bus (Demand Response - ADA Paratransit)
FTA Funding Sources	FTA Section 5307, 5310, 5311
Modes of Service Directly Provided	Fixed Route Bus - Local

Cherriots does not provide transit services on behalf of another transit agency or entity.

1.2 Cherriots Mission, Vision and Values

Mission:	Creating Community Connections
Vision:	We Deliver Valued Mobility Options that Inspire Community Pride
Values:	Communication – Humility – Excellence – Respect – Resourceful – Inclusive – Ownership – Transparency – Safety

1.3 Description of Services Provided:

Salem Area Mass Transit District, more commonly known as Cherriots, is the third largest transit district in Oregon. Cherriots Local, the fixed route service, provides regularly scheduled transit service within the Salem-Keizer urban growth boundary. Cherriots LIFT provides complementary paratransit service under the Americans with Disabilities Act (ADA). Cherriots Regional provides flex and fixed route service in rural areas.

1.4 Additional Facility Information

Administrative Offices
General Manager, Deputy General Manager, Communications Division, Finance Division, Technology and Infrastructure Department, Safety and Security Division, and Human Resources and Labor Relations Division.
555 Court St NE, Suite 5230
Salem, OR 97301
Phone: 503-588-2424
Fax: 503-566-3933
info@cherriots.org
Open weekdays 8 a.m. to 5 p.m.

Downtown Transit Center
220 High St NE
Salem, OR 97301

Keizer Transit Center

5860 Keizer Station Blvd NE
Keizer, OR 97303

Cherriots Call Center (Contracted Service - MTM)

2195 Hyacinth Ave, Suite 170
Salem, OR 97301
Phone: 503-315-5544
Toll-free: 888-315-5544 Oregon Relay Service: 7-1-1
Fax: 503-315-5514
Call weekdays 6 a.m. to 6 p.m.; Saturdays and Sundays, 8 a.m. to 4 p.m.

Cherriots LIFT Eligibility Office (Contracted Service – MTM)

555 Court Street NE, Suite 5230
Salem, OR 97301
Phone: 503-361-7554
Fax: 503-361-7560
adaeligibility@cherriots.org
Open weekdays 8:30 a.m. to 5 p.m.

Customer Service

Customer Service, Security, and Mobility Assessment offices
220 High St NE
Salem, OR 97301
Phone: 503-588-2877
info@cherriots.org
Open weekdays 7 a.m. to 6 p.m.; Saturdays, 8 a.m. to 5 p.m.


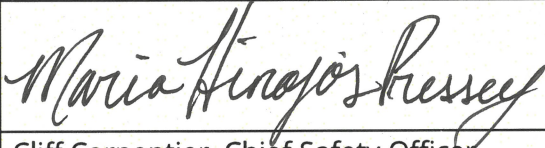
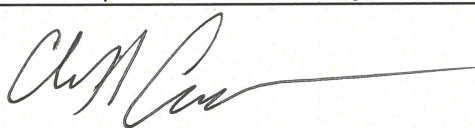
Del Webb Operations Headquarters:**Administration**

Operations Division, Contracted Services, Transportation Department, and Planning and Development Division:
3140 Del Webb Ave
Salem, OR 97301

Maintenance Facility

Operations Division, Maintenance Department
3170 Del Webb Avenue
Salem, OR 97301
The Del Webb facility also includes the parking area for buses not in service.

Section 2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Oregon Department of Transportation (RLS & Associates) in cooperation with Salem Area Mass Transit District ("Cherriots")		
Signature by the Accountable Executive	Allan Pollock, General Manager/CEO	Date of Signature	
		4/24/25	
Approval by the Board of Directors or an Equivalent Authority	Maria Hinojos Pressey, Board President	Date of Approval	
		4/24/2025	
Certification of Compliance	Cliff Carpentier, Chief Safety Officer	Date of Certification	
		4/24/2025	
Version Number and Updates			
<i>Record the complete history of successive versions of this plan.</i>			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
001	Entire Document	Initial Release	07/23/2020
002	24	Addition of Risk Mitigation Plan	12/22/2022
	35	Addition of Safety Committee Change	
	40	Addition of Procurement Language	
	42	Addition of Infectious Disease Section	
003	19	Remove Actions required	12/14/2023
	43	Remove COVID procedures	
	Throughout	Update titles	
004	Throughout	Various updates and reorganization of sections based upon new requirements in 49 CFR Part 673 update dated April 2024	04/24/2025
Annual Review and Update of the Public Transportation Agency Safety Plan			
<i>Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.</i>			
The plan will be reviewed and updated on an annual basis. The Safety Committee will conduct a review each fiscal year. Updated safety performance targets will be included for each safety performance measure required by the National Public Transportation Safety Plan, to include safety performance measures for the risk reduction program. If changes are accepted, the ASP will be forwarded to the Accountable Executive and approved by the Cherriots Board of Directors.			

Safety Committee Approval

The Safety Committee convened March 25, 2025, and April 8, 2025, to review and discuss the final draft of the Agency Safety Plan (ASP). The updated plan includes all committee revisions.

A motion to approve the plan was made and seconded. The vote was passed by the committee.

I certify that the ASP has been reviewed, discussed and approved by the Safety Committee.

Daniel Parker
Daniel Parker (Apr 10, 2025 10:01 PDT)

Apr 10, 2025

Daniel Parker, Safety Committee Vice-ChairDate

Section 3. Safety Performance Targets

Safety Performance Targets

*Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan. Safety Performance Targets for the Risk Reduction Program are established using a 3-year rolling average of the data submitted to the National Transit Database (NTD), which is calculated annually during the ASP review and revision process. Risk Reduction Program targets are annotated by an * next to the safety performance measure.*

Methodology

The FY26 safety performance targets shown below were calculated based on a 3-year average of NTD CY2022, CY2023 and CY2024 data. The NTD compiles safety and security data based on Calendar Years; therefore, the Plan targets are based on a 3-year average of the most recent NTD Calendar-Year data available. (NOTE: All rates shown in the tables below are based on per 100k Vehicle Revenue Miles)

Fixed Route Bus – Local

SAFETY PERFORMANCE MEASURES	CY2022	CY2023	CY2024	AVERAGE	SAFETY PERFORMANCE TARGETS
Vehicle Revenue Miles	2,332,887	2,472,500	2,613,899	2,473,095	--
Major Events * (S&S40s)	6	14	11	10	10
Major Event Rate * (S&S 40s)	0.26	0.57	0.42	0.41	0.41
Collisions * (Risk Reduction Program only)	4	7	8	6	6
Collision Rate *	0.17	0.28	0.31	0.25	0.25
Pedestrian Collisions	0	1	1	1	Not required
Pedestrian Collision Rate	0.00	0.04	0.04	0.03	0.03
Vehicular Collisions	4	5	7	5	Not required

Vehicular Collision Rate	0.17	0.20	0.27	0.21	0.21
Fatalities	0	0	0	0	0
Fatalities Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatalities	0	0	0	0	Not Required
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries *	13	13	16	14	14
Injury Rate *	0.56	0.53	0.61	0.57	0.57
Transit Worker Injuries	0	2	1	1	Not required
Transit Worker Injury Rate	0.00	0.08	0.04	0.04	0.04
Assaults on Transit Workers *	--	28 (9 months)	69	53	69
Rate of Assaults on Transit Workers *	--	1.49	2.64	2.06	2.64
System Reliability	94	118	121	111	111

Non-Fixed Route - Demand Response – ADA Paratransit

SAFETY PERFORMANCE MEASURES	CY2022	CY2023	CY2024	AVERAGE	SAFETY PERFORMANCE TARGETS
Vehicle Revenue Miles	514,680	550,536	619,983	561,733	--

Major Events * (S&S 40s)	1	0	3	1	1
Major Event Rate * (S&S 40s)	0.19	0.00	0.48	0.23	0.23
Collisions * (Risk Reduction Program only)	0	0	3	1	1
Collision Rate *	0.00	0.00	0.48	0.16	0.16
Pedestrian Collisions	0	0	0	0	Not required
Pedestrian Collision Rate	0.00	0.00	0.00	0.00	0.00
Vehicular Collisions	0	0	3	1	Not required
Vehicular Collision Rate	0.00	0.00	0.48	0.16	0.16
Fatalities	0	0	0	0	0
Fatalities Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatalities	0	0	0	0	Not required
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries *	0	2	0	1	1
Injury Rate *	0.00	0.36	0.00	0.12	0.12
Transit Worker Injuries	0	0	0	0	Not required

Transit Worker Injury Rate	0.00	0.00	0.00	0.00	0.00
Assaults on Transit Workers *	--	0 (9 months)	4	2	4
Rate of Assaults on Transit Workers *	--	0.00	0.65	0.32	0.65
System Reliability	5	8	11	8	8

The Safety Performance Measures are defined as follows in the National Public Transportation Safety Plan:

- **Major Events** (includes all safety and security major events as defined by the NTD)
- **Major Event Rates** (includes all safety and security major events as defined by the NTD, divided by VRM)
- **Collision Rate** (includes all collisions reported to the NTD, divided by VRM)
- **Pedestrian Collision Rate** (includes all collisions “with a person,” as defined by the NTD, divided by VRM)
- **Vehicular Collision Rate** (includes all collisions “with a motor vehicle,” as defined by the NTD, divided by VRM)
- **Fatalities** (includes all fatalities as defined by the NTD)
- **Fatality Rate** (includes all fatalities as defined by the NTD, divided by VRM)
- **Transit Worker Fatality Rate** (includes all transit worker fatalities as defined by the NTD, divided by VRM)
- **Injuries** (includes all injuries as defined by the NTD)
- **Injury Rate** (includes all injuries as defined by the NTD, divided by VRM)
- **Transit Worker Injury Rate** (includes all transit worker injuries as defined by the NTD)
- **Assaults on Transit Workers** (includes all assaults on transit workers as defined by the NTD)
- **Rate of Assaults on Transit Workers** (includes all assaults on transit workers as defined by the NTD, divided by VRM)
- **System Reliability** (includes Major Mechanical System failures as defined by the NTD)

Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

Salem-Keizer Area Transportation Study (SKATS) is the designated Metropolitan Planning Organization (MPO) for the Salem-Keizer area. The SKATS MPO is directed by a policy committee and is composed of elected representatives from the cities of Keizer, Salem, and Turner; Marion and Polk counties; the Salem Area Mass Transit District; the Salem-Keizer Public Schools; and a manager from the Oregon Department of Transportation (ODOT) Region 2 office. Mid-Willamette Valley Council of Governments staff provide the day-to-day work for SKATS.

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Oregon Department of Transportation	4/28/2025
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Salem-Keizer Area Transportation Study	4/28/2025

Section 4. Safety Management Policy

4.1 Safety Management Policy Statement

Cherriots strives to provide safe, reliable, comfortable, and innovative transportation options to every member of the community. The Public Transportation Agency Safety Plan, hereafter known as the Agency Safety Plan or ASP, has been developed to integrate safety into all system operations of Cherriots. By using the procedures contained in the ASP, Cherriots can continue to improve the safety and security of operations and services.

This ASP describes the policies, procedures, and requirements to be followed by management, maintenance, and operations to provide a safe environment for employees, customers, and the public. The goal of this program is to eliminate the human and fiscal cost of avoidable personal injury and vehicle accidents.

Each division/department has a responsibility under the ASP. Chiefs and managers will provide the continuing support necessary to achieve the ASP objectives. A key to the success of this effort is for employees to be aware that they are accountable for safety while performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others.

Employees must be aware that decisions and actions often affect the safety of those in other areas of operations. By following the processes described in the ASP, Cherriots will continue to improve performance and the safety of the system while continuing to foster a culture of safety.

The Cherriots Commitments:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as other management systems within Cherriots;
- **Integrate** the management of safety as a primary responsibility of all managers and employees;
- **Clearly define** for all staff, managers, and employees that they are accountable and responsible for the delivery of Cherriots safety performance and the performance of Cherriots safety management system;
- **Establish** and operate hazard identification and analysis, and safety risk assessment activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification to eliminate or mitigate the safety risks of the potential consequences of hazards resulting from operations or activities, to a point that is consistent with an acceptable level of safety performance;
- **Ensure** that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard for regulations or procedures;
- **Comply** with, and wherever possible exceed, legislative and regulatory requirements and standards;

- **Ensure** that sufficient skilled and trained personnel are available to implement safety management processes;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- **Establish and measure** safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- **Continually improve** safety performance through management processes that ensure appropriate safety management action is taken and is effective; and
- **Ensure** externally supplied systems and services to support operations are delivered, meeting established safety performance standards.

The Cherriots Goals for Safety:

- Design, construct, test, and operate a transportation system that achieves an optimum level of safety, exceeding the safety performance of other transit districts of a similar size in the United States.
- Identify and evaluate, then eliminate or control, hazards to employees, customers, and the public.
- Meet or exceed all government and industry occupational health and safety standards and practices.
- Maximize the safety of future operations by affecting the design and procurement processes.

The objectives of the ASP are the means to achieving these goals. They also provide a method of evaluating the effectiveness of Cherriots safety efforts.

The ASP Objectives:

- Integrate safety management and hazard control practices in all Cherriots divisions.
- Assign responsibilities for developing, updating, complying with, and enforcing safety policies, procedures, and requirements.
- Verify compliance with Cherriots safety policies, procedures, and requirements through performance evaluations, accident/incident trends, and internal audits.
- Investigate all accidents/incidents, including identifying and documenting the causes for the purpose of implementing corrective action to prevent a recurrence.
- Increase investigation and systematic documentation of near misses.
- Timely identify, analyze, and resolve safety and security-related hazards.
- Minimize system modifications during the operational phase by establishing and utilizing safety controls at the system design and procurement phases.
- Ensure that system modifications do not create new hazards.
- Train employees and supervisors on the safety components of their job functions.

Cherriots Safety Committee is convened by a joint labor/management process and consists of equal number of frontline transit workers who represent a plurality of the frontline workforce. The purpose of the Safety Committee is to bring management, employees and employee representatives together to achieve and maintain a safe, healthful workplace. The committee is responsible for addressing both safety and security concerns affecting transit workers and the public transportation system.

We take these commitments seriously, as the lives of our riders, employees, and community depend on our ability to operate in a culture of safety.



4/24/25

Accountable Executive
Allan Pollock, General Manager/CEO

Date

4.2 Safety Management Policy Communication

To ensure employees and riders are aware of the safety management policies and procedures that effectively manage the system's day-to-day operations, Cherriots uses several forms of effective communication.

Employees: Cherriots frequently reviews, evaluates, and tests existing policies and procedures to verify their effectiveness. Cherriots seeks input from all staff to determine if changes are needed based on trends, data analysis, operational changes, or new assets. Several methods are used to communicate policy and/or procedure changes, including:

- Safety Committee (also referred to as Security Committee)
- Overhead Drivers Information System (ODIS)
- Employee Portal (intranet)
- Newsletters – PULSE articles
- Service Excellence Team
- Employee memorandum through paycheck, daily manifest of work orders, and District meetings
- Bulletin board notices
- Employee email notification
- Labor Union notification
- Monthly GM Roundtable meetings

Depending on the importance of the policy or procedure change, policies are distributed through email using an electronic confirmation for all employees with company email, or by paper distribution with signed acknowledgement verifying employees' understanding of the change.

Riders: If a rider policy is changed or added, Cherriots notifies riders through the following methods:

- Notice posted on vehicle and facilities, including effective date and whom to contact for more information
- Changes to digital rider guidance, including schedules and ride guides as appropriate
- Public meetings
- Social media
- Any services impacted by policy changes will include outreach as required by federal guidance

4.3 Authorities, Accountabilities, and Responsibilities

The ultimate authority for the success of this ASP and Cherriots safety performance is the Accountable Executive. The Chief Safety Officer, the Senior Leadership Team, and Cherriots employees fulfill their daily commitment to safety by supporting the Accountable Executive.

4.3.1 Accountable Executive (AE)

The Accountable Executive will determine, based on feedback from senior staff, the Safety

Management System principles needed to ensure a safe work environment, rider experience, and community safety. The AE is committed to providing employees with the tools and training needed to be successful and safe in their roles with Cherriots. The AE will continually foster a culture of safety, with the expectation that each employee plays a role in maintaining a safe workplace.

The AE will implement safety risk mitigations for the safety risk reduction program that are included in the ASP, and consider all other safety risk mitigations recommended by the Safety Committee.

The AE will be responsible for ensuring an annual budget is developed that provides the necessary funding to support training for new hires and experienced staff, while maintaining assets in a State of Good Repair (SGR) and/or replacing them, if they are no longer able to function as originally intended.

The Accountable Executive is the General Manager, who is responsible for approving changes to this plan.

4.3.2 Deputy General Manager (DGM)

The DGM is responsible for working closely with the Accountable Executive, Chief Safety Officer, and Division Chiefs to ensure staff have the required resources to deliver on our SMS goals. The DGM has control and direction over all internal divisions across the entire organization. The DGM shares responsibility with the General Manager/ Accountable Executive to remain abreast of safety performance affecting Cherriots and to ensure appropriate actions are taken regarding safety performance.

4.3.3 Chief Safety Officer (CSO)

Cherriots has concluded that one CSO, with delegated staff, will be sufficient to manage the day-to-day adherence to this plan and report directly to the AE. As CSO, this individual will monitor safety and security throughout Cherriots including sub-contractors. All departments have been notified of the CSO's role and the established reporting requirements relating to safety-related matters.

The CSO will be responsible for the following:

- Developing and maintaining SMS documentation;
- Directing hazard identification and safety risk assessment;
- Monitoring safety risk mitigation activities;
- Ensuring a Safety Assurance process to include safety performance monitoring and measurement, along with continuous improvement by assess safety performance annually;
- Providing periodic reports on safety performance;
- Briefing the Accountable Executive and Board of Directors on SMS implementation progress; and
- Planning safety management training.

The CSO is the Chief Safety Officer, who is responsible for maintaining and monitoring this plan.

4.3.4 Safety Committee

As stated in the Safety Management Policy Statement, the Safety Committee is convened by a joint labor-management process. The Safety Committee, also referred to as the Security Committee, meets regularly to address hazards and threats related to safety, security, and emergency events and conditions that impact Cherriots.

The Safety Committee shall have the responsibility for the following actions:

- Evaluate employee concerns about safety and security hazards;
- Assist in identifying and reporting hazards in the workplace;
- Review information from injury reports and provide recommendations to reduce recurrence;
- Assist with workplace inspections;
- Address concerns and recommend mitigation;
- Provide management with information concerning safety and security hazards and provide recommendations for mitigation;
- Recommend actions to reduce recurrence of injuries to employees; and
- When supported by technology, identify potential “hot spot” locations in the service area.

Additionally, the Safety Committee evaluates the effectiveness of the bus system safety programs and activities and its implementation through the review of safety audits, major incident or accident investigations, and safety-related statistics to reduce the potential for the recurrence of similar incidents and trends. Major safety or security incidents include any incident that has the potential for significant liability to Cherriots, results in significant, sustained, or unusual disruption of transit service, results in death or serious injuries to persons on Cherriots premises or vehicles or has potential to be a concern to the general public or of interest to the news media.

4.3.5 Role of Staff to Develop and Manage Safety Management Systems

Chiefs and Managers

Chiefs and managers are responsible for safety within their divisions and departments, including employees, facilities, operations, and services provided. This responsibility includes determining and implementing measures required to minimize/mitigate safety hazards and coordinating the implementation and maintenance of safety programs within their functional areas. They also are responsible for ensuring employees have the required licenses and up-to-date certifications. Furthermore, they are responsible for communicating safety information to employees, and for ensuring all employees follow all appropriate safety rules and procedures.

Supervisors

Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents and incidents, and for reporting accidents and incidents to the Safety and Security Division and the Operations Division.

Employees

All Cherriots employees are responsible for performing their work safely by following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to their supervisor for the protection of themselves, co-workers, customers, facilities, and equipment.

Key Staff

Employees will be responsible for maintaining high standards of safety, customer service, and security. The Employee Safety Reporting Program (ESRP) will define the employees' role to identify and mitigate risk through open communication to Cherriots leadership, including the CSO and AE. The Safety and Security Division is responsible for directly supporting the CSO in the administration of this plan. The Safety and Security Division will be instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

Employees will be involved with updates, modifications, and implementation of the ASP. Employees and riders will have opportunities to provide input regarding safety at Cherriots. Those opportunities include monthly safety meetings, annual employee meetings and training, department meetings, customer and employee surveys, and an open-door policy with access to all management staff.

4.4 Employee Safety Reporting Program (ESRP)

As stated in the Safety Management Policy Statement, Cherriots is committed to providing a safe environment for its employees, riders, and the public. To ensure success, Cherriots has developed an ESRP as a means for employees to report any actual or perceived hazard to a supervisor, the CSO, or other designated members of the administration.

The ESRP allows each employee to report detailed information and observations whether they are a driver in service, maintenance staff, or other on-duty employee. This program dovetails with other methods currently in place to identify hazards. Those methods include:

- Pre/Post Trip Inspections
- Preventive Maintenance Inspections
- Facility Maintenance Plan
- In-Service Training Program
- Rider and Public Complaint/Compliment Process
- Safety Trainings/Briefings
- Safety Tailgate Meetings
- Incident/Accident Policies
- Safety & Security Committee

To support the ESRP, Cherriots utilizes a **Hazard Reporting Program** to collect information about hazards or unsafe conditions observed by employees. The program provides a means to collect information for determining an action to mitigate the hazard. It provides a reporting method to communicate an identified hazard that may result in a potential consequence or endanger employees, riders, or the public.

Cherriots also uses an Incident Report process to document events that occur on Cherriots property and on or near buses. The incident report process captures a variety of event types, to include assaults on transit workers and near misses.

The Vehicle and Injury Accident Reporting processes are used to report vehicular accidents and employee injuries, as defined by Cherriots Personnel Policy # 360 – Safety, and Safety & Security Procedures 3012 – Reporting on the Job Injuries and Light Duty Assignments, incorporated herein by reference.

The Hazard Reporting Program is not intended to replace the incident reporting or accident/injury reporting processes, nor replace the required forms for documenting occurrences.

The Safety and Security Division is responsible for reviewing and monitoring the mitigation of each hazard reported, through a Safety Risk Assessment process. Unless a hazard is eliminated, the risk still exists despite mitigation efforts. Hazards must be appropriately documented and subject to continual assessment if not eliminated. The goal is to eliminate all identified hazards whenever possible.

All hazard reports will be documented and integrated into current ASP performance measures and data collection. The Safety and Security Division will track each hazard mitigation to completion and recommend policy or procedural changes to the CSO, if needed, as a result of the hazard mitigation.

Upon hire, as part of Cherriots onboarding process, all employees will receive training on the procedures associated with the Hazard Reporting Program and other Safety & Security programs relevant to the effective implementation of Cherriots Safety Management System (SMS). The onboarding training will include the following topics:

- Agency Safety Plan Overview
- Hazard Identification and Reporting
- Incident Reporting
- Injury and Accident Reporting
- De-escalation
- Emergency Preparedness
- Bloodborne Pathogens
- Drug-free Workplace

4.5 Cherriots Responsibility

Every hazard report is investigated to determine if it is an isolated case or emerging trend that may require process change, evaluation of policies and procedures, or service modifications.

Employees reporting hazards will not face disciplinary action unless that employee contributed to the hazard. Employees may report the hazard to their immediate supervisor, a member of the Safety Committee, the Safety and Security Division or go directly to the CSO to submit and discuss their report.

Section 5. Safety Risk Management

Cherriots provides training to all employees in the identification of hazards and security threats, while also providing tools to enable personnel to report these hazards/threats. Once the hazard has been identified, staff from the responsible department will consider the potential consequences or impact of the hazard and conduct an assessment of the safety risk to determine the necessary response and response time. The response may include further investigation or monitoring, action(s) to mitigate the potential consequences of the hazard or security threat, and follow-up assessment to ensure the action taken is appropriate and effective.

5.1 Safety Hazard Identification

Hazards and security threats are identified through different methods of monitoring the system. This includes system, employee, and asset assessments conducted daily and on an incremental basis. Cherriots conducts the following routine and random evaluations of the system in the following areas:

5.1.1 Cherriots Employees

Each employee is evaluated annually to ensure they are performing their job to the expectations of Cherriots. As part of their trial service period, the employee is provided training and tools to initially perform their job. They do not receive permanent status until completing 180 days of employment. During the 180-day trial service period, the employee is evaluated to determine if they are properly prepared to safely perform their job.

Additional evaluations of the employee are conducted throughout the year through spot-checks of various aspects of their job function. If a spot-check or annual evaluation determines the employee's performance does not meet expectations or training standards, retraining may be provided and additional evaluations will take place to ensure retraining was effective.

5.1.2 Assets

Rolling stock, facilities, and equipment are monitored through a preventive maintenance plan aimed at identifying hazards and deficiencies as part of daily and scheduled inspections. Transportation and Maintenance Departments coordinate the preventive maintenance program including Daily Vehicle Inspection Reports (DVIRs), incremental, and annual inspections.

Cherriots updates the FTA-required Transit Asset Management (TAM) Plan annually with data relevant to each asset, including a condition assessment, miles (with rolling stock and non-revenue vehicles) and age as to whether the asset is in a State of Good Repair (SGR). The TAM Plan allows Cherriots management to plan asset replacement or rehabilitation for the future.

5.1.3 System

As part of the safety management system monitoring, Cherriots uses service evaluations when planning, spot-checking or responding to a safety event such as an accident or incident. New routes are strategically developed with safety being the first priority and rider access second.

Bus route planners develop and test all routes before activating for revenue service. All

routes are reviewed periodically to determine if a route, schedule or vehicle requires modification due to an identified hazard. All front-line staff are trained to note any changes to service that may be considered a hazard or security threat through the Hazard Reporting Program.

5.1.4 External Sources

At times, Cherriots receives information related to hazards through external sources, which may include the FTA, Center for Disease Control (CDC), other federal agencies, state and local authorities. Regardless of the source, a reported hazard that may result in a potential consequence will be assessed by the appropriate department and/or the Safety and Security Division to determine if a response is necessary. Such assessment will be documented in the safety risk assessment process.

5.2 Hazard Identification Procedure

Any employee seeing something through inspection or observation that they deem to be a hazard, is instructed to immediately report that hazard to their immediate supervisor or Dispatch, if on route, regardless of the perceived level of threat. The employee will document the hazard by end of shift. The immediate supervisor will document the report in the hazard reporting system which will be reviewed by the Safety and Security Division.

If the hazard requires immediate mitigation, the employee will be instructed on steps to take to reduce the safety risk that may, or may not, alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate safety risk, but are still reported. The Safety and Security Division will be responsible for safety risk assessment, investigation, mitigation strategy, and communicating with the CSO.

In some cases, a rider or member of the public may call Cherriots with a complaint about a front-line employee that may rise to the level of hazardous behavior or actions. Cherriots currently documents all customer complaints/compliments and takes appropriate action to investigate any complaints. Complaints involving a verified hazard will trigger immediate action by on-duty supervisors.

Hazard Identification Forms will be located in dispatch, operator break rooms at the transit centers, and in the Maintenance Department. Dispatch, Operations Supervisors, Safety and Security Division staff, and other designated personnel will have access to the hazard reporting system to document the report of a hazard.

The form includes a section for the supervisor, or receiving employee to document immediate action taken to reduce risk, a risk assessment chart prioritizing the risk, and a section for additional follow-up action. All forms will be processed and submitted to the CSO and summarized periodically for trend analysis and included in safety performance measures.

5.3 Safety Risk Assessment

Cherriots expects employees to respond to hazards or threats with professional judgment as sometimes there might not be time to contact a supervisor to prevent an emergency event.

In cases where the hazard can be reported without immediate risk, the employee will make an initial assessment of the risk as part of their report. Once received by the supervisor, the initial

risk assessment may be amended requiring immediate, short, or long-term response.

Designated employees will investigate each identified hazard, assess the risk, and take appropriate action to mitigate the risk and communicate findings to the CSO. Additional evaluation, assessment and mitigation may be needed based on follow-up monitoring of the action taken.

The severity and likelihood of loss will be assessed using the Safety Risk Assessment tables below. Once the severity and likelihood ratings are determined, the result will identify the risk rating and ultimately indicate the risk decision level of the potential consequence.

Severity Rating: The first step in conducting a Safety Risk Assessment is to determine the severity of the potential consequences of the hazard. Severity is a subjective measure of a hazard's worst credible consequence. **Table 1** defines the severity level based upon the type of characteristic.

TABLE 1: Severity Rating

Severity is a subjective measure of a hazard's worst credible consequence. Not all characteristics may apply to a given hazard. When more than one characteristic applies, choose the level that best reflects the characteristics.

Severity Level		Characteristics			
		People	Equipment or Service	Financial	Reputational
Minimal	A	<ul style="list-style-type: none"> No Injury Two or less minor injuries (An injury that is not life-threatening and can be treated with basic first aid or a visit to a health provider) 	<ul style="list-style-type: none"> Minor equipment damage No, or negligible, service interruption No immediate repair 	<ul style="list-style-type: none"> \$1,000 or less 	<ul style="list-style-type: none"> No adverse media coverage No reputational damage Little or no governmental interest, and no action
Minor	B	<ul style="list-style-type: none"> 3 to 4 minor injuries Two or less moderate injuries (A physical injury that requires medical treatment but doesn't pose a significant risk of death) 	<ul style="list-style-type: none"> Non-disabling loss of equipment requiring repair before returning to service Nominal Service interruption Repair performed in-house requiring 5 hours labor or less 	<ul style="list-style-type: none"> \$1,001 to \$10,000 	<ul style="list-style-type: none"> Local media coverage Government interest but little action, if any
Moderate	C	<ul style="list-style-type: none"> 5 or more minor injuries 3 to 4 moderate injuries 	<ul style="list-style-type: none"> Equipment placed out of service or service interruption, requiring 7 actual calendar days or less to repair Equipment repair required by outside service vendor 	<ul style="list-style-type: none"> \$10,001 to \$25,000 	<ul style="list-style-type: none"> Adverse media coverage Some reputational damage Government involvement Significant period to recover public trust (1 week or less)
Critical	D	<ul style="list-style-type: none"> One serious injury (A physical injury the results in substantial risk of death, life-threatening injury or need for other major medical intervention.) One fatality 	<ul style="list-style-type: none"> Equipment placed out of service or service interruption, requiring 8 or more actual calendar days to repair by an outside service vendor 	<ul style="list-style-type: none"> \$25,001 to \$250,000 	<ul style="list-style-type: none"> Prolonged media campaign Serious reputational damage Sustained government involvement Disruption of public trust extends beyond 1 week
Catastrophic	E	<ul style="list-style-type: none"> 2 or more serious injuries 2 or more fatalities 	<ul style="list-style-type: none"> Total loss of equipment or service interruption, requiring months to repair 	<ul style="list-style-type: none"> \$250,001 or more 	<ul style="list-style-type: none"> Ongoing media coverage Irreparable reputational damage Prolonged government involvement and sanctions Disruption of public trust extends to 3 or more months

Likelihood Rating: Next, the likelihood will be determined. A hazard's likelihood can be estimated in occurrences over time or an item's life expectancy. **Table 2** defines the likelihood level of the potential consequence.

TABLE 2: Likelihood Rating

A hazard's likelihood can be estimated in occurrences over time or item life expectancy.

Likelihood Level		Likelihood Characteristics		
		By Individual Item	By Fleet or Inventory	Frequency
Very high (Frequent)	5	Experienced frequently in the life of an item	Experienced continually	36 or more times in 1 year
High (Probable)	4	Will occur 9 to 12 times in the life of an item	Will occur regularly	Greater than 12 times but less than 36 times in 1 year
Moderate (Likely)	3	Will likely occur 5 to 8 times in the life of an item	Will occur several times	Greater than 1 but less than 11 times in 1 year
Low (Occasional)	2	May occur 1 to 4 times in the life of an item	Likely to occur 1 to 4 times	Would not occur more than 2 times in a 10 year period
Very low (Infrequent to remote)	1	Unlikely to occur in the life of an item	Unlikely to occur in the life of the equipment or system	Would not occur more than 1 time in a 10 year period

Safety Risk Rating: Using the severity and likelihood, the safety risk will be plotted on the Safety Risk Rating table (**Table 3**).

TABLE 3: Safety Risk Rating

Likelihood	5	Very High	5A	5B	5C	5D	5E
	4	High	4A	4B	4C	4D	4E
	3	Moderate	3A	3B	3C	3D	3E
	2	Low	2A	2B	2C	2D	2E
	1	Very Low	1A	1B	1C	1D	1E
			Minimal	Minor	Moderate	Critical	Catastrophic
			A	B	C	D	E
			Severity				

Risk Decision: Table 4 defines the risk decision, guiding the level of response to the safety risk and the urgency that mitigations must be made.

TABLE 4: Risk Decision

Safety Risk		Safety Risk Decision
Determination Level		
1	Red	Hazard is unacceptable. Immediate action required. Mitigation is the highest priority. Activity or use must be halted until hazard is mitigated to a Level 2 or lower. Hazard must be submitted to and reviewed by the CSO. Hazard must be recorded and tracked in the Hazard Log.
2*	Yellow	Hazard is significant and mitigation is high priority. If left unaddressed, could elevate to an immediate danger. Hazard must be reviewed by the Safety Committee. Hazard must be recorded and tracked in the Hazard Log.
3*	Green	Hazard is minor and does not pose a current threat. Mitigation must be evaluated and addressed at the department level. The hazard must be recorded and tracked in the Hazard Log.

***Levels 2 and 3 may be considered tolerable provided the rating has been made after mitigating the hazard to a risk as low as reasonably practicable.**

5.4 Safety Risk Mitigation

In response to all identified and assessed hazards, Cherriots will mitigate the hazard and reduce or eliminate the safety risk to employees, riders, and the community. Mitigation strategies are dependent on the results of the investigation into the contributing factors of the risks. The investigation may include more than one department and may include collection of information from sources outside the transit system.

Actions to mitigate safety risks may include all employees, riders, and the public who are impacted by either the hazard's potential consequences or the actions to reduce or mitigate the risk. Cherriots will communicate actions to appropriate staff through methods appropriate to the safety risk assessment.

Cherriots will consider a wide variety of safety risk mitigations and strategies with the goal of reducing the hazard's safety risk to the lowest practical level. Every effort will be made to examine any potential mitigation that could reasonably be deployed to effectively reduce the safety risk. Examples may include new technology, retrofits to equipment or rolling stock, safety reviews of future procurements, guidelines from governing authorities, and industry best practices.

Once a risk mitigation strategy has been implemented, the CSO (or their delegate) will monitor the actions to determine if a full mitigation is possible or what additional action is necessary to further mitigate the risk. Some risks may not be completely mitigated.

All actions taken to mitigate risk will be documented and linked to the initial threat, or hazard identification step.

5.5 Risk Reduction Program

The Risk Reduction Program for transit operations improves safety by reducing the number and rates of safety events, injuries, and assaults on transit workers, based on data submitted to the NTD.

5.5.1 Mitigation of Vehicular and Pedestrian Safety Events

The measures to decrease vehicular and pedestrian safety events involving buses include reducing visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments. Other measures include driver training, technological improvements, infrastructure improvements, public awareness campaigns and vehicle design enhancements.

Vehicular Safety Event Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Entry Level Driver Training (ELDT) for all new hires
 - Driver training and refresher training – Smith System
 - Annual In-Service Training
 - Supervisor Ride-along
- Accident Investigation Process
 - Supervisor Accident Investigation
 - Accident Review Committee
- Vehicle Modifications and Specification
 - Updated vehicle specification on new procurements (lights, mirrors, cameras, etc.)
 - Monitoring camera and audio on the exterior and interior of vehicles

Pedestrian Safety Event Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Customer Service Training
 - Rider Interaction and Assistance Training
 - Public Contact Tracking
- Incident Reporting and Investigation Process
 - Incident reporting
 - Incident review by supervisors
- Vehicle Modifications and Specification
 - Maintain all walking and gripping surfaces
 - Securement of mobility devices
 - Lighting at points of ingress and egress
 - Slip resistance surfacing on steps, ramps, etc.

5.5.2 Mitigation of Assaults on Transit Workers

Prevention and response to assaults on transit workers is a priority and key focal point of the ASP. Cherriots will ensure appropriate steps are taken to limit the potential exposure to assaults by deploying assault mitigation infrastructure and technology.

Assault Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Employee skills training (such as de-escalation techniques and skills training as well as assault awareness and prevention training for all transit workers with potential exposure to the threat, recurring and regular refresher training opportunities for those with the greatest exposure).
 - Policy and procedure education and training.
 - Supervisor oversight and Security presence (such as supervisors ensuring the Incident Report system is effectively used to report assaultive events, and security presence on revenue vehicles and at facilities).
- Incident Reporting and Investigation Process
 - Incident Reporting System.
 - After-Action Reviews and investigations (which may include review of de-escalation techniques, policy and procedure compliance and effectiveness, and the need for post-event refresher training).
- Vehicle Modifications and Specification
 - Driver barrier to limit rider access to driver workspace.
 - Vehicle Operator Barrier review (review existing barrier style with other styles or options available in the marketplace to determine if a modification or replacement barrier should be considered).
- Policy and procedure review (such as policy related to fare collection and other boarding topics that have the potential to result in conflict as well as policy review pertinent to compliance with federal directives and regulations aimed at protecting transit workers).
- Technology and Communication systems (such as signage on revenue vehicles and at facilities, video and audio surveillance systems, automatic vehicle location systems, emergency response systems to alert Dispatch of dangerous situations and effective radios and other communication devices in vehicles).

The Safety Committee may make additional recommendations to the CSO to reduce the safety risk of vehicular and pedestrian safety events and assaults on transit workers. Additional recommendations will be documented in the Safety Committee meeting minutes and captured in the hazard reporting system.

Section 6. Safety Assurance

6.1 Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involves the continual monitoring of Cherriots activities to understand safety performance. Key areas of focus include monitoring of safety risk mitigations to determine if they mitigated the safety risk to the anticipated/desired level, were implemented as intended, their appropriateness, and overall effectiveness in mitigating the risk.

Cherriots is committed to maintaining the highest level of safety through its monitoring methods that ensure adherence to policies and procedures, safety and maintenance plans, and system and employee evaluation processes.

6.1.1 Maintenance

Maintenance Standards and Procedures

Standards and procedures are included in the Cherriots Fleet Maintenance Plan. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation, and maximum bus life and condition are maintained. Daily bus inspections, an active Preventive Maintenance Program, contractor oversight, and careful monitoring are included in procedures to ensure the safety of buses and adequacy of the Fleet Maintenance Plan.

Operator Pre- and Post-Trip Inspections

All operators are required to perform a pre-trip and post-trip inspection to ensure that the vehicle is safe and in good operating condition. If any defects are noted by the operator, a Defect Slip is completed and, depending on the severity and extent of the defect, the vehicle may be repaired or taken out of service until a repair can be made. In the case of a defect that develops or is noted once a vehicle is in service, the operator is required to communicate the problem to the Transportation Department Dispatcher. Transportation will then notify Maintenance.

Daily Servicing and Inspections

Maintenance team members inspect and service every bus used in revenue service each day. The buses are fueled and washed; all fluids, tires, and lugs are checked; and the vehicle is inspected for any leaks or unusual noises. The service workers clean the bus interiors each day. When a defect is noted, it is reported to the mechanic or supervisor on shift, so that an evaluation and, if necessary, a repair can be conducted.

Regularly Scheduled Safety Inspections and Maintenance

The Facility Maintenance Department conducts quarterly safety inspections. Mechanics and Facilities Maintenance employees look for potential hazards with equipment whenever they are using that equipment. The vehicle hoists, chain pulls, and cranes in the vehicle maintenance shop are inspected annually by contractors. Preventive maintenance of equipment and facilities is performed in accordance with the manufacturer's recommended practice.

Mileage-Based Maintenance Inspections

All buses receive preventive maintenance inspections (PMI) at designated mileage intervals. Mileages are determined by vehicle and subcomponent manufacturers and real-world experience. Oil sampling is performed periodically for both engines and transmissions. A description of the schedule and type of inspection and service performed for each bus series is included in the Fleet Maintenance Plan.

6.1.2 Operations

Facility Monitoring

Facility inspections of all Cherriots facilities and grounds are conducted by members of the Safety Committee quarterly using a facility checklist. The purpose of the inspections is to identify any unsafe or unhealthy conditions which may exist, and that may require maintenance or modification. Each facility is also visually inspected for compliance with Occupational Safety Health Administration (OSHA) and local fire codes.

Reporting and Resolution

When deficiencies are noted during quarterly facilities inspections, they are documented and reported to the manager of the department in which the safety hazard is located. When safety hazards are noted by non-scheduled observation, they are reported by the observer to a supervisor. Hazard Reporting Forms are routed to the responsible department, the Safety and Security Division, or the appropriate chief to evaluate the concern and, when necessary, propose a resolution. Safety and Security Division personnel will monitor deficiencies and hazards, providing periodic reports to leadership and the CSO.

Follow-up

Corrective actions for a hazard that has been identified by any established process is the responsibility of the manager of the department area in which the hazard exists, the Safety and Security Division, or the CSO. This includes arranging for the services of other departments or outside parties, as necessary, to eliminate or control the hazard.

Documentation

All maintenance records are retained by the Maintenance Department. Hazards that have been identified and corrective actions are documented in a hazard reporting system for access and review by the CSO.

6.1.3 Safety Events

Cherriots requires reporting of all safety events, accidents and injuries. Established policies, procedures and protocols direct the reporting requirements, investigation processes, follow-up or corrective actions and event documentation.

Vehicle Accident Reporting, Review and Determination Process

All vehicle accidents and loss incidents are to be investigated. Cherriots safe driving standards require professional and safe performance of all operators and authorized drivers. Cherriots convenes an Accident Review/Determination Panel to determine the preventability of a safety event.

The Salem Area Mass Transit District Transit Operator Handbook outlines the procedures and responsibilities for accident/incident investigation. **Safety and Security Procedure 3011** details the procedures for accident notification, response, and investigation.

Reporting an Accident

Any employee who is involved in an accident while operating a revenue or non-revenue vehicle is required to report the accident to Dispatch immediately and complete an accident report no later than the end of their shift that day. The accident report must be filled out accurately and completely by the employee involved in the accident.

Vehicle Accident Procedures

- Operators are provided with sealed Vehicle Accident Packets. For non-revenue vehicles, the Vehicle Accident Packets are kept in the glove box of the vehicle. On the exterior of the Vehicle Accident Packet are instructions. Drivers are instructed to adhere to the process outlined on the Vehicle Accident Packet.
- All media requests for information are to be directed to Cherriots Chief Communications Officer or designated public information officer. *See General Administrative Manual Policy 203, Media Contacts.*

Vehicle Accident Investigation

All vehicle accidents involving district owned vehicles or occurring while performing District business in a personal vehicle will be investigated with an intent to complete the investigation within three business days. Operations road supervisors are required to complete a Supervisor Accident/Incident Report. Operators/drivers are required to complete an Accident Information Report (contained in the Vehicle Accident Packet). The road supervisor is required to file both reports electronically, as well as a hard copy and attach all relevant media (photos, videos, other documentation) for use by the Accident Review and Determination Panel and the Safety and Security Division. All accidents are recorded in the safety event/incident reporting system, TransTrack, and documentation is uploaded/attached to the corresponding record entry. A separate file is also created in Cherriots events video folder located at: S:\Event Video 2025 (or subsequent calendar years).

Transportation Department will cooperate with outside law enforcement agencies if they investigate an event. The Safety and Security Division will coordinate with outside insurance providers and provide support among Cherriots departments and independent investigation to manage Cherriots liability and claims.

Accident Determination

Cherriots identifies driver classification based upon the frequency and type of vehicle being operated. Professional drivers may operate commercial vehicles, district service or passenger vehicles and used to transport district equipment and materials on a high frequency basis. Casual drivers operate a personal or district vehicle twice per month or less on District business.

All accidents involving professional drivers will be given a determination of preventable or non-preventable, based on the definition established by the National Safety Council (NSC),

which states “a preventable collision is one in which the driver failed to do everything that reasonably could have been done to avoid it.”

Accident reports are reviewed by members of Accident Review and Determination Panel and, if necessary, further investigated. A determination as to the preventability is issued to the transit operator or maintenance worker in writing.

Preventability determinations are not made for accidents where the driver of the vehicle was considered a casual driver. All other steps in the accident reporting and review process are completed and the accident data will be included in trend analysis and the safety risk assessment process.

Incident reporting and review process

The Incident Report process is used to document events of an unusual nature or safety events that occur on District property and on or near buses. Events that may be reported through the Incident Report process may include accidents (not involving District assets) that have been witnessed, crimes, customer-relations issues, customer injuries resulting from a safety event or physical altercation, and customer illness or injury. The incident report process is also used to report assaults on transit workers, as well as near misses.

Reporting an incident

Incident reports are submitted by transit workers in all departments, but are primarily used by the Transportation Department, Customer Service and the Security and Emergency Management Department. Transit Operators are required to submit incident reports, when directed, to Dispatch before the end of their shift. Security Officers submit incident reports to the Security and Emergency Management Department in accordance with established procedures and post orders.

Incident Investigations

Operations Supervisors receive incident reports from transit operators and customer service representative. The supervisor enters the report into the safety event/incident reporting system, TransTrack. Supervisors investigate incidents when required to collect additional information and attempt to obtain a video recording of the event. Investigative notes are included in the reporting system and videos are retained in electronic files. All incident reports and corresponding videos are saved to: S:\Event Video 2025 (or subsequent calendar year).

Follow-up

All incidents are reviewed by Safety and Security Division staff. If further investigation is warranted or a follow-up/enforcement action is required, the security team will complete the necessary actions wherever possible and update the incident record in TransTrack.

All assaults on transit workers are carefully evaluated by the Safety and Security Division. Follow-up actions may include internal reporting, safety risk assessments and coordination with local law enforcement when required. A Safety and Security Division staff will make every effort to follow up with the transit worker(s) involved in physical assault events to ensure they are informed about Cherriots actions.

Employee Injury Reporting

All employee injuries, regardless of whether medical treatment was sought, are required to be reported. Reporting instructions and forms are contained in the sealed On-the-Job Injury Packet. A **Report of Personal Injury** form must be completed if an employee suffers an injury or illness as a result of an accident or incident, regardless of the level of medical treatment, from no treatment or first aid only to medical care by a licensed medical professional. Supervisors are required to submit a **Supervisor Incident/Accident Investigation Report** in conjunction with the employee's report of personal injury. If medical care, by a licensed professional, is sought, a **SAIF Form 801** must be completed by the employee and submitted to the Safety and Security Division within 48 hours of the medical treatment.

Corrective Actions Follow-up

Follow-up in the form of corrective action is the responsibility of the employee's direct supervisor or manager. The responsibility may be delegated to a designee, or the CSO.

Any disciplinary action will be assessed using the Collective Bargaining Agreement procedures (if applicable) and/or District policy.

The Safety and Security Division may recommend refresher training based on their review of accidents and frequency and severity of preventable accidents. Refresher training may be mandated by department/division leadership or by the CSO.

Documentation

The Accident Review and Determination Panel maintains the accident investigation documentation. All accident determination and requisite training documents will be forwarded to and maintained by the CSO.

Accident investigation documentation and Incident investigation documentation is captured in the safety event reporting system, TransTrack. Additional files are located in Cherriots electronic files at: S:\Event Video 2025 (or subsequent calendar year).

Employee injury report document and any insurance claims documentation is maintained by the Safety and Security Division.

6.2 Performance Measures

Through a series of performance measures relative to operations, maintenance, and safety, Cherriots can monitor the system's safety by identifying trends and gaps in policies, procedures, training, and monitoring efforts. Cherriots leadership has determined that performance measures which support the required Safety Performance Measures are beneficial in determining the overall safety performance of Cherriots. The following performance measures are on a daily, monthly, and quarterly basis.

Maintenance

- **Preventive Maintenance On-time Inspection Percentage** – determines the effectiveness of the maintenance department to ensure all inspections are conducted per manufacturing and mileage intervals.
- **Vehicles Removed From Revenue Service** – tracks vehicles removed from service due to a

mechanical defect developed while in service requiring immediate service either on-site failure or once returned to the facility.

- **Annual Vehicle Condition Assessment** – through annual inspection, determines on a scale of 1 to 5 the overall condition of the asset. This performance measure is also used in annual updates of the Cherriots Transit Asset Management Plan.

Transportation

- **Customer Complaints Per Month** – tracks all customer complaints to identify areas of deficiency with vehicle, operator, or other areas. Safety-related complaints are immediately routed to a supervisor on-duty or the Transportation Manager for investigation, mitigation and response. Complaints may be a result of phone calls, website, or Cherriots public forums.
- **On-time Performance** – serves as an indicator of issues with time management, environmental factors, scheduling, and vehicle and operator performance.
- **On-board Surveys** – conducted annually, allow Cherriots to receive rider feedback about bus operator performance, customer service, and vehicle safety.

Safety and Security Division

Responsible for monitoring and measuring safety performance measures within the plan, located in Section 3.

6.3 Continuous Improvement

The objective of safety at Cherriots is continually improving the processes and operations to maximize safety to the highest practicable level. This effort is undertaken by providing on-going opportunities for employees to be reminded of safety, incorporate safe practices into their operations, hold open discussions about safe work observations, and provide multiple means for employees to identify potential hazards in order to develop mitigation or corrective actions in their work place and on the system.

Employees receive information through safety messages, Safety and Security Committee meetings, safety posters, identification and mitigation of hazards, proactive reviews, and inspections to identify potential hazards. In addition to these communication channels, employees may make suggestions to any department or group when they observe an area in need of safety improvement. Any employee may request a safety assessment, which is facilitated by the Safety and Security Division. Through the continuous improvement process, Cherriots is then able to develop and carry out a plan to address identified safety deficiencies by:

- Prioritizing identified deficiencies and systemic hazards;
- Developing strategic initiatives to overcome known deficiencies;
- Re-evaluating progress on improvement measures through Cherriots SMS;
- Periodic review of the ASP;
- Annual review of safety performance targets.

The Safety Committee has a significant role in the continuous improvement process. On-going monitoring of actual safety performance as compared to the safety performance targets established in the ASP is one method for identifying deficiencies in the SMS or mitigations that are not producing the results expected.

Section 7. Safety Promotion

Cherriots is committed to providing a safe, clean, and secure experience for employees, customers and the community Cherriots serves. Safety Promotion is key to setting the tone in establishing and supporting a safety culture. Through marketing campaigns with external customers and stakeholders, Cherriots promotes public transportation as a safe travel option. Internally, continuous training and clear communication with employees are two main components of Safety Promotion.

7.1 Employee Selection and Development

The safety culture starts with the hiring process and continues through training during all stages of an employee's career.

7.1.1 Hiring Practices

Selecting applicants best suited to excel in transit operator, operations and maintenance supervisor, and vehicle and facility maintenance job requirements, is critical to safe transit operations. Transit Operators are directly responsible for the safety of not only the riders, but also the pedestrians, bicyclists, drivers, and all others who share the road with the transit vehicle. Other Operations departments and personnel are instrumental in ensuring the operator has a safe and reliable vehicle, clear and concise policies and procedures, effective communications, and proper training.

All safety-sensitive employees must meet federal and state compliance requirements to be considered for a position with Cherriots. Cherriots hiring process is described in Personnel Policy 320.

7.1.2 Safety & Security Training

There are formal safety and security training programs for Cherriots employees including all safety-sensitive employees (transit operators, vehicle maintenance employees and their supervisors). Training and education include training classes, manuals, standard operating procedures, and on-the-job training. Training is provided by the department manager, training supervisors, internal subject matter experts and external trainers facilitated by the Safety and Security Division.

The safety component of training is designed to make employees aware of the hazards associated with their jobs and the appropriate methods for controlling these hazards. The training is intended to motivate employees to work safely. Trainings fall into three main categories: (1) Initial/Onboarding, (2) Periodic, and (3) Retraining or Refresher training.

7.1.3 New Hire Orientation

All new employees will receive an intensive New Hire Orientation, conducted by Human Resources and Safety & Security Divisions. This training will meet the requirements of OSHA, the ASP, and Oregon employment requirements. Hours and cadence of training will vary depending on the individual role of the employee. General topics covered may include:

- Equal Employment Opportunity (EEO)
- Anti-Harassment/Discrimination
- Sexual Harassment Policy & Prevention

- Drug-Free Workplace
- ASP Overview
- Hazard Identification and Reporting
- General Safety & Ergonomics
- Accident and On-the-Job Injury Reporting
- Emergency Preparedness Overview
- De-Escalation & Assault Prevention
- Bloodborne Pathogens

7.1.4 Transit Operator Training

Initial Transit Operator (Entry Level Driver) Training

Upon completion of the New Hire Orientation, all new transit operators will receive an eight-week training course that covers every aspect of their new job. The Commercial Driver's License (CDL) training is included in the course and is referred to as **Entry Level Driver Training (ELDT)**. The training program involves a combination of classroom and in-vehicle training, designed to familiarize the new employees with safe operation of transit vehicles, policies and procedures.

The full training includes, but is not limited to, the following areas:

- Handling Hazardous Materials (Right to Know)
- Hazard Communications Program, Safety Data Sheets (SDS)
- Avoiding Slips, Trips, and Falls
- Personal Protective Equipment
- Heat Illness
- Smith System 5 Keys of Driving
- Drug Awareness for Safety Sensitive Employees
- Traffic Technology Services Predictive Driving
- Orientation to Salem Area Mass Transit District
- Basic and Advanced Bus Maneuvers
- Service Stops
- System Overview and Procedures
- Customer Service Accessible/ADA Service
- Communication Skills
- Emergency Management
- Health & Safety/Injury Prevention
- Stress Management
- CDL Preparation
- Vehicle Orientation of all Vehicles
- Vehicle Security Awareness
- Conflict Resolution

- On-route Training

On-route training provides real service experience with an operator instructor. The amount of behind-the-wheel time the trainee operates the revenue route increases daily. Each day they receive a full review and debriefing from their operator instructor. Instructors communicate among one another regarding where additional training for new operators is required. The trainees rotate among the instructors, providing each student with experience across a variety of routes, vehicle models, times of day, instructional styles, and driving conditions.

After the initial training course, new transit operators receive additional support and training, including:

- Check-rides at the following intervals: one week, three months, six months, nine months, and 12 months
- Four-week follow-up: Procedure and Policy Review
- Inclement weather: Driving and Defensive Driving Course (DDC)
- Refresher training
- 90-Day: Mid-trial Performance Review
- Career Service Review: 6-month performance review of trial service period
- One-year Follow-up: Debriefing with Operations Training Supervisor and safety review with Transportation Department Management and the CSO
- Operators with at least two years' experience, and no accidents or discipline within the last year, may apply to become operator instructors as positions become available.

Annual (Periodic) Transit Operator Training

Every year, Transit Operators will receive one full day of refresher and topical training. The training may address the following topics:

- Safety and Customer Service
- Predictive Driving
- Signal and Intersection Management
- On the Road Exercise
- Effectively Dealing with People of Differing Ages
- Safety/Loss Control Topics
- ADA – Securement and Service Key Point Review
- De-Escalation and Conflict resolution
- Other HR and/or Safety and Security Updates

Partial-day trainings are also scheduled as needed and whenever warranted by the addition of new equipment or a change in configuration.

7.1.5 Operations Division (Transportation and Maintenance) Supervisor Training

Initial Operations Division Supervisor Training

All new Operations and Maintenance Supervisors will complete the following training during their trial service period:

- Bloodborne Pathogens
- Handling Hazardous Materials (Right to Know)
- Hazard Communication Program, Safety Data Sheets (SDS)
- Avoiding Slips, Trips, and Falls
- Personal Protection Equipment
- Heat Illness
- Emergency Procedures for facilities
- Security Procedures
- De-Escalation and Assault Prevention
- First Aid, CPR, AED and Stop the Bleed
- Emergency Response Planning and Coordination (as applicable to assignment)
- Drug and Alcohol Reasonable Suspicion training for supervisors (120 min)
- Drug and Alcohol policy and procedures for Safety Sensitive Employees
- Accident Investigation
- On-the-job Injury Reporting Procedures
- Accident Investigation
- Emergency Procedures
- Data Entry and Recordkeeping
- Dispatch Operations (Transportation Department)
- Field Operations
- Examination and Filing of Camera Video Evidence

Provided by Human Resources (during the first year of service)

- BOLI Training for New Supervisors (offered annually – 6 modules)
- Supervisor Soft-skills Training (offered annually – 6 modules)
- DEI Cultural Diversity

In addition to their initial training, all operations division supervisors will receive one full day of periodic and topical training annually via annual in-service training.

7.1.6 Maintenance Staff Training (Vehicle and Facilities)

Initial Maintenance Safety & Injury Training

Upon completion of the New Hire Orientation, all new maintenance employees will receive the following safety and injury prevention training during their trial service. The program is based on applicable federal, state, and local safety codes and regulations. Some areas addressed in training include:

- Smith System 5 Keys of Driving
- Drug Awareness for Safety Sensitive Employees (Vehicle Maintenance only)
- Handling Hazardous Materials (Right to Know)
- Hazard Communication Program, Safety Data Sheets (SDS)

- Avoiding Slips, Trips, and Falls
- Personal Protection Equipment
- Heat Illness
- First Aid, CPR, AED and Stop the Bleed (for select personnel)
- Emergency Response Planning and Coordination (as applicable to assignment)
- Forklift Safety
- Scissor Lift/Aerial Lift Safety
- Hazardous Materials Storage
- Fall Protection
- Lockout/Tagout Program
- NFPA 70E Electrical Safety (vehicle maintenance staff)
- Hazard Communications Level 2 (as applicable to assignment)
- Crane Operation (as applicable to assignment)
- Welding and Cutting (as applicable to assignment)
- Industrial Ergonomics
- Ladder Safety

7.1.7 Assaults and De-Escalation Training

All transit operators, maintenance workers, Operations and Maintenance Supervisors, and any other employee directly responsible for the safe delivery of transit services will participate in Cherriots sponsored de-escalation training provided by qualified staff who have been certified to conduct such training. Customer-facing employees will participate in a de-escalation training program suitable for their role. All other employees will receive comparable de-escalation training that is in alignment with agency-wide de-escalation techniques.

De-escalation training is included in the New Hire Orientation program; however, additional de-escalation training may be delivered based on the employee's role and exposure to potential conflict. Recurring and regular de-escalation training may be provided to ensure ongoing transit worker assault mitigation efforts.

7.1.8 Retraining or Refresher Training

Cherriots utilized retraining and refresher training as a means to enhance understanding of roles and responsibilities, re-enforce performance expectations, and provide staff with the tools needed to successfully perform the job functions safely and within the guidelines of Cherriots policy, procedure and protocols.

Retraining and training is offered or mandated as needed to ensure these outcomes are achieved and to give staff every opportunity for success. These trainings may be deemed necessary or appropriate as the result of a variety of processes, which may include employee performance reviews, the Accident Review Determination process, incident investigation and review process, Safety Assessment/Risk Mitigation actions, and the Safety Assurance process.

7.2 System Modification Design Review and Approval

General Process

The Cherriots bus system is occasionally modified in response to operational experience, the addition of new types of service, and changes in service design and levels. The Cherriots philosophy is to use appropriate new technologies to benefit the environment and the community it serves. Any proposed modification should be evaluated prior to implementation to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department who uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

Modification Design Review

A review of any equipment design modifications shall be made by the division chief and managers of the department responsible for the equipment in conjunction with the Safety and Security Division. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Proposed modifications should also be reviewed by the Safety Committee.

Modifications should not be made before it is determined how they might affect the safety of the system, or any other systems. Review consideration should include overall operation, maintenance requirements, legal parameters, introduction of new loss or risk exposures and consideration of human factor engineering impact. Other departments may evaluate a proposed change to determine its compatibility with other systems (e.g., hoists, fueling systems, communications systems). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and OSHA.

Testing may be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups, and structural evaluations may be employed.

Modification Design Approval

Final approval of design modifications is generally made by the Deputy General Manager in consultation with the Division Chief and CSO. When modifications are made by a bus manufacturer, the Maintenance Manager will work with the manufacturer, and contractual changes may be made. An impact summary of manufacturer modifications will be provided for review by the DGM, CSO, and Division Chief. If changes are substantial, additional training will be provided for maintenance and operation staff.

Monitoring

Once a modification is put in place, feedback from the operating department is solicited to evaluate the performance of the modification. Unsolicited input from the operating department and its employees (end users) is also encouraged. Depending on the nature of the modification, the Safety and Security Division, Planning and Development Division and the Safety Committee, may be involved for input.

Procurement Process

A procurement for a new facility, installed facility equipment, certain materials and supplies (chemicals, PPE, etc), and buses must include safety requirements in the specifications, design reviews, testing, and configuration control. These procurements may trigger consultation with the project advisor, Project Management Office (PMO) representative, procurement, and safety committee to ensure basic system safety principles and that proper contract requirements and monitoring are considered in the procurement and resulting contract. Consideration is given to the following safety requirements:

- Compatible with the existing Cherriots system safety features, design, and procedures.
- Incorporate "fail-safe" principles when failures would cause a catastrophe resulting in injury to personnel, damage to equipment, or inadvertent operation of critical systems.
- Avoid, eliminate, or reduce identified safety hazards by design change, safety devices, and parts or materials selection. Composition of hydraulic fluids, lubricants, and other materials shall provide optimum safety characteristics and fire-resistant properties.
- Location of equipment components so that access by personnel during operation, maintenance, repair, or adjustment activities do not require exposure to hazards such as electrical shocks, burns, cutting edges, sharp points or dangerous and toxic materials.
- Design to minimize severe damage to equipment or injury to personnel in the event of an accident.
- Avoid undue exposure to physiological and psychological stresses that might cause errors leading to an accident.
- Provide suitable warning and cautionary notes of instruction for operation, assembly, maintenance and repair, and distinctive markings for personnel protection on hazardous components, equipment, and facilities.

If Cherriots partners with Contractors who provide systems, sub-systems, equipment that affect safe transit operations or passenger or employee safety, the Contractor will be required to establish and maintain a system safety program in accordance with an approved ASP. The contractor's approved ASP must define objectives, tasks, and procedures, schedules, and data submittals for the safety activities that will be performed by the contractor. The CSO approves the contractor's system safety program plans in writing.

Additionally, all personal protective equipment to be used by Cherriots employees are reviewed and approved by the Safety and Security Division and the CSO, in accordance with respiratory, hearing conservation, working at heights, lock-out/tag-out, working in roadways or other applicable safety standards. Chemicals and other potential hazardous materials being considered for purchase and use are reviewed and approved by the above-mentioned team prior to arrival on site.

Documentation

The Maintenance Department is responsible for documenting any vehicle modifications. Facilities Services is responsible for documenting any modifications made to a facility.

Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures, and Safety Data Sheets. Maintenance Supervisors are

responsible for updating Safety Data Sheets based on input from product manufacturers.

Routes

Route modifications are designed by the Planning and Development Division. Planning may have a current transit operator help test routing and bus stop placement. This experience-based, real-world process is designed to protect the safety of the transit bus, transit riders, other vehicles, and pedestrians.

The Planning and Development Division informs the Service Excellence Team of any proposed route modifications. The Planning and Development Division may request that the Team evaluate a specific proposal, or the Committee may choose to evaluate any proposed modifications.

The Transportation Department may request a route modification it believes will improve operations. It may also choose to evaluate a modification that has been proposed by another department. Input from individual Transit Operators is encouraged through the Hazard Reporting Form, direct communication, and periodic surveying of operators conducted by service planners.

Finally, the Planning and Development Division maintains a cooperative working relationship with the appropriate planning and road departments of all municipal levels of government in which Cherriots operates.

7.3 Safety Communication

Communicating safety hazards, performance and mitigations strategies to all levels of Cherriots is extremely important to the success of the SMS program. Communication methods that are listed in the policy statement are used to share information with employees. Targeted safety messages and training materials are developed for specific work groups that address safety topics in greater detail as needed when relevant to the work performed in that department or division.

Section 8. ASP Documentation and Recordkeeping

Cherriots ensures proper documents and recordkeeping of its ASP, to include documentation of the elements within the plan, agency SMS processes and activities, and the functions of the Safety Committee.

Section 9. Minimizing Spread of Infectious/Communicable Diseases

Cherriots is concerned with the health and well-being of its employees and desires to limit their exposure to infections/communicable diseases like COVID-19 (SARS CoV-2). Cherriots will adhere to the current guideline provided by the Centers for Disease Control (CDC) or any other regulatory body with jurisdictional authority to direct Cherriots response to identified hazardous conditions. Employees are encouraged to follow current guidelines provided by the CDC, which provides updated protocols for current strains of infectious or communicable diseases.

9.1 Infectious Disease Prevention and Universal Precautions

There are many other infectious diseases that are caused by harmful organisms (pathogens). Pathogens that cause infectious diseases are viruses, bacteria, fungi and parasites. People can get infectious diseases from other people, bug bites and contaminated food, water or soil.

9.1.1 Ways to Prevent Infectious Diseases

- Vaccines and safe food handling habits can reduce the risk of contracting or spreading an infectious disease with a few daily practices.
- Practice Universal Precautions including:
 - Wash hands with soap and water. Thorough hand-washing is particularly important before preparing a meal or eating, after using the restroom.
 - Cover nose and mouth when sneezing or coughing.
 - Disinfect frequently touched surfaces at home and in the workplace.
- Avoid contact with people who are sick with an infectious disease or sharing personal items with them.
- Avoid contact with others while ill with an infectious disease.
- Wear a mask around others when ill or as recommended by the CDC.

9.1.2 General Workforce Considerations

The Safety and Security Division, and the CSO will be responsible for responding to any communicable/infectious disease exposures in the workplace concerns. This information will be shared through communication channels identified in this document. This team will track and monitor health and safety data from federal, state, and county health authorities, then make recommendations to the Executive Leadership Team for the appropriate course of action should an exposure to a virus occurs. Data and guidance provided by the CDC and other federal or state health authorities will be evaluated for appropriateness for incorporation into Cherriots decisions.

9.1.3 Cleaning and Disinfecting of Surfaces

The Facilities Maintenance Team, follows procedures for cleaning and disinfecting common or shared areas, equipment and surfaces. Service Technicians clean revenue and non-revenue vehicles on a regular schedule. Employees are encouraged to use disinfecting wipes to clean personal work spaces as needed. Cherriots will continue to provide masks, non-latex disposable gloves, disinfecting wipes and hand sanitizer. If additional resources are needed, employees are encouraged to contact their supervisor or a member of the safety committee.

Section 10. Safety Committee Guidelines

The Safety Committee, also referred to as the Security Committee, has a vital role in the success of Cherriots safety program, Safety Management System, and the achievement of safety performance targets as outlined in the ASP. The Committee is established as outlined in the Safety Management Policy Statement and is responsible for items listed in the Authorities, Accountabilities, and Responsibilities section of the plan.

Membership

The Committee is convened by a joint labor-management process and consists of an equal number of front-line (represented) and management (non-represented) employees. A total of five (5) front-line staff and five (5) management staff comprises the membership of the committee. Every effort will be made to ensure all major functional areas of Cherriots are represented, to include transit operations, maintenance and administrative offices.

Front-line representatives serving on the Committee will be appointed by labor union leadership.

Management representatives serving on the Committee will be appointed by the CSO in collaboration with Cherriots management. The length of their appointment will be at the discretion of management. Management representatives must have achieved career service status and have no ongoing or excessive performance deficiencies.

The Committee membership will include non-voting members who serve as advisors and provide technical support. A representative from the Risk and Safety Department and a representative from the Security and Emergency Management Department will serve as advisors.

Other technical experts, both internal and external to Cherriots, may attend as guests to support the Committee in achieving their responsibilities as outlines in policy and in the ASP. Requests for experts or other resources will be made to the Committee chair. Committee advisor may assist in making guests available to the Committee.

Procedures

The Committee will function following basic committee guidelines for conducting meetings and making decisions. Recommendations are presented as motions. Each motion requires a second and the opportunity for discussion before a vote of the Committee can be taken. The chairperson or vice-chairperson will facilitate a vote of the members. A quorum is considered a majority, not less than six (6) members. A quorum is required to conduct a vote of approval or recommendation. A majority vote is required to move a motion forward. A majority vote is more than half of the votes cast by Committee members entitled to vote. If the Committee is unable to resolve a tie, the vote is lost and the motion dies.

The Safety Committee shall elect a chairperson and a vice-chairperson, one represented and the other position from non-represented membership. The chair and vice-chair to serve a minimum of one year. Elections will be held annually.

Meeting agendas will be developed by the chair and/or vice-chair and will include standing discussion items, actions items, required committee training, and topics presented by committee members or management for discussion. Agendas will be distributed electronically prior to scheduled meetings. A staff member who serves on the Committee will be appointed to act as the

recorder for Committee meetings. Meeting minutes will be drafted by the Committee recorder. Draft meeting minutes are posted for staff review. Once minutes are approved by a vote of the Committee, they are saved in the electronic files of the Committee and maintained as part of the recordkeeping and documentation process.

All committee members will be trained to ensure they are prepared to fulfill their responsibilities. The training program will consist of the following:

- **OSHA:**

- All Oregon OSHA required training will be provided to committee members.

- **ASP/SMS:**

- ASP overview

- SMS principles

- Safety Risk matrix

The CSO may direct additional training topics as needed to support Committee tasks and objectives.

Members of the Safety Committee will conduct inspections each month, ensuring each location is inspected on a quarterly basis. Led by the Committee Chair, this responsibility will be rotated among all members of the Committee. Discrepancies noted during inspections shall be corrected and reported to management. Identified hazards will also be recorded in the Hazard Reporting System as appropriate.

The Safety Committee will forward recommendations and make requests through the Risk Committee, to the Executive Leadership Team and Accountable Executive. The Committee will communicate with the Board of Directors through this process as needed.

Compensation Policy

Cherriots will compensate committee members in accordance with the Collective Bargaining Agreement and labor laws for their participation in required committee activities, meetings and training.

Participation

Safety is of top priority, departments/divisions are expected to prioritize making committee members available for regularly scheduled meetings, facility inspections, training activities and special events requiring their participation.

Responsibilities

Safety Committee members will be responsible for bringing to the Committee employee safety concerns which have been brought to their attention, or that they themselves have observed. The Safety Committee shall review employee injury trends and make recommendations to prevent or lessen the severity of injuries.

In addition to the responsibilities previously listed in the ASP, the Committee must:

- Review and approve the ASP annually.
- Set annual safety performance targets for the safety risk reduction program.
- Support operation of the Safety Management System by:

- Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through the safety risk assessment process.
- Identifying and recommending safety risk mitigations associated with Cherriots not meeting annual safety performance targets in the safety risk reduction program.
- Identifying safety risk mitigations that may be ineffective, inappropriate or were not implemented as intended.
- Identifying safety deficiencies for purposes of continuous improvement.

The Committee shall make recommendations for action through the motion and vote process. Recommendations will be documented in committee meeting minutes and forwarded to the Risk Management Committee in writing.

It is the responsibility of the Safety Committee Chair to ensure required meetings are held and accurate recording of meeting minutes and supportive documentation are posted in accordance with OSHA and ASP requirements.

Cherriots Personnel Policy 360 Safety is incorporated herein by reference.

Section 11. Additional Information

Safety and Security of the Oregon Public Transportation Plan (OPTP) aligns with the key components of the Federal Transit Administration's Safety Management System (SMS) principles in the Public Transportation Safety Action Plans. Goal 6 of the OPTP and SMS principles extend safety and security beyond vehicles and stations and include transit personnel, riders and the surrounding community. Safety is a basic expectation of all public transportation users and providers. Both the OPTP Goal 6 policies and strategies and the SMS principles encourage greater safety of the public transportation system through a range of strategies that proactively address design factors, personnel training, safety technologies, accident investigation, and emergency management planning. The OPTP Goal 6 policies and strategies and SMS principles are scalable and effective across a broad range of organizations and applications. The goal of the OPTP and SMS is to ensure Cherriots has an inclusive and effective process to direct resources to optimally manage safety.

This ASP was developed from information in other Cherriots documents, policies and procedures, and manuals. Those documents are listed below:

- Cherriots Personnel Policies, specifically related to safety and security
- Onboarding Checklists
- Transit Operator Handbook
- Safety and Security Plans, Policies, and Procedures
- Pandemic Response and Recovery Plan



BOARD MEETING MEMO

Agenda Item 6.A

To: Board of Directors
From: Chris French, Service Planning Manager
Shofi Ull Azum, Chief Planning and Development Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Local Bus Stop Accessibility Improvement Program Group 6 Construction Contract

ISSUE

Shall the Board authorize the General Manager to enter into contract with AB Utility for the construction of Local Bus Stop Accessibility Improvement Project Group 6 for \$136,530, which includes a 19.8% contingency?

BACKGROUND AND FINDINGS

The District is currently in a multi-year/multi-phase project to improve its bus stops to meet Americans with Disabilities Act (ADA) standards and to improve the customer experience when using District services.

The requirements for a bus stop to meet ADA standards are detailed and include a minimum width and depth dimensions, as well as specific limitations on the allowable slope of the paved access route from the sidewalk to the bus. The project has been managed in groups of stops to increase the likelihood of receiving an adequate number of competitive bids. Five (5) groups have been completed, with the sixth presented to the Board tonight for a contract award.

Bus Stop Improvement Program Group 6 includes stops at the following 12 locations:

- Commercial @ Owens
- Portland Rd @ Hayesville
- Summer @ Madison
- Liberty @ Kearney
- 13th @ McGilchrist
- State @ 12th
- Market @ Capitol
- Manzanita @ 14th
- Manzanita @ Trail
- Commercial @ Barnes
- Fairway @ Lexington
- Pennsylvania @ 47th

Of these stops, there are nine in Salem, two in Keizer, and one in Marion County. An invitation to bid was completed and the contract was awarded to AB Utility.

FINANCIAL IMPACT

Federal STBG funds, with an 89.73/10.27 match share, are available for this activity. The proposed expenditure is included in the District's FY2025-26 Adopted Budget.

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with AB Utility for construction of Local Bus Stop Accessibility Improvement Program Group 6 for an amount not to exceed \$136,530, which includes a 19.8% contingency.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a contract with AB Utility for construction of Local Bus Stop Accessibility Improvement Program Group six (6) for an amount not to exceed \$136,530 (one hundred thirty-six thousand, five hundred thirty dollars), which includes a 19.8% contingency.



BOARD MEETING MEMO

Agenda Item No. 6.B

To: Board of Directors
From: Shofi Ull Azum, Chief Planning and Development Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: East Salem Transit Center Site Selection and Title VI Analysis

ISSUE

Shall the Board authorize the General Manager to enter into a contract with Parametrix for the East Salem Transit Center Site Selection and Title VI analysis project for \$282,084 which includes a 10% contingency?

BACKGROUND AND FINDINGS

The District released a Request for Proposals (RFP) for professional services to conduct site selection and a Title VI analysis for a new East Salem Transit Center. The current configuration at Chemeketa Community College utilizes five (5) bus bays but is insufficient for the volume of service—approximately 19 buses per hour across six (6) Cherriots Local routes and two Cherriots Regional routes. Buses are spread across multiple stops, creating long and difficult transfer paths for riders. Long-range service plans anticipate as many as 23 buses per hour at this location, which would further exacerbate congestion and present significant challenges for safe and efficient operations.

A larger, dedicated transit center is needed to improve connectivity, accessibility, safety, security, and overall passenger comfort. With approximately 80,000 annual boardings, second only to the Downtown Transit Center, the East Salem transit center serves as a critical transfer point for the community and requires a facility designed to meet both current and future demand.

FINANCIAL IMPACT

State STIF Discretionary funds, with an 80/20 match share using STIF Formula funds, are available for this activity. The proposed expenditure is included in the District's FY2025-26 Adopted Budget.

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with Parametrix for the East Salem Transit Center site selection and Title VI analysis project for an amount not to exceed \$282,084 which includes a 10% contingency.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a contract with Parametrix for the East Salem Transit Center site selection and Title VI analysis project for an amount not to exceed \$282,084 (two hundred eighty-two thousand and eighty-four dollars) which includes a 10% contingency.

To: Board of Directors
From: Zach Leeth, Maintenance Manager
Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Cherriots LIFT Vehicle Purchase

ISSUE

Shall the Board authorize the General Manager to execute a contract with Northwest Bus Sales for the purchase of ten (10) paratransit buses for use in the Cherriots LIFT ADA service for an amount not to exceed \$1,652,938?

BACKGROUND AND FINDINGS

The Cherriots LIFT service has an aged fleet that is well past its useful life in both years and miles. This procurement will replace ten (10) of the 30 cutaway buses that are past their useful life.

Following evaluation, the District has identified NW Bus Sales as the successful bidder through a competitive Request for Quote (RFQ) process. They will facilitate the production of the ten (10) TurtleTop cutaway buses.

FINANCIAL IMPACT

State STIF Discretionary funds, with an 80/20 match share using STIF Formula funds, are available for this activity. The proposed expenditure is included in the District's Adopted FY2025/26 Budget.

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with Northwest Bus Sales for the purchase of ten (10) paratransit buses for use in the Cherriots LIFT ADA service for an amount not to exceed \$1,652,938.

PROPOSED MOTION

I move the Board authorize the General Manager to execute a contract with Northwest Bus Sales for the purchase of ten (10) paratransit buses for use in the Cherriots LIFT ADA service for an amount not to exceed \$1,652,938 (one million, six hundred, fifty-two thousand, nine hundred and thirty-eight dollars).

To: Board of Directors
From: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Cherriots/Business Coalition Task Force

ISSUE

Shall the Board adopt the proposed Cherriots/Business Coalition Task Force Charter?

BACKGROUND AND FINDINGS

During the 2018 session the state legislature passed SB 1536 ([Attachment A](#)) making several significant changes to Oregon Revised Statute (ORS) 267. The two primary changes were the transition of the District Board from directly elected to Governor appointed and the repeal of ORS 267.302 that becomes operative January 1, 2026. ORS 267.302 states the District shall not use any method of financing without first obtaining authorization at a properly called election held for that purpose. ORS 267.302 is not applicable to the other Mass Transit Districts in the State of Oregon.

The transition of the Board began in 2019 and is now fully complete with all current board members Governor appointed. In preparation of the repeal of ORS 267.302 the District conducted multiple planning activities, community outreach, and the development of a service enhancement plan based on those activities.

On July 31, 2025 the District presented the proposed service plan and funding mechanism at a Salem Area Chamber of Commerce Business Advocacy meeting. There was significant concern from the business community about the plan, specifically the funding mechanism. A business coalition was formed to lead discussions with the Board.

As a result of those discussions, it was decided to establish a Task Force. A proposed Task Force Charter has been created that includes input from the business coalition. The proposed Task Force Charter is included as [Attachment B](#).

If adopted meetings would begin in January 2026 with a goal of completion of the Task Force work in May 2026. The members of the Business Coalition include:

- Salem Area Chamber of Commerce: **Jonathan Castro Monroy**
- Keizer Chamber of Commerce: **Darrell Fuller**
- West Salem Business Association: **Craig Evans**
- Strategic Economic Development Corporation (SEDCOR): **Scott Snyder**
- Home Builders Association of Marion and Polk Counties: **Jed Bennett**
- Mid-Valley Association of Realtors: **Nick Williams**

FINANCIAL IMPACT

None. There are funds in the current FY26 budget travel and meetings account for any expenses incurred by the Task Force.

RECOMMENDATION

Staff recommends the Board adopt the proposed Cherriots/Business Coalition Task Force Charter.

PROPOSED MOTION

I move the Board adopt the proposed Cherriots/Business Coalition Task Force Charter as presented in Attachment B.

Enrolled Senate Bill 1536

Printed pursuant to Senate Interim Rule 213.28 by order of the President of the Senate in conformance with presession filing rules, indicating neither advocacy nor opposition on the part of the President (at the request of Senate Interim Committee on Business and Transportation)

CHAPTER

AN ACT

Relating to mass transit districts; creating new provisions; amending ORS 267.090, 267.095, 267.107 and 267.108; and repealing ORS 267.109, 267.112 and 267.302.

Be It Enacted by the People of the State of Oregon:

SECTION 1. ORS 267.107 is amended to read:

267.107. Notwithstanding ORS 267.085:

(1) The governing body of the most populous city in a metropolitan statistical area may by resolution propose creation of a mass transit district if the governing body finds that area-wide mass transit needs cannot be met by local transit operation.

(2) The resolution of the governing body shall:

(a) Be considered at a public hearing only after notice as required for regular consideration of other resolutions by city charter or ordinance;

(b) Include findings of the need for creation of a mass transit district in the affected area;

(c) Describe the boundaries of the proposed district, which may be limited to a proposed service area but which may not extend beyond the limits of the city's urban growth boundary; and

(d) If approved, be addressed to and filed with the governing body of the county in which the proposed district is principally situated.

(3) Upon receipt of the resolution under subsection (2) of this section, the county governing body shall commence district formation proceedings as provided in ORS 198.705 to 198.955 [and 267.108].

(4) The county governing body shall order an election within the proposed district for approval or disapproval by the electors voting on the question of formation of a district under this section, notwithstanding the provisions of ORS 198.810 (3).

(5) A certified copy of an order forming a mass transit district shall be filed with the Governor.

SECTION 2. ORS 267.108 is amended to read:

267.108. [(1) Notwithstanding the provisions of ORS 198.810 (3), the county governing body shall order an election within the proposed district for approval or disapproval by the electors voting on the question of formation of a district under ORS 267.107 and for election of seven district directors.]

[(2) In addition to the requirements of ORS 198.815 (2), the order calling an election for creation of a district initiated under ORS 267.107 shall describe the boundaries of the seven subdistricts of the proposed district from each of which a director is to be elected. The subdistricts shall be as nearly equal in population as possible based on the latest federal decennial census, shall, where practicable,

follow election precinct boundaries and shall together encompass the entire area of the proposed district.]

(1) For a mass transit district formed under ORS 267.107, the Governor shall appoint members of the board of directors in accordance with ORS 267.090 and 267.095.

(2) Before making an appointment under this section, the Governor shall solicit recommendations of qualified individuals for the position from one or more local business and civic groups.

SECTION 3. Persons elected as directors of mass transit districts who are serving on the effective date of this 2018 Act shall continue to serve until the expiration of their terms of office unless discharged earlier by the Governor.

SECTION 4. ORS 267.109, 267.112 and 267.302 are repealed.

SECTION 5. ORS 267.090 is amended to read:

267.090. *[Except as provided in ORS 267.112:]*

(1) Board members of a mass transit district may not be elected at the time of formation, but if a district is formed, the Governor shall, within 60 days after receiving a certified copy of the formation order, appoint from subdistricts the members of the first board of directors of the district, designate one member as the temporary chairperson and fix the time and place of the organizational meeting.

(2) The board of directors of a mass transit district shall consist of seven members. One director shall be appointed from each of seven subdistricts. The Governor shall appoint as one of the directors a person who regularly uses the services provided by a mass transit system. Directors shall reside in the subdistrict from which they are respectively appointed. The subdistricts shall be as nearly equal in population as possible based on the latest federal census and shall be designed to ensure representation of the most populous city, other cities and unincorporated territory in the proposed district proportionate to their respective populations provided that if less than the entire district is taxed by the district, the subdistricts shall be wholly within the taxed area. The district or, if the taxed area is less than the entire district, the taxed area shall be divided into subdistricts initially, and after each succeeding federal census, by the Secretary of State.

(3) The term of office of a director is four years, but each director shall serve at the pleasure of the Governor. Before the expiration of the term of a director, the director's successor shall be appointed. A director is eligible for reappointment. In case of a vacancy for any cause, the Governor shall appoint a person to serve for the unexpired term. A director whose term has expired shall continue to serve until the appointment of a successor unless discharged by the Governor.

(4) All appointments of members of the board by the Governor are subject to confirmation by the Senate pursuant to [section 4,] Article III, **section 4**, of the Oregon Constitution.

SECTION 6. ORS 267.095 is amended to read:

267.095. *[Except as provided in ORS 267.112:]*

(1) Notwithstanding ORS 267.090, the terms of three of the directors of the first board of a district expire on the first Tuesday in the second January after the date of their appointment.

(2) The terms of four of the directors so appointed expire on the first Tuesday in the fourth January after the date of their appointment.

(3) The respective terms of the directors of the first board shall be determined by the Governor.

SECTION 7. The repeal of ORS 267.302 by section 4 of this 2018 Act becomes operative on January 1, 2026.

Passed by Senate February 13, 2018

.....
Lori L. Bocker, Secretary of Senate

.....
Peter Courtney, President of Senate

Passed by House February 21, 2018

.....
Tina Kotek, Speaker of House

Received by Governor:

.....M.,....., 2018

Approved:

.....M.,....., 2018

.....
Kate Brown, Governor

Filed in Office of Secretary of State:

.....M.,....., 2018

.....
Dennis Richardson, Secretary of State

Cherriots/Business Coalition Task Force Charter:

Task Force Goal:

The goal of the Task Force is to strengthen community mobility and economic vitality. The Task Force will work towards identifying a set of recommendations to address the long-term growth of the District and meet the needs of community. This will be accomplished through a series of meetings to:

- Educate and inform the Task Force about Cherriots long-range plans (financial, service enhancement, performance)
- Educate and inform the Task Force about the current business climate and the impacts on the local Salem-Keizer business community
- Discuss revenue sources that will fund the long-term service needs
- Explore a funding proposal which clearly identifies specific services that will be provided at various revenue intervals

At the Task Force completion, the Business Coalition will issue a consensus statement of recommendation.

Task Force Structure:

- Cherriots Board of Directors
- Six representatives from the business coalition, selected by the coalition organizations
- The Task Force will meet in a work session format, recorded, and open to the public

Task Force Agenda Topics:

- Meeting 1 (January):
 - Kick-off Meeting
 - Introduction of a facilitator (neutral party)
 - Establish meeting cadence
 - Roles & Expectations
 - Identify success measures
 - Transit services overview/Long-Range Transit Plan
 - Long-Range Financial Forecast
- Meeting 2:
 - Transit/Economic Impact Guest Presenter – talks about the value and the economic benefit of a robust transit system in a community
 - Key performance indicators & peer agency comparisons
- Meeting 3:
 - Business climate and tax/regulatory Guest Presenter – talks about the current business climate to include tax/regulatory burdens and impact of additional taxes on businesses and community
 - Historic review of local voter outcomes of previous transit tax initiatives

- Meeting 4:
 - Review funding proposal(s) which clearly identifies specific services that will be provided at various revenue intervals
 - Begin development of the final draft of Task Force outcomes
- Meeting 5:
 - Final Review of outcomes by Task Force
 - Recommendations

In addition to the task force meetings, a Town Hall to allow the Task Force to hear from the Public

Business Coalition Members:

Organization	Representative
Salem Area Chamber of Commerce	
Keizer Chamber of Commerce	
West Salem Business Association	
Strategic Economic Development Corporation (SEDCOR)	
Home Builders Association of Marion and Polk Counties	
Mid-Valley Association of Realtors	

Pre-Requisite Reading/Handouts:

- Cherriots Services Brochure
- 2025 Long-Range Financial Forecast
- 2024 Needs Assessment Report
- 2022 Long-Range Transit Plan
- 2025 Existing Taxes on Oregon Business Report

To: Board of Directors
From: Chris French, Service Planning Manager
Shofi Ull Azum, Chief Planning and Development Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: January 2026 Service Change Briefing

ISSUE

Shall the Board receive a briefing regarding Cherriots fixed route service beginning January 4, 2026?

BACKGROUND AND FINDINGS

This service change will take effect on Sunday, January 4, and remain in place until Saturday, May 2, 2026.

Local Bus Service: Schedule Adjustments

Route 17 – Edgewater Street

Issue:

Operators on Routes 17 and 27 have experienced challenges with traffic congestion while holding time at the current timepoint, **8th @ McNary (Stop ID 1347)**. Marking time in this location impedes general traffic flow and creates operational inefficiencies.

Schedule adjustment:

The timepoint will be moved to the previous stop, **7th @ Gerth (Stop ID 1371)**. Schedules have been adjusted to reflect this change, improving both safety and traffic circulation on Edgewater Street.

Route 21 – South Commercial

Issue:

The current timepoint at **Commercial @ Rural (Stop ID 565)** is located near South Salem High School, where heavy traffic and turning movements during school hours create conflicts. When buses mark time, operators encounter vehicles turning right onto Rural Avenue from the leftmost northbound lane of Commercial Street, posing safety risks.

Schedule adjustment:

The inbound timepoint will move one stop north to **Liberty @ Lincoln (Stop ID 566)**. This location provides a safer, less congested environment for schedule recovery while maintaining the same scheduled times previously assigned to the Commercial @ Rural stop.

Route 27 – Glen Creek / Eola

Issue:

Similar to Route 17, the timepoint at **8th @ McNary (Stop ID 1347)** has caused traffic delays when buses mark time.

Schedule adjustment:

The timepoint will be relocated to **7th @ Gerth (Stop ID 1371)**, with schedules adjusted accordingly to enhance traffic flow and operational reliability.

Regional Bus Service: Route Adjustment

Route 80X – Woodburn / Keizer Express (formerly Wilsonville / Keizer Express)**Issue 1:**

Service demand has shifted due to new employment opportunities, notably the **Amazon distribution facility** in Woodburn, and increased ridership potential near the **Woodburn Premium Outlets**. The Wilsonville Transit Center has experienced reduced usage by Cherriots Regional riders.

Route adjustment:

- The route will be renamed **Woodburn / Keizer Express**.
- The new northern terminus will be the **Woodburn Memorial Transit Center (Stop ID 1922)**.
- A new stop will be added at the **Woodburn Premium Outlets (Stop ID 1996)**.
- Service to the **Wilsonville Transit Center** will be discontinued.

Issue 2:

The existing weekday-only schedule limits access for weekend workers and shoppers traveling to and from Woodburn.

Schedule adjustment:

Starting January 2026, Route 80X will provide **seven-day-a-week service** between Keizer and Woodburn, including:

- **Seven round trips on weekdays**
- **Seven round trips on weekends**

This expansion improves connectivity for workers at the new Amazon facility and for shoppers and employees at Woodburn Premium Outlets.

Holiday Service**Cherriots Local**

- Martin Luther King Jr. Day, Monday, January 19
 - Cherriots Local will operate at the Saturday service level.
- Presidents Day, Monday, February 16
 - Cherriots Local will operate at the Saturday service level.

Cherriots Regional routes do not operate on holidays.

Cherriots LIFT

- Cherriots LIFT will have the same span of service as Cherriots Local on Martin Luther King Jr. Day and Presidents Day.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



BOARD MEETING MEMO

Agenda Item 7.B

To: Board of Directors
From: Shofi Ull Azum, Chief Planning and Development Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: FY2026 Quarter 1 (FY26 Q1) Performance Report

ISSUE

Shall the Board receive the FY26 Q1 Performance Report?

BACKGROUND AND FINDINGS

During the first quarter of FY26 (July 1, – September 30, 2025), system-wide ridership remained nearly unchanged compared to the same period last year, while non-youth ridership increased by 5 percent (33,333 rides) from FY25 Q1. Among local routes, Route 22 remained the lowest in overall productivity but showed the greatest improvement, with ridership up 48% and productivity (boardings per revenue hour) up 46%, showing a more pronounced increase on weekends. The District completed 99.98% of all scheduled trips, demonstrating exceptional reliability and consistent service delivery. Meanwhile, Umo electronic fare payment usage rose to 39.7% of fixed-route boardings, nearly double the level in FY25 Q1. This growth reflects the District's commitment to offering more convenient and flexible payment options that improve the overall rider experience.

The On-Time Performance (OTP) for Cherriots fixed-route service during this period was 87.8%, exceeding the District's target of 85% by 2.8 percent. Early departures dropped to 4.6% in this quarter which contributed to improved OTP; however, late departures remain an area for further improvement. The District should focus on improving service reliability on its highest-ridership routes. Routes 11 and 19 show strong demand and productivity but face reliability issues. The upcoming Traffic Signal Priority (TSP) deployment on Route 11, scheduled to go live in December 2025, is expected to enhance travel time consistency and customer experience along this key corridor.

The Youth Zero Pass program, launched in September 2022, accounted for 21.5% of the total ridership during this quarter. Youth ridership decreased by 17% (38,048 rides) on Cherriots Local service and 46% (3,265 rides) on Cherriots Regional service compared to FY25 Q1. This decrease follows the implementation of a new policy, introduced in October 2024, that requires verification of youth identification. While this policy may have temporarily affected ridership, it is a strategic measure that will support the long-term success of the Youth Zero Pass Program.

The 10 Battery Electric Buses (BEB) collectively drove a total of 99,291 miles in FY26 Q1. The use of BEBs resulted in a reduction of 81,711 lbs. of greenhouse gases (GHGs)—the equivalent of eliminating 7,612 car trips. The average fuel economy was 1.88 kWh per mile—approximately 25% more efficient than the Altoona benchmark of 2.5 kWh per mile—demonstrating strong operational efficiency driven by optimal driving behavior.

The Cherriots Vanpool program serves commuters across Marion, Polk, and Yamhill counties. In FY26 Q1, the District supported 39 active vanpools, providing transportation for 214 commuters across a diverse range of sectors, including agriculture, industrial trades, and federal government. The District delivered 26,384 passenger trips in FY26 Q1.

Key Performance Indicators (KPIs) for Cherriots fixed route (Local and Regional), paratransit service (also known as LIFT), Shop and Ride, and Vanpool are included in Attachment A: Quarterly Performance Report.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



FISCAL YEAR 2026

QUARTER 1 PERFORMANCE REPORT

July 1 – September 30, 2025



JULY 2025

- Planning staff presented the Bus Stop Accessibility Report at the July Board Work Session. The report concludes a six month process of inventory and data entry for nearly 800 bus stops system wide.
- Staff from Planning, Maintenance, IT, and Transportation attended the Avail Engage conference and Adoption Accelerator Training. The training will ensure the District uses the Avail technology to its full potential.
- Board awarded the contract for fare collection system replacement.

AUGUST 2025

- The Existing Conditions Report for the Comprehensive Operations Analysis was finalized. The report includes a review of current plans and projects, a system overview, transit demand analysis, and early identified transit opportunities.
- East Salem Transit Center site selection solicitation has been issued, with consultant selection anticipated in FY26 Q2.

SEPTEMBER 2025

- District hosted four open house events to present the Service Enhancement Plan and provide residents with the opportunity to offer feedback.
- District recognized its first-ever "Million Mile Club" operators.
- Board adopted Climate Action Plan (CAP).

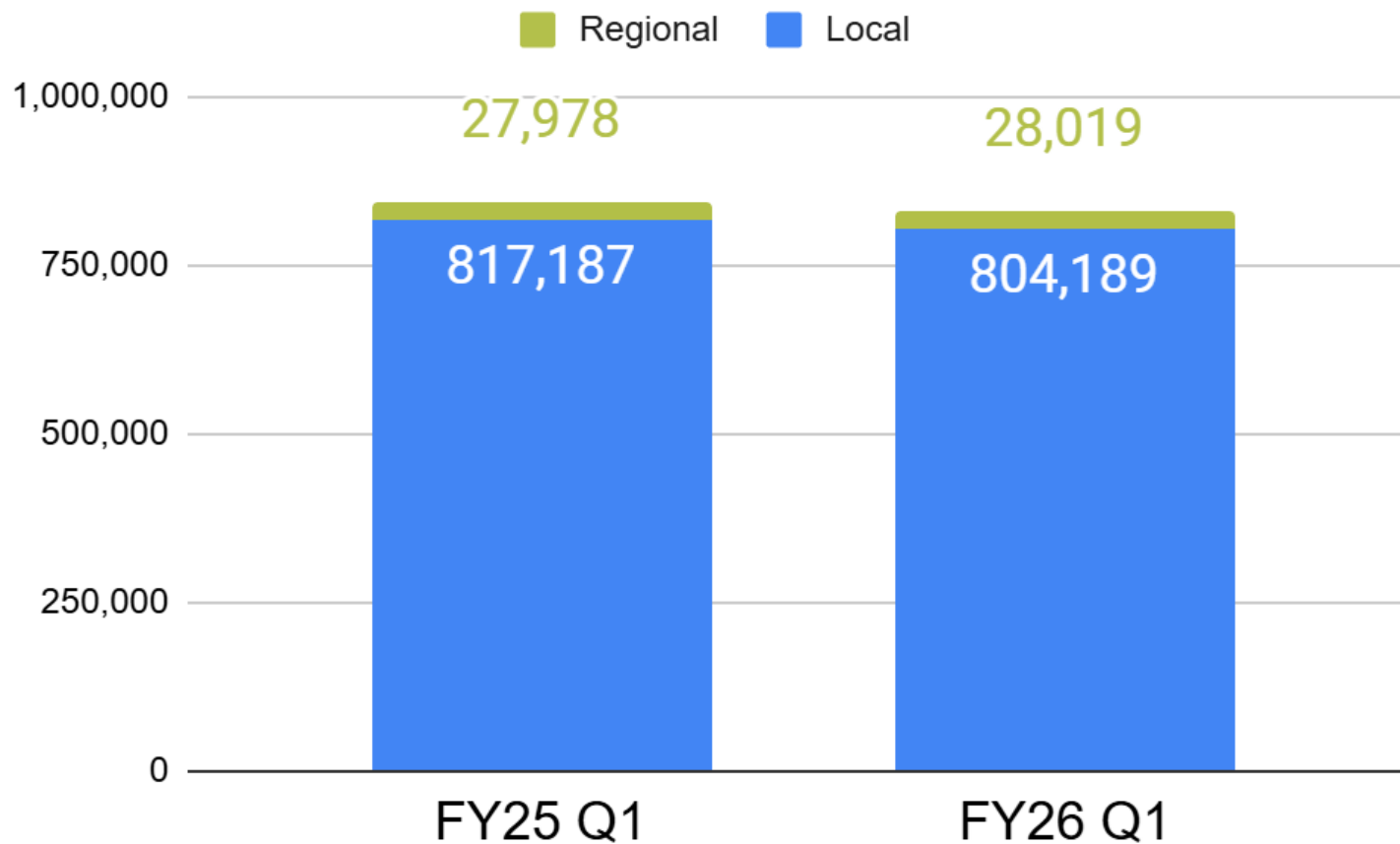
System Summary FY26 Q1



The table below provides a high-level summary of boardings, revenue miles, and revenue hours in Quarter 1 of Fiscal Year 2026 (FY26 Q1) compared to the same period of the previous fiscal year. Total boardings remained nearly unchanged, with the largest share coming from Cherriots Local bus service. Revenue hours increased by 2.7% and revenue miles rose by 1.5% compared to FY25 Q1.

Key Indicators	Fixed-Route		Paratransit (LIFT)	Dial-a-Ride (Shop and Ride)	Vanpool	Total	% Change from FY25 Q1
	Local	Regional					
Total Boardings	804,189	28,019	27,513	1,005	26,384	887,110	-0.9%
Percent of Total Boardings	90.7%	3.2%	3.1%	0.1%	3.0%	--	--
Revenue Miles	685,792	134,297	154,760	6,522	129,047	1,110,418	1.5%
Boardings per Revenue Mile	1.2	0.2	0.2	0.2	0.2	0.8	-2.4%
Revenue Hours	56,310	6,077	13,576	588	3,316	79,867	2.7%
Boardings per Revenue Hour	14.3	4.6	2.0	1.7	8.0	11.1	-3.5%

Ridership Trends FY26 Q1 | Total Fixed Route Boardings

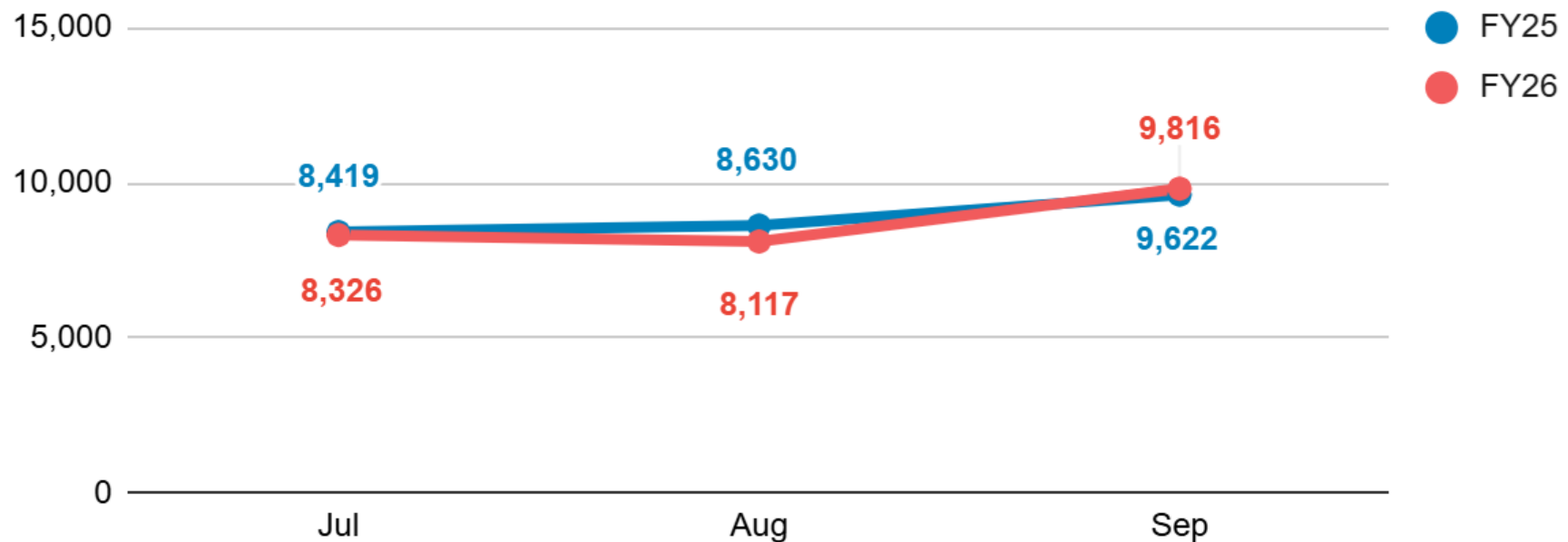


Ridership Trends FY26 Q1 | Local Average Daily Rides Per Month



Cherriots Local service ridership remained stable during summer months, with minimal variance between FY25 and FY26 in July and August. In September, average daily boardings increased by roughly 2% year-over-year, driven by the return of school and regular commute activities.

Comparing FY25 and FY26

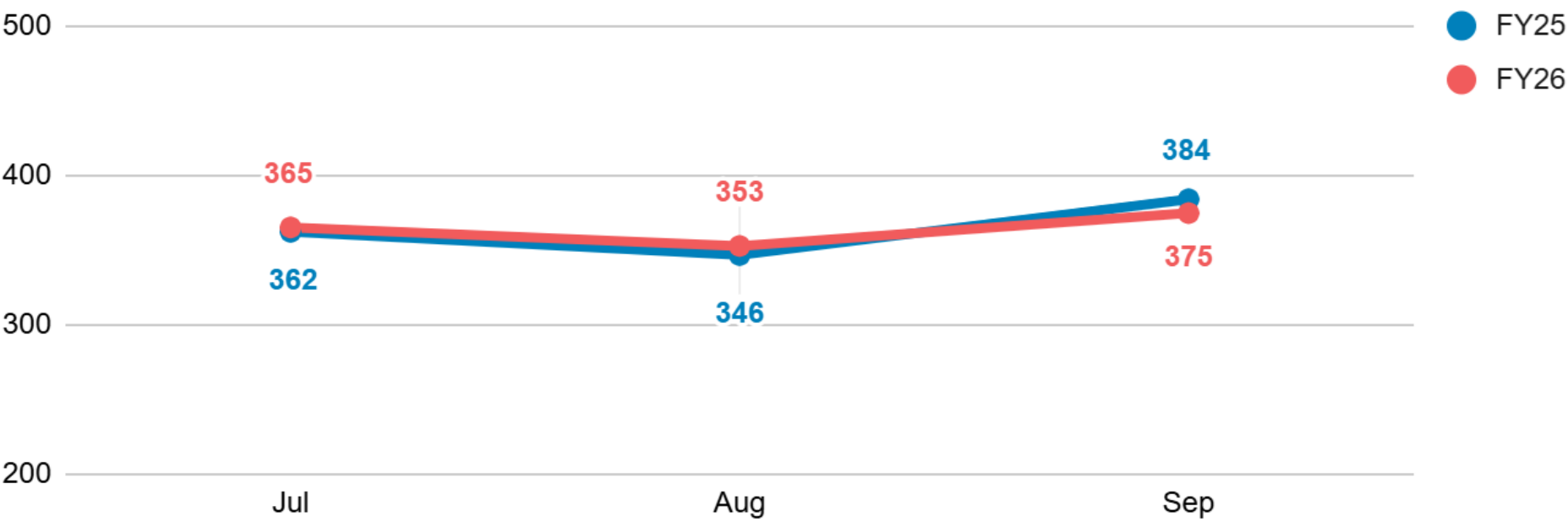


Ridership Trends FY26 Q1 | Regional Average Daily Rides Per Month



Regional ridership remained stable in the first quarter of FY26, with slight increase in July and August followed by a small decrease in September.

Comparing FY25 and FY26



Route Productivity FY26 Q1



District measures a route's productivity using boardings per revenue hour. Each type of route is assigned a specific target, as listed below. Once the target is exceeded, additional frequency may be considered to maintain a suitable level of passenger comfort and service for the system.

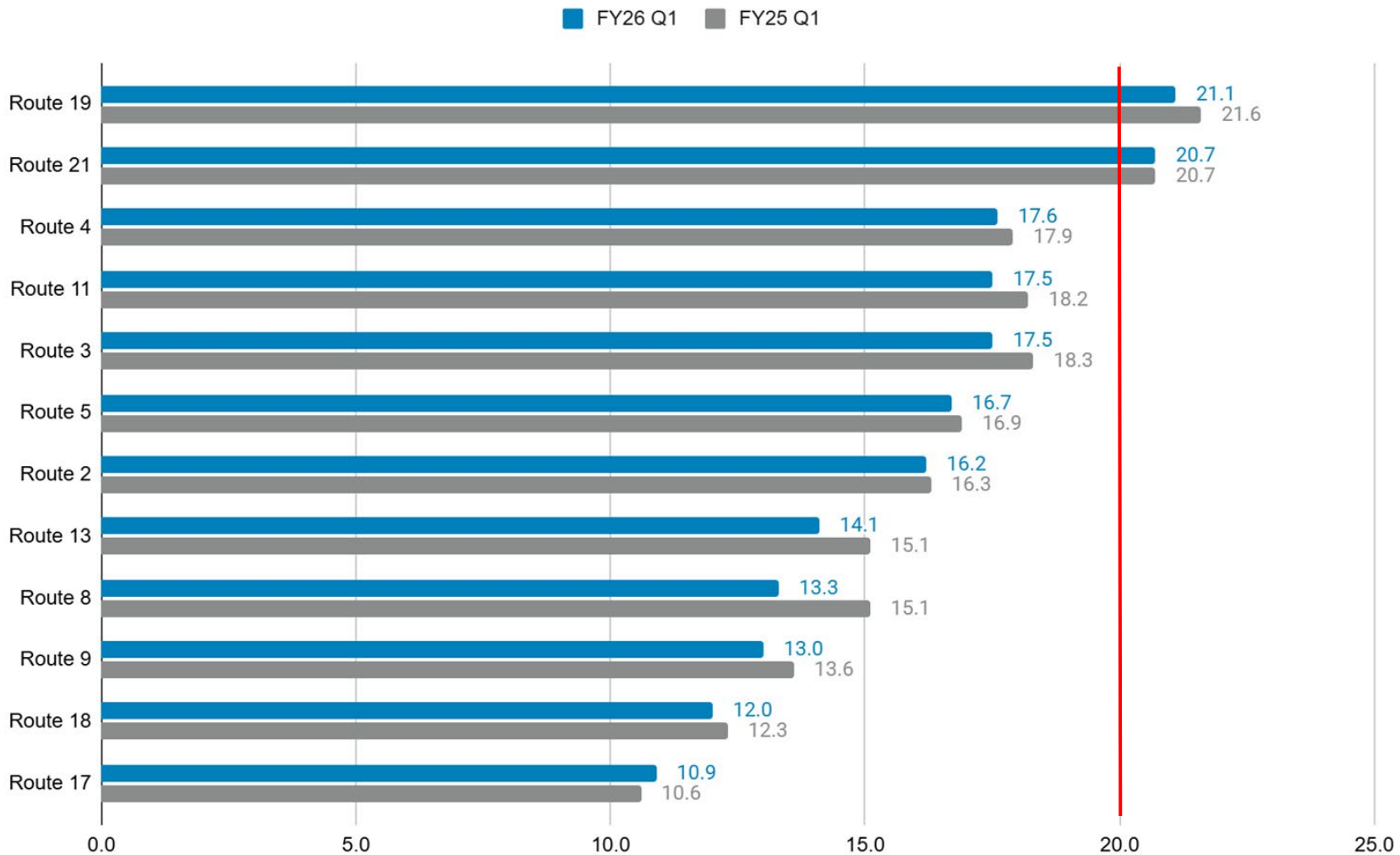
- Corridor routes – Routes that operate on major transit pathways, including the **Core Network**, that connect to areas of major growth, employment, and activity centers. They typically operate at higher frequencies than Coverage routes.
 - Target: 20 boardings per revenue hour
- Coverage routes – Routes that focus on providing access to transit over building high ridership, operate at lower frequencies, and typically travel through neighborhoods.
 - Target: 10 boardings per revenue hour
- Commuter express routes – Routes that connect metropolitan areas with no stops in between.
 - Target – 10 boardings per revenue hour
- Regional express routes – Routes that provide service between towns, cities, and communities in Marion and Polk counties.
 - Target - 10 boardings per revenue hour
- Deviated fixed routes – Routes that run along a fixed path with fixed stops, but also can deviate up to three-quarters of a mile away from the route path.
 - Target – 5 boardings per revenue hour

Route Productivity FY26 Q1

Weekday Boardings per Revenue Hour
Local Bus Service - Corridor Routes



Target: 20 Boardings

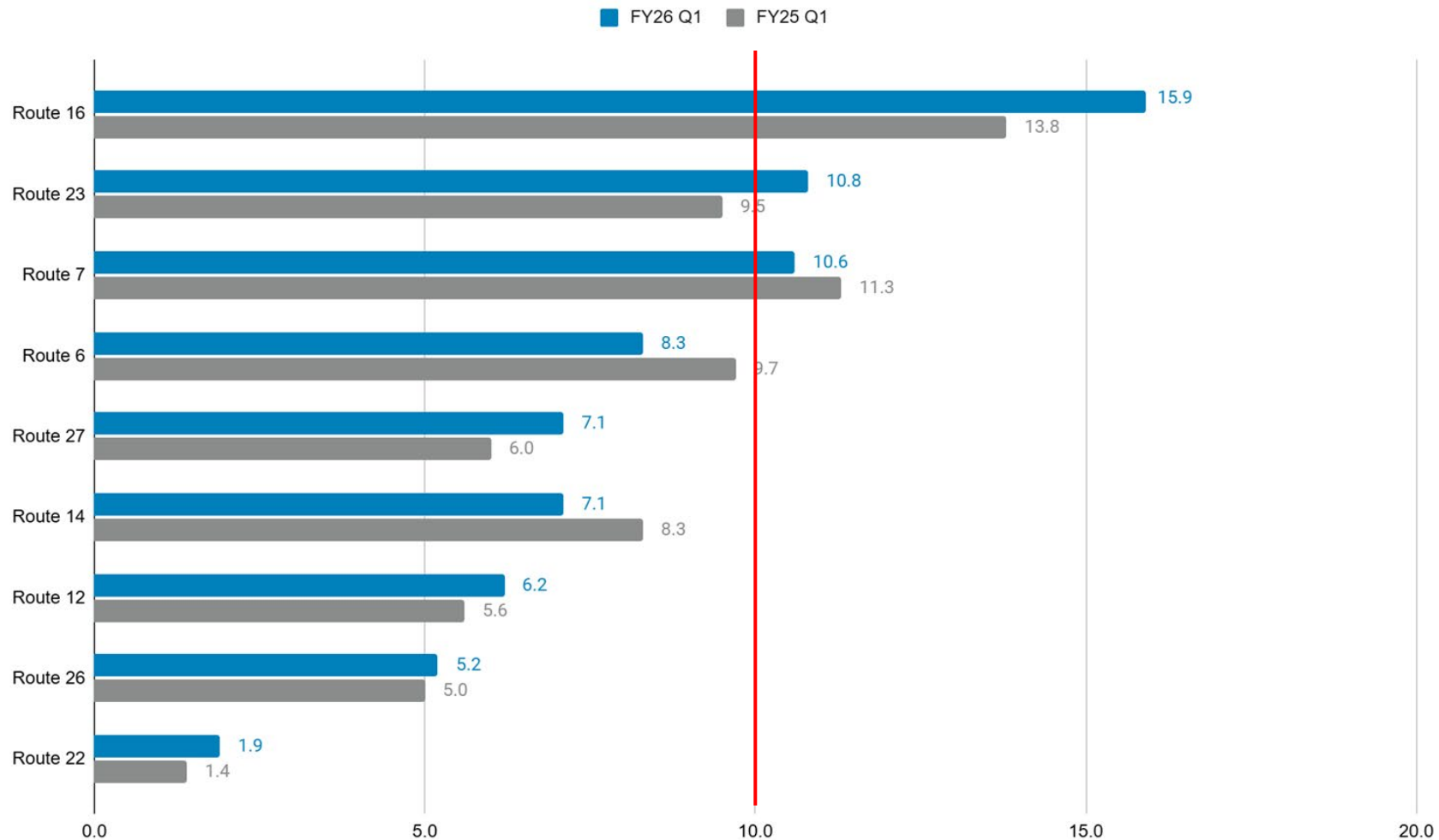


Route Productivity FY26 Q1

Weekday Boardings per Revenue Hour
Local Bus Service - Coverage Routes



Target: 10 Boardings

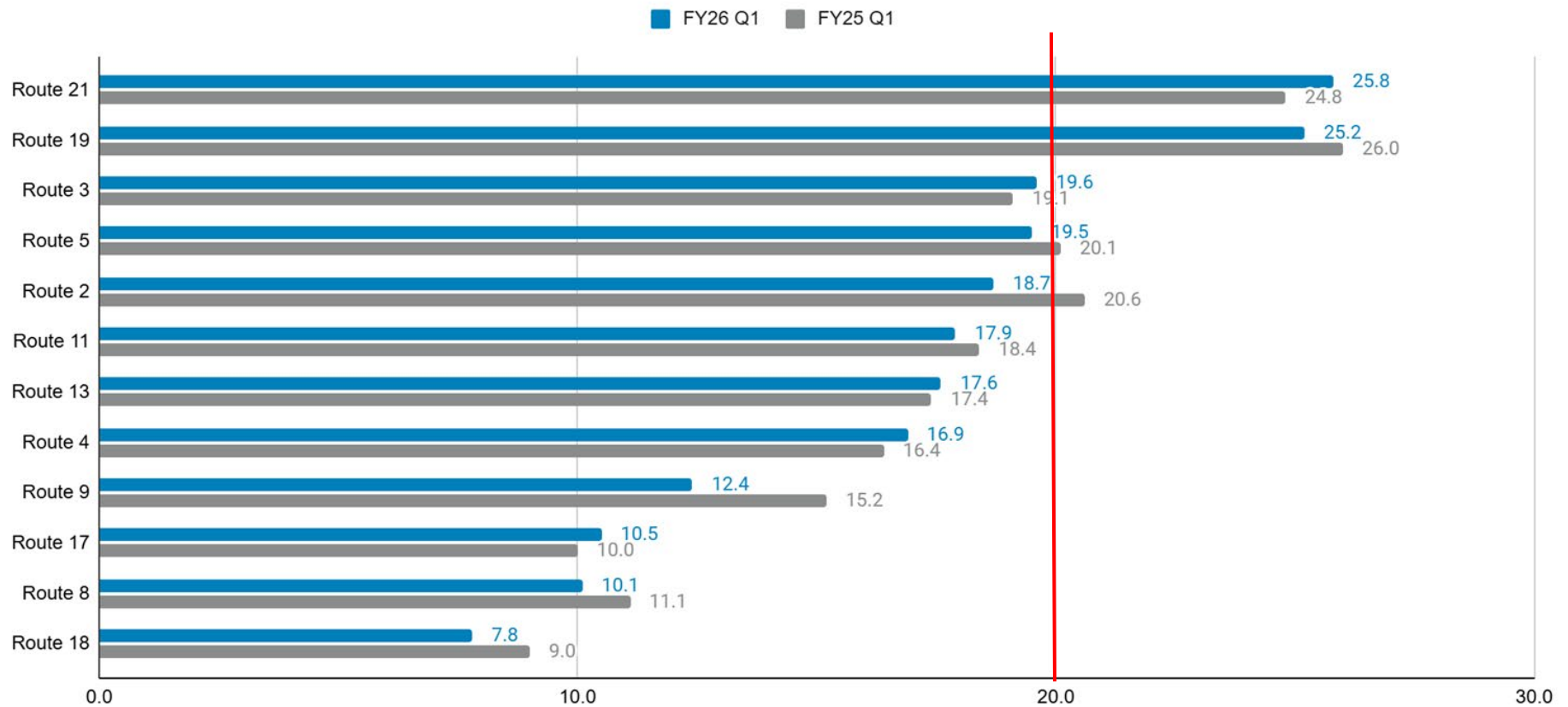


Route Productivity FY26 Q1

Saturday Boardings per Revenue Hour
Local Bus Service - Corridor Routes



Target: 20 Boardings

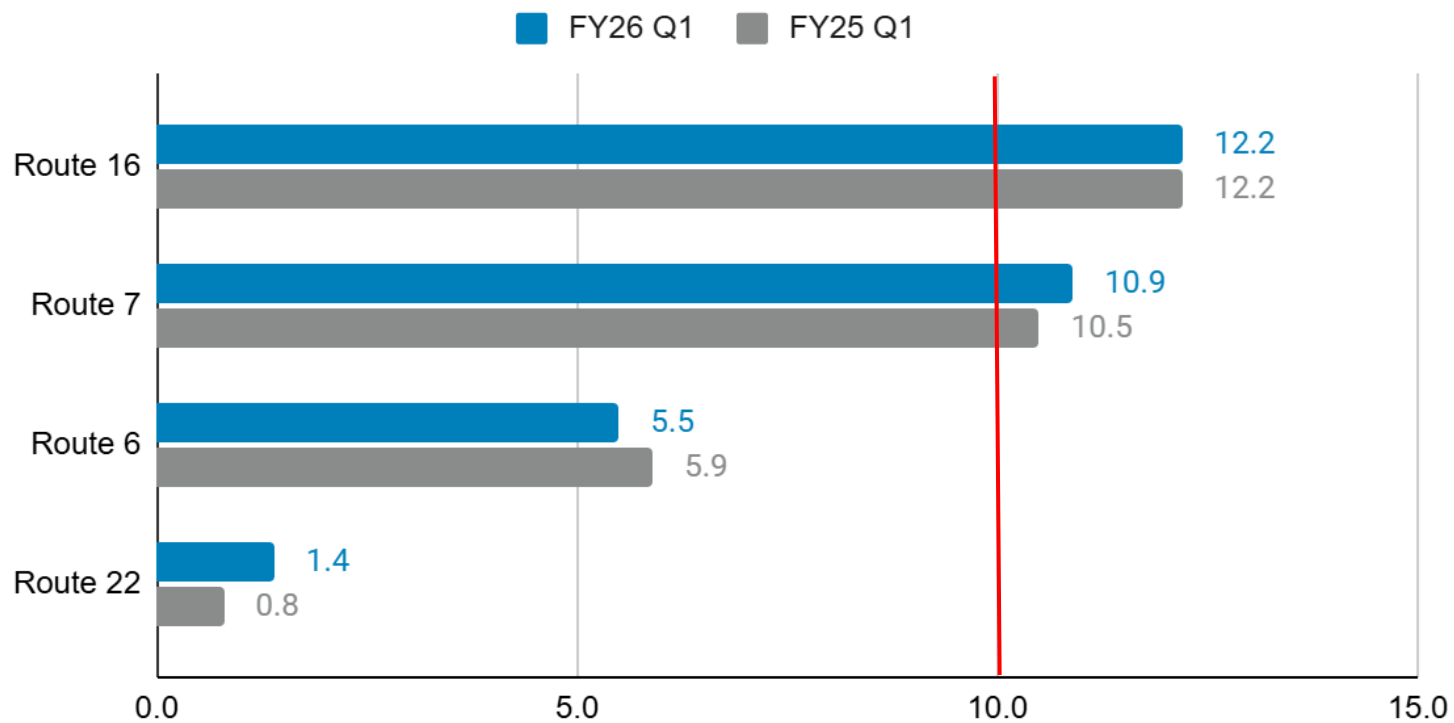


Route Productivity FY26 Q1

Saturday Boardings per Revenue Hour
Local Bus Service - Coverage Routes



Target: 10 Boardings

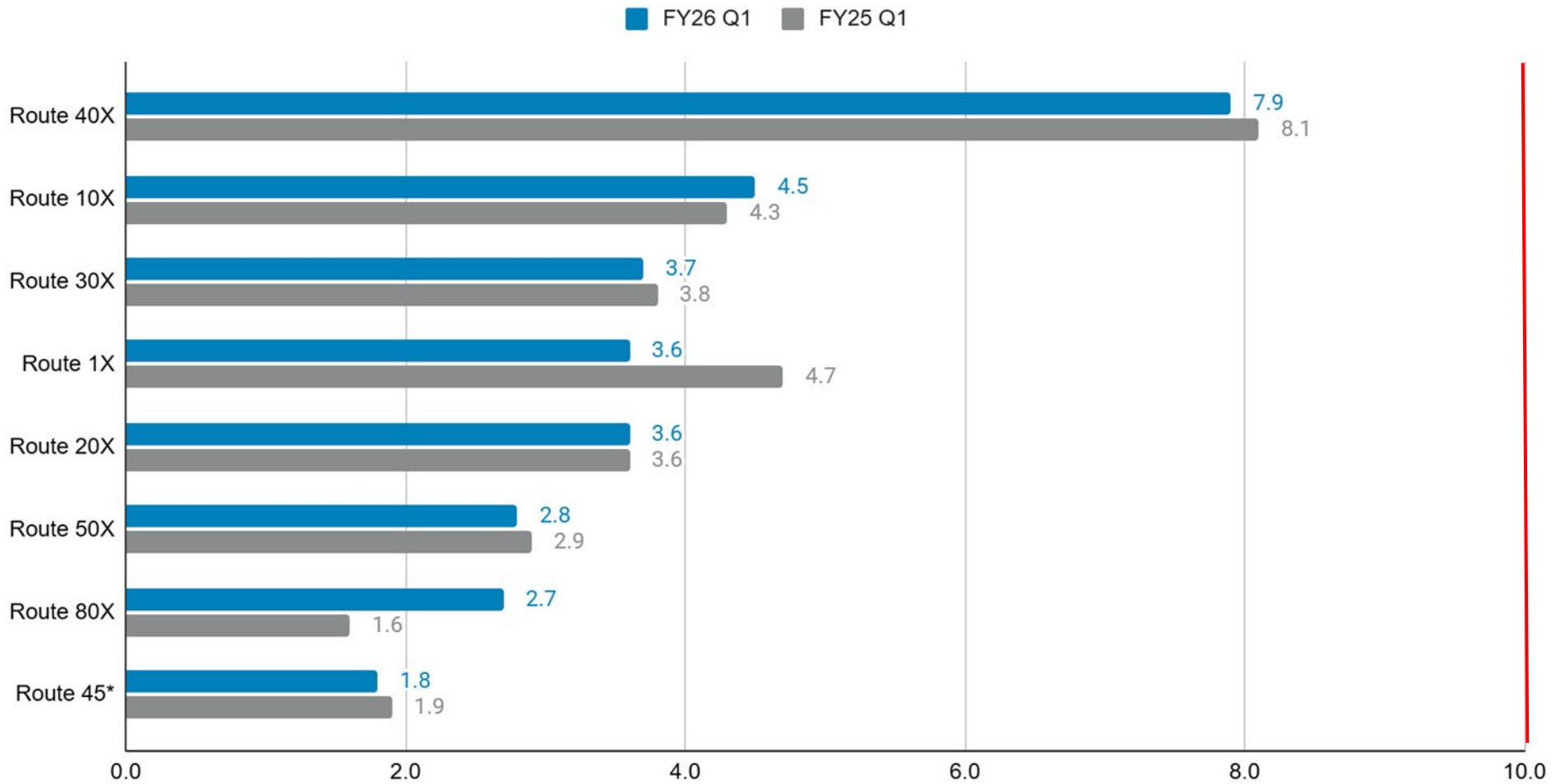


Route Productivity FY26 Q1

Weekday Boardings per Revenue Hour
Regional Bus Service



Target: 10 Boardings (*Target: 5 Boardings)

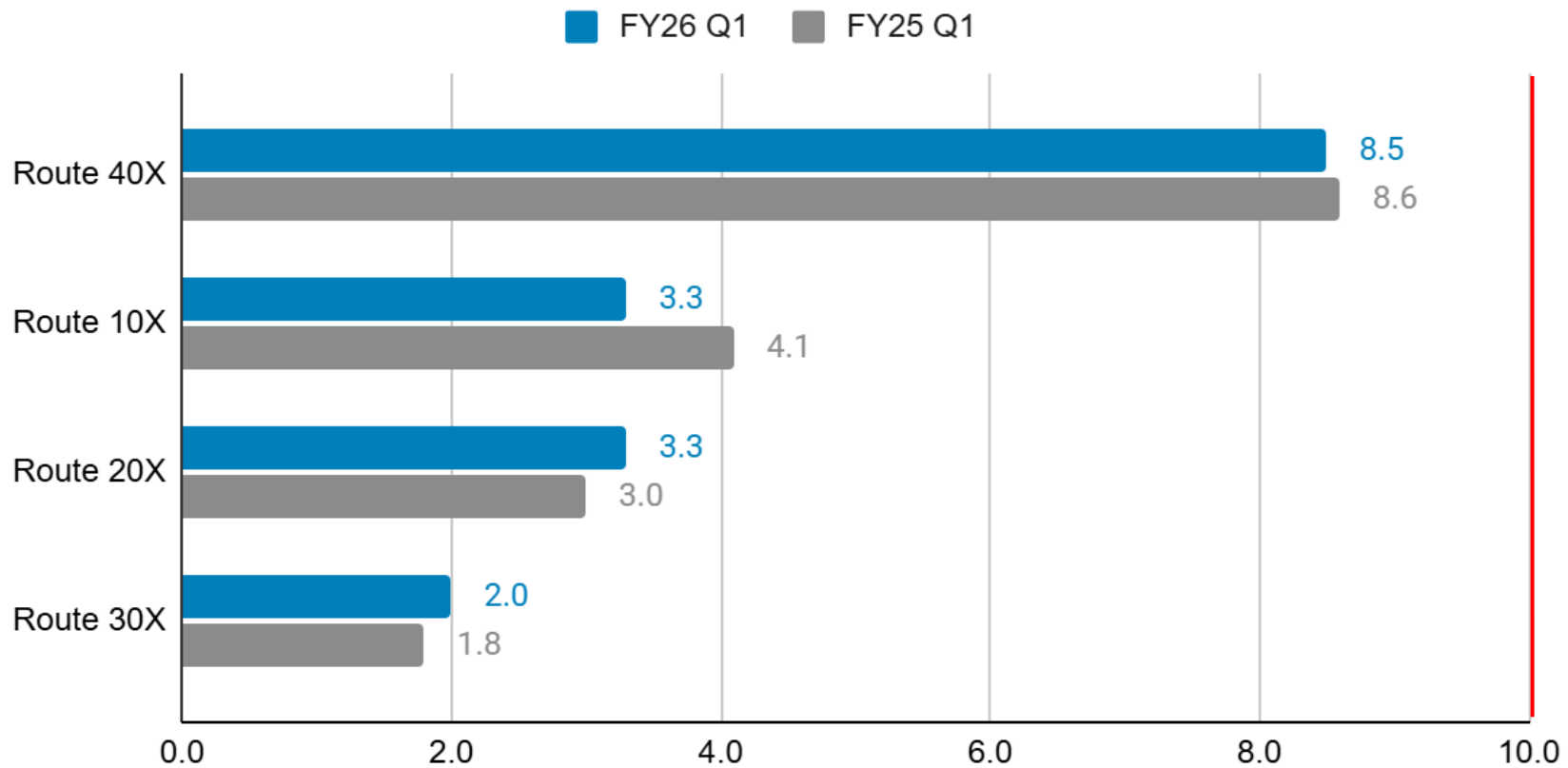


Route Productivity FY26 Q1

Saturday Boardings per Revenue Hour
Regional Bus Service



Target: 10 Boardings

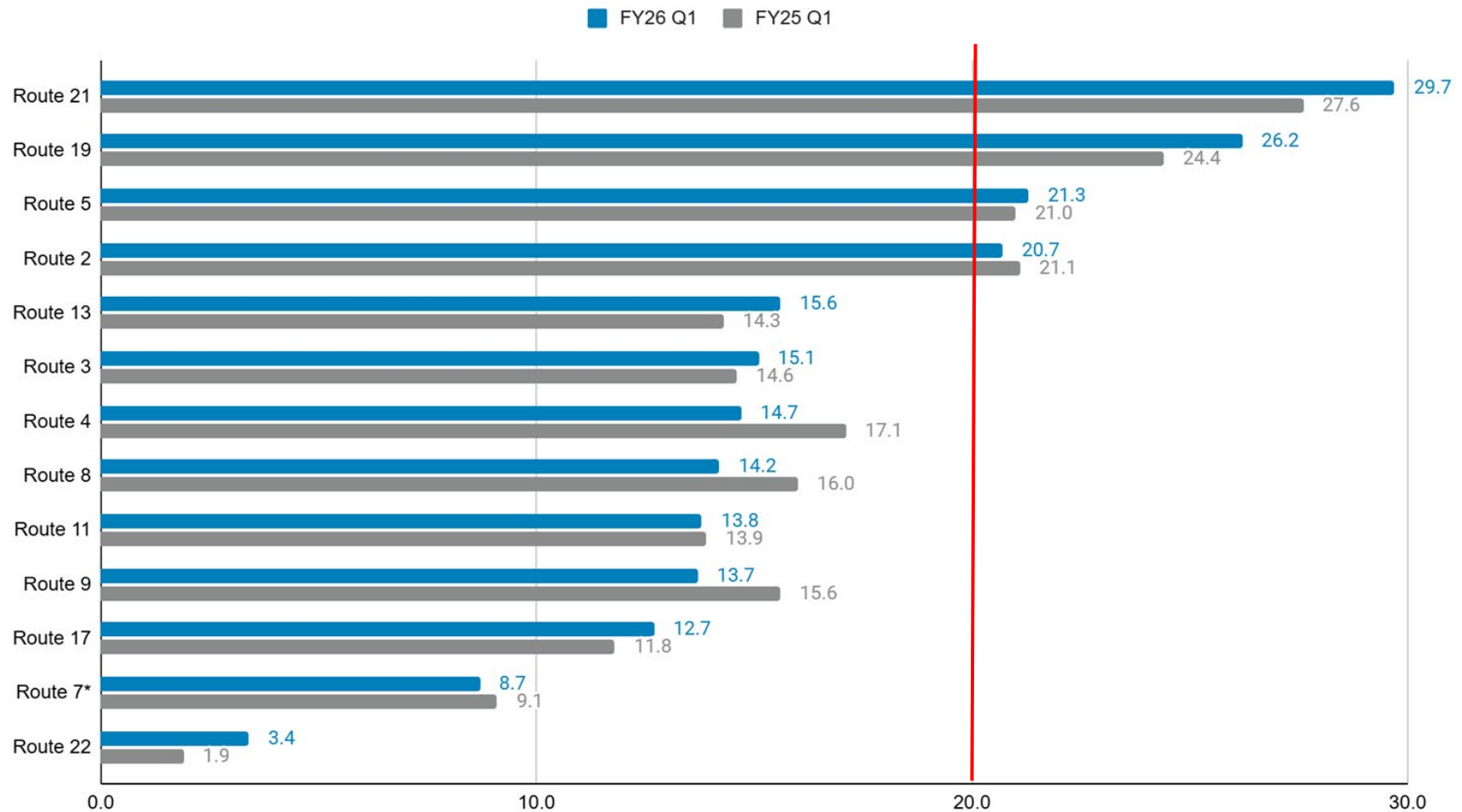


Route Productivity FY26 Q1

Sunday Boardings per Revenue Hour
Local Bus Service - All Routes



Target: 20 Boardings (*Target: 10 Boardings)



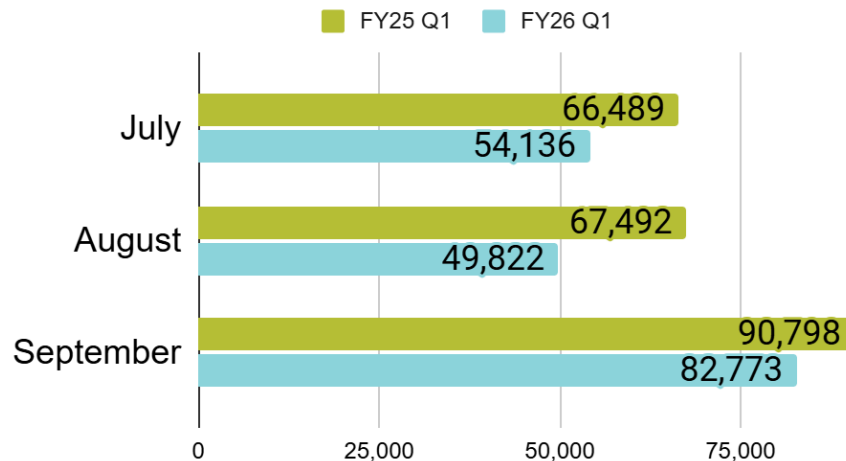
Snapshot of Youth Zero Pass Program FY26 Q1



Cherriots provides rides to youth ages zero to 18 at no cost to them. In FY26 Q1 youth ridership reached 186,731 on Cherriots Local buses and 3,857 on Cherriots Regional buses. Youth ridership on both Cherriots Local and Cherriots Regional buses in FY26 Q1 has declined compared to the same period last year. This decrease follows the implementation of a new policy, introduced in October 2024, that requires verification of youth identification. While this policy may have temporarily affected ridership, it is a strategic measure that will support the long-term success of the Youth Zero Pass Program. The program will cultivate the next generation of Cherriots riders, ensuring future growth and sustainability.

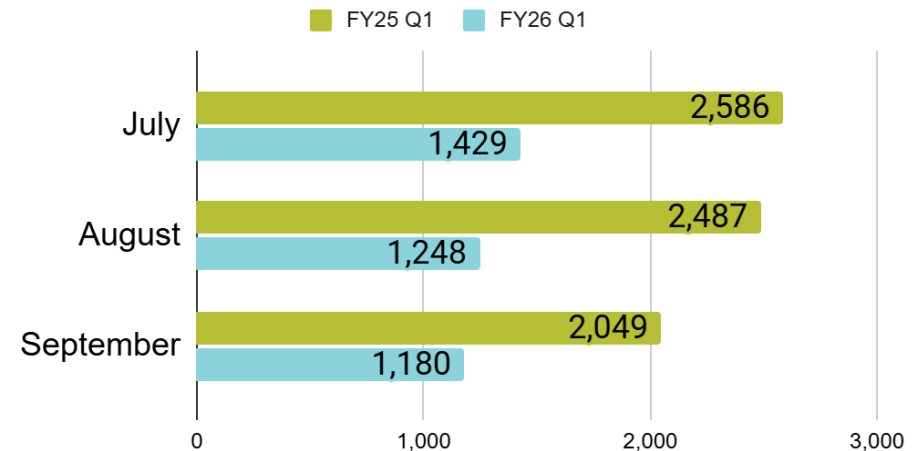
Quarterly Youth Boardings - Cherriots Local

Total Decrease: -38,048 (-17%)



Quarterly Youth Boardings - Cherriots Regional

Total Decrease: -3,265 (-46%)



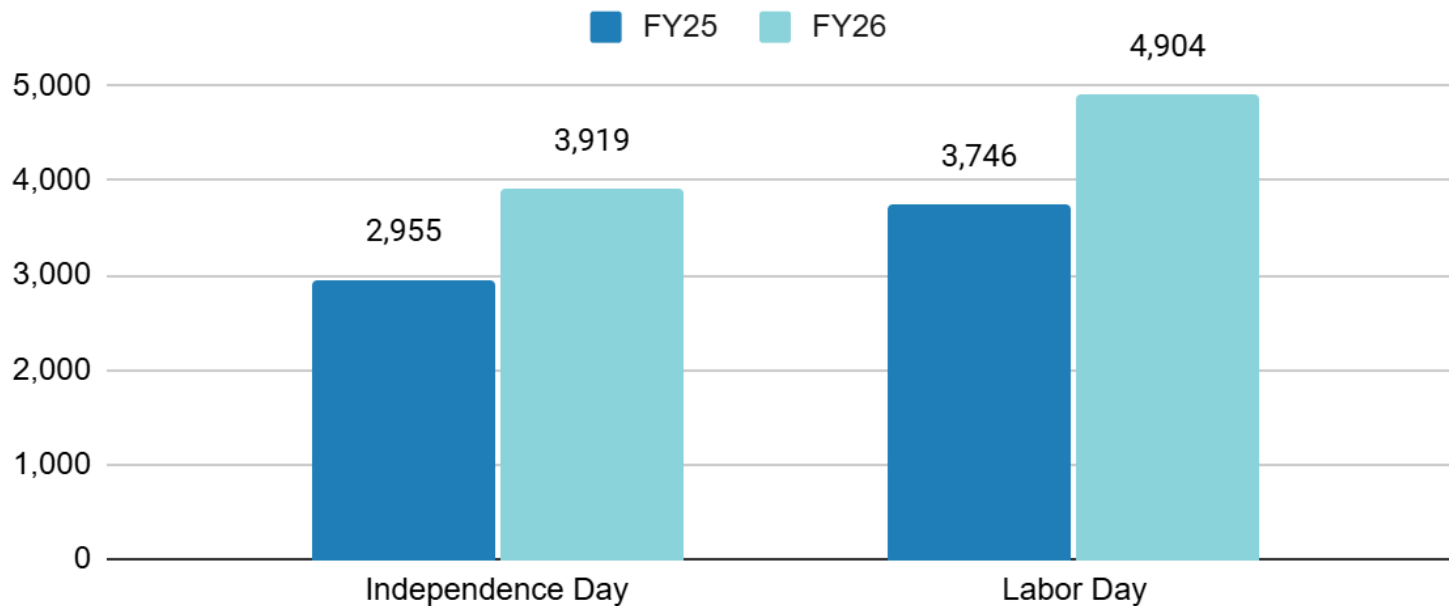
Holiday Service Ridership FY26 Q1



Holiday service began in 2021 as part of the A Better Cherriots service change plan made possible by the Statewide Transportation Improvement Fund. In FY26 Q1, holiday service boardings were 8,823. The holidays with service that fall within Q1 each year are Independence Day and Labor Day. FY26 Q1 was the first time holiday service operated at the Saturday level. Ridership on Independence Day increased by 32.6% over the previous year, adding 964 boardings. Labor Day also showed notable growth, with a 30.9% increase and 1,156 additional boardings compared to the same holiday last year operating at the Sunday service level.

Total Holiday Boardings

Holidays began operating at the Saturday service level in FY26Q1.



On-time Performance : Fixed Route Services



On-time performance (OTP) measures how closely a bus adheres to its schedule. It is measured only at bus stops with scheduled departure times, known as timepoints. There are three categories of OTP:

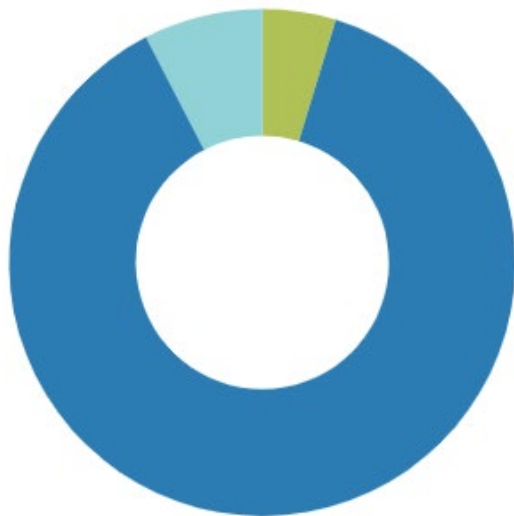
- **Early** - when a bus departs from a time point anytime before the scheduled time.
Goal: 0%
- **On time** - when a bus departs from a time point anywhere between 0 to 5 minutes after the scheduled time.
Goal: 85% or higher
- **Late** - when a bus departs from a time point more than 5 minutes after the scheduled time.
Goal: 15% or lower

On-time Performance | FY26 Q1 System Level OTP



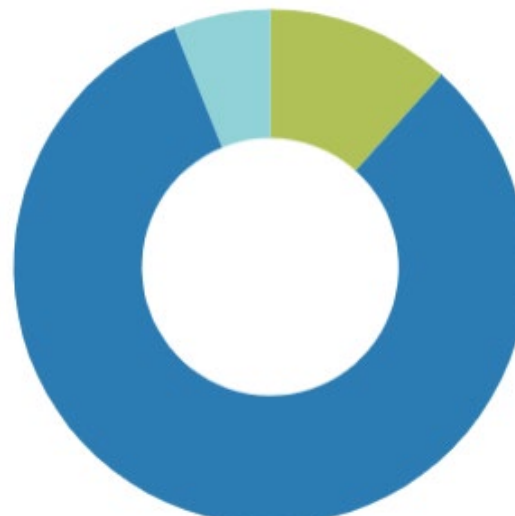
In FY26 Q1, the Cherriots Local system achieved 87.7% on-time performance, exceeding the 85% target and improving 5.4 percentage points from FY25 Q1. Late departures were 7.6%, and early departures decreased to 4.7% from 11.6%. The Cherriots Regional system achieved 89.1% on-time performance, 4.1 points above target, with only 6.8% late and 4.1% early departures. Regional OTP was not available for reporting in FY25.

FY26 Q1 Local OTP



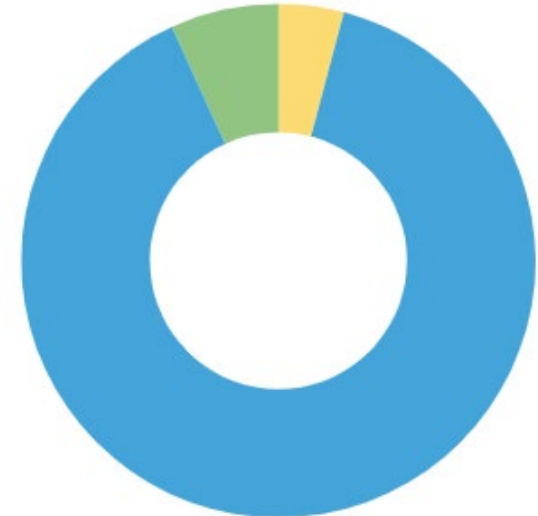
- Early:4.7%
- On-Time:87.7%
- Late:7.6%

FY25 Q1 Local OTP



- Early:11.6%
- On-Time:82.3%
- Late:6.1%

FY26 Q1 Regional OTP



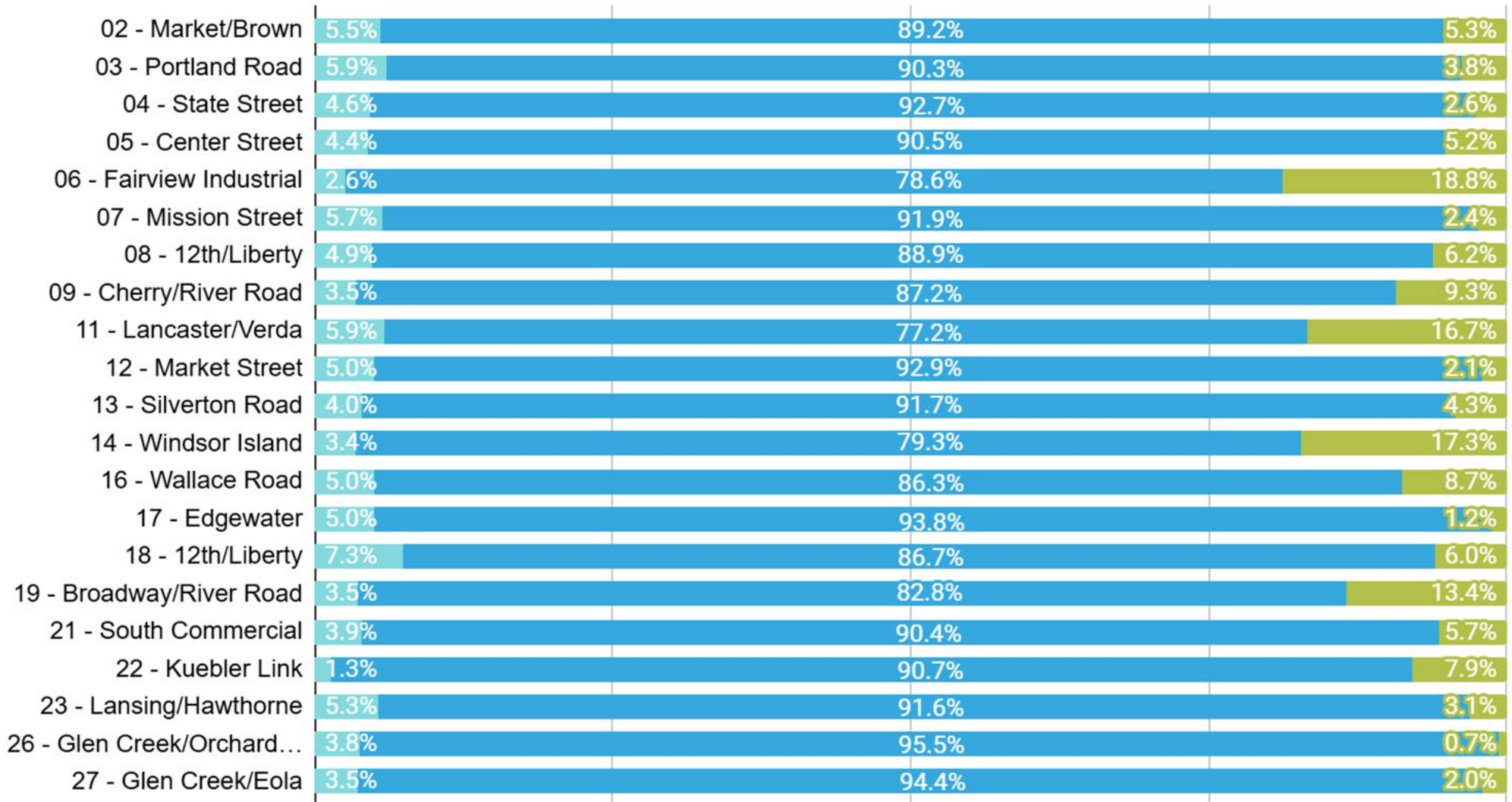
- Early:4.1%
- On-Time:89.1%
- Late:6.8%

On-time Performance |

FY26 Q1 Route Level OTP
for Cherriots Local



Early On-Time Late

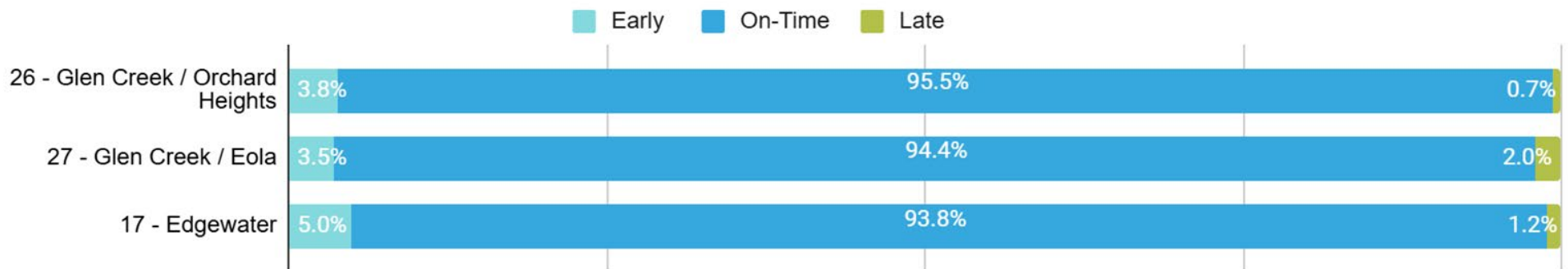


On-time Performance |

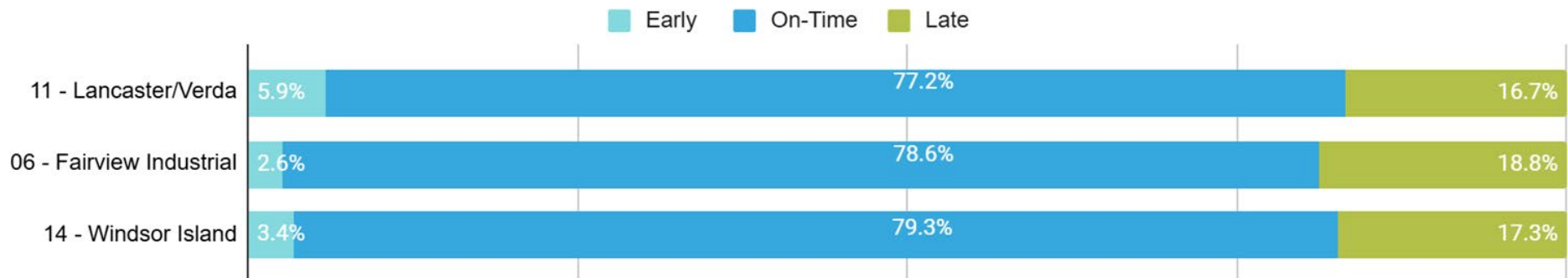
FY26 Q1 Route Level OTP for Cherriots Local



The top three performing Cherriots Local routes in FY26 Q1 were Route 26 Glen Creek/Orchard Heights ; Route 27 Glen Creek / Eola; and Route 17 Edgewater.



The bottom three performing Cherriots Local routes in FY26 Q1 were Route 11 Lancaster / Verda; Route 6 Fairview Industrial ; and Route 14 Windsor Island. These on-time percentages are well below target and the early and late departures need to be greatly improved. Route 6 is currently impacted by construction, which may be affecting OTP. The route will be reassessed once construction is complete. OTP for Route 14 has improved to 90.8% following the schedule adjustment implemented in the September Service Change. Traffic Signal Priority is being phased in for Route 11 along Lancaster Dr. with a scheduled go live date for all signals in December. Expected enhancements to travel time consistency and customer experience are being evaluated

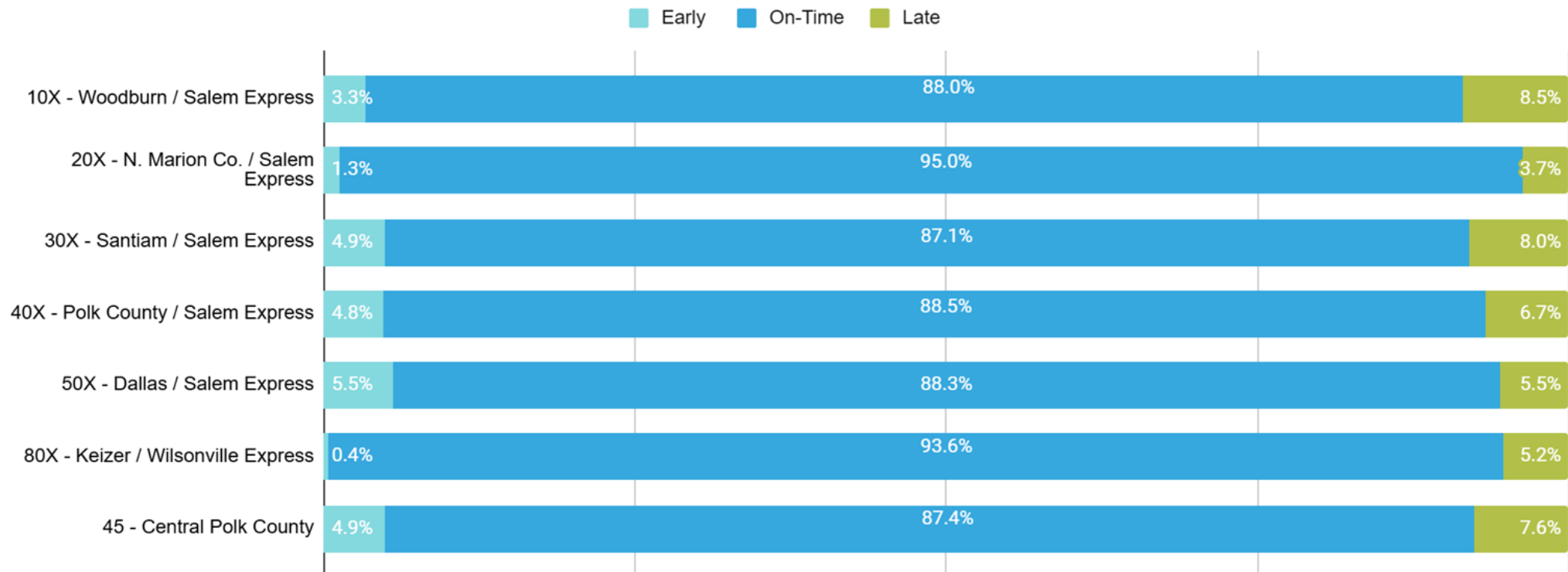


On-time Performance |

FY26 Q1 Route Level OTP for Cherriots Regional



In FY26 Q1, on-time performance across Cherriots Regional routes varied slightly, with all routes exceeding the 85% target. The top-performing route was 20X North Marion County / Salem Express at 95%, while the bottom route, 30X Santiam / Salem Express, still recorded a strong 87.1%.



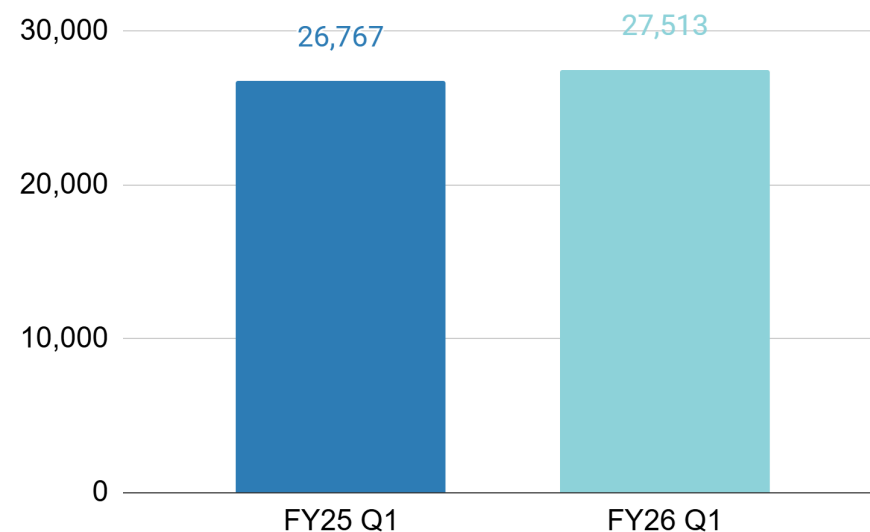
Cherriots LIFT Trends: FY26 Q1



The Americans with Disabilities Act (ADA) is a civil rights law that requires public transportation to be available to people with disabilities within three-quarters of a mile of fixed-route bus service. Cherriots LIFT is an origin-to-destination, shared-ride complementary paratransit transportation service for individuals who are unable to use the Cherriots Local bus service because of their functional ability. Individuals can be qualified for Cherriots LIFT for some or all of their trips. An eligibility process is required to ride Cherriots LIFT.

The table below displays Key Performance Indicators (KPI) from FY26 Q1. LIFT rides per revenue hour in FY26 Q1 is 2.30, slightly below the target of 2.75. However, it has increased compared to 2.13 in FY25 Q1. LIFT also achieved a high average ride rating of 4.8 out of 5.0. This reflects strong rider satisfaction in FY26 Q1.

Total LIFT Boardings



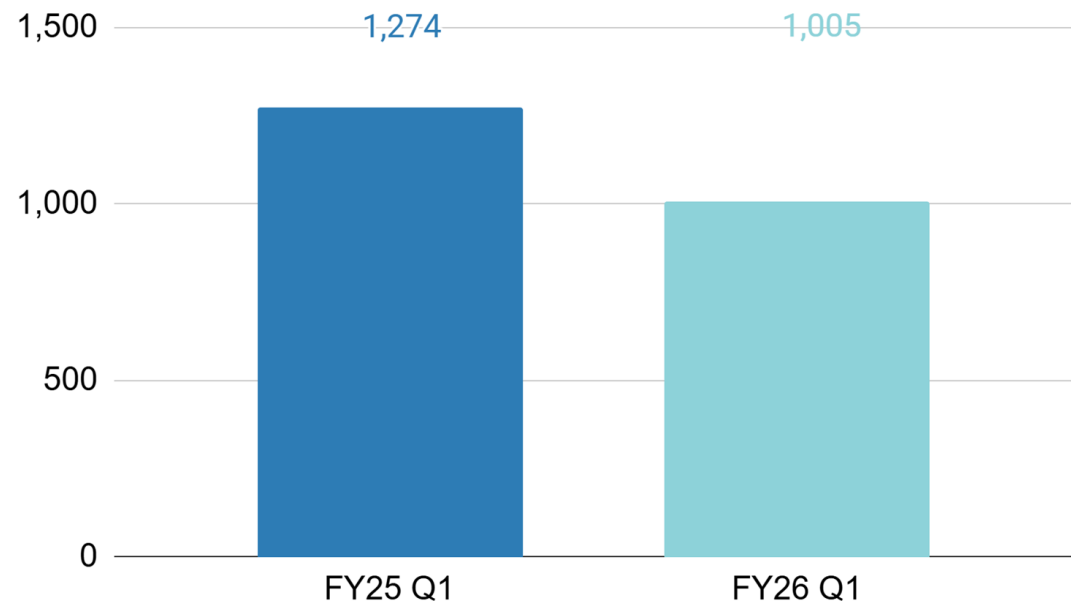
Cherriots LIFT - Key Performance Indicators	On-Time Performance (Goal: 91%)	Rides/Rev Hr (Goal: 2.75)	ADA Trips Denied (Goal: 0)	Complaints / 1,000 trips (Goal: < 2)	ADA Complaints (Goal: 0)	% Rides < 60 minutes (Goal: 75%)	Shared Rides Rate	Average Ride Rating
FY26 Q1	89%	2.30	0	0.66	0	100%	61%	4.8

Cherriots Shop and Ride Trends: FY26 Q1



Seniors and people with disabilities who don't qualify for Cherriots LIFT complementary paratransit service can rely on Cherriots Shop and Ride, which is a door to door dial-a-ride service that can be used for shopping, appointments, and more. These trips require a reservation made through the Cherriots Call Center, and it only runs Monday through Friday from 8:00 a.m. to 5:00 p.m. Trips are not guaranteed on Cherriots Shop and Ride as they are on Cherriots LIFT. Ridership for the Shop and Ride service in FY26 Q1 decreased by 267 boardings compared to FY25 Q1.

Total Shop and Ride Boardings



Snapshot of Customer Engagement: FY26 Q1



Cherriots Call Center provides a world class customer experience for LIFT, Shop and Ride, and Regional deviated-fixed route (Route 45) customers. As shown in the table below, the Call Center is currently meeting or exceeding most customer experience goals, with the exception of length of call and the percentage of calls answered within five minutes. The average call length is slightly above the three-minute target, and the percentage of calls answered within five minutes is 1% below the 100% goal.

Cherriots Call Center - Key Performance Indicators	Total calls received	% Calls Answered in < 3 minutes (Goal: 97%)	% Calls Answered in < 5 minutes (Goal: 100%)
FY26 Q1	11,726	98%	99%

Cherriots Call Center KPIs by Service			
Service	Avg Speed of Answer (Goal: < 3 minutes)	Avg hold time (Goal: < 3 minutes)	Length of Call (Goal: < 3 minutes)
Shop and Ride	28 seconds	3 seconds	3:27
LIFT	22 seconds	4 seconds	2:48

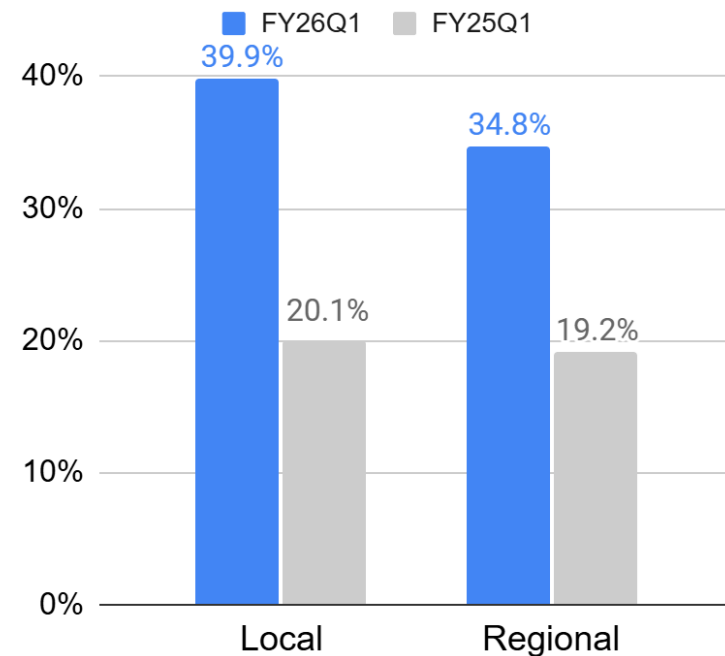
Snapshot of Marketing Engagement



District launched Umo, a reloadable electronic fare payment system, in August 2023. Umo offers riders a convenient way to pay their fare by tapping a reloadable card or using a mobile app with an onboard electronic fare reader. District continues introducing and promoting Umo across its service area, and rider familiarity with the system is steadily increasing. In FY26 Q1, 39.9% of local bus trips and 34.8% of regional bus trips were paid using Umo—up from 20.1% and 19.2% in FY25 Q1, reflecting the success of staff-driven promotional initiatives.

District actively promoted its services and events through social media during FY26 Q1, using platforms such as Facebook, Instagram, LinkedIn, and X. In total, 216 posts reached an audience of 222,671 views, with 5.6% of viewers engaging through likes, comments, shares, or other interactions. These outreach efforts help increase public awareness of Cherriots services and strengthen community connection.

E-fare Trip Percentage



FY26 Q1 Social Media Engagement Metrics

	Posts	Impressions	Engagement Rate
July	27	9,622	5.60%
August	37	32,231	6.20%
September	152	180,818	5.00%
Q1	216	222,671	5.60%

Snapshot of Vanpool Program: FY26 Q1



The Cherriots Commuter Options (CO) program organizes and subsidizes vanpools for individuals with similar commuting patterns. These vanpools are available to groups of employees who work together or travel similar routes regularly. Eligible groups can apply to receive a van for daily use through the CO program. District staff provide training, rider support, and access to the Guaranteed Ride Home program to ensure reliable service.

Vanpools qualify for subsidies if the worksite is located within the CO program's service area (Polk, Marion, or Yamhill County). As of this reporting period, District supports and subsidizes 39 active vanpools, serving a total of 214 commuters across Polk, Marion, and Yamhill counties. Vanpool participants represent a diverse range of industry sectors, including agriculture, industrial trades, and federal government. In FY26 Q1, District provided \$64,646 in subsidies, covering approximately 38% of the total operating cost per vanpool. Average occupancy improved from 66% in FY25 Q1 to 71% in FY26 Q1, indicating more efficient vehicle utilization.

The following key performance indicators and success metrics are reported to Cherriots leadership on a quarterly basis.

FY26 Q1 Vanpool Performance Metrics	
Max Operating Vanpools	39
# of Unique Riders	214
# of Passenger Trips	26,384
Vehicle Revenue Miles	129,047
Vehicle Revenue Hours	3,316
Average Occupancy Rate	71%
Percentage of Subsidy per Vanpool (Goal is less than 50%)	38%

Safety and Reliability Trends: FY26 Q1



Safe and reliable service is important for District to deliver and for customers to experience. Two measures used to evaluate the safety and reliability of Cherriots services are the frequency of mechanical failures resulting in a road call (i.e., while the bus is in service) and the frequency of preventable bus collisions. Overall, Cherriots services met or exceeded performance targets across all measures in FY26 Q1, with the exception of Regional service preventable bus collisions, which were 0.23 higher than the goal of 2.0 collisions per 100,000 miles. District staff have initiated the implementation of targeted actions to reduce the frequency of accidents.

Preventable Accidents per 100,000 Miles Traveled (Goal: < 2 per 100,000 miles)			
Service	FY26 Q1 Total Preventable Accidents	FY26 Q1 Total Miles*	FY26 Q1 Preventable Bus Collisions per 100,000 Miles
Local	9	735,644	1.22
LIFT	2	154,760	1.29
Shop and Ride	0	6,520	N/A**
Regional	3	134,297	2.23
*Local = Total Revenue Miles + Deadhead Miles. Other services = Total Revenue Miles.			
**Total miles did not exceed 100,000; calculation is not applicable.			

Road Calls per 10,000 Miles Traveled (Goal: < 1 per 10,000 miles)			
Service	FY26 Q1 Count of Road Calls	FY26 Q1 Vehicle Miles Traveled	FY26 Q1 Road Calls per 10,000 Miles
Local	61	749,966	0.81
LIFT	9	174,759	0.51
Shop and Ride	0	9,250	N/A**
Regional	3	159,108	0.19
**Total miles did not exceed 100,000; calculation is not applicable.			

Preventive Maintenance and Major Bus Cleanings: FY26 Q1



Additional factors contributing to the reliability and safety of Cherriots services are preventive maintenance (PM) inspections and clean buses. District goal for completing PM inspections on time and cleaning all available Local buses each month is 100%. In FY26 Q1, all Local, LIFT, Regional, and Shop & Ride buses were inspected on time. Additionally, all 207 local buses scheduled for cleaning were completed, achieving a 100% completion rate.

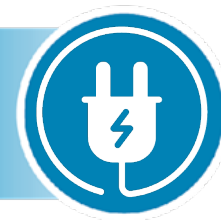
FY26 Q1 Preventive Maintenance Inspections On-time Performance (Goal: 100%)

Service	# Completed	# Completed Outside Limits	Percent On-time
Local	125	0	100.0%
LIFT	30	0	100.0%
Shop and Ride	1	0	100.0%
Regional	29	0	100.0%

FY26 Q1 Major Bus Cleanings* (Goal: 100%)

Service	Total # of Buses Available**	Total # of Cleanings Completed	Percent Completed
Local	207	207	100.0%
<i>*This metric is only tracked for Cherriots Local buses.</i>			
<i>**Anywhere from 60 to 66 buses were available to clean every 30 days</i>			

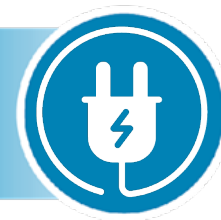
Battery Electric Bus Trends: FY26 Q1



The Battery Electric Bus (BEB) fleet has been introduced on Route 11 Lancaster / Verda to create Cherriots first Zero Emissions Corridor. In the first quarter of fiscal year 2026, the fleet of 10 battery-electric buses (BEBs) collectively traveled 99,291 miles. On average, each battery-electric bus traveled 107 miles per day, reflecting stable utilization levels throughout the quarter. Cherriots' BEB fleet achieved an average regeneration rate of 36.6%, which slightly exceeds national performance benchmarks for Gillig battery-electric buses. In FY26 Q1, the use of BEBs reduced greenhouse gas (GHG) emissions by approximately 81,711 pounds—the equivalent of eliminating 7,612 car trips.

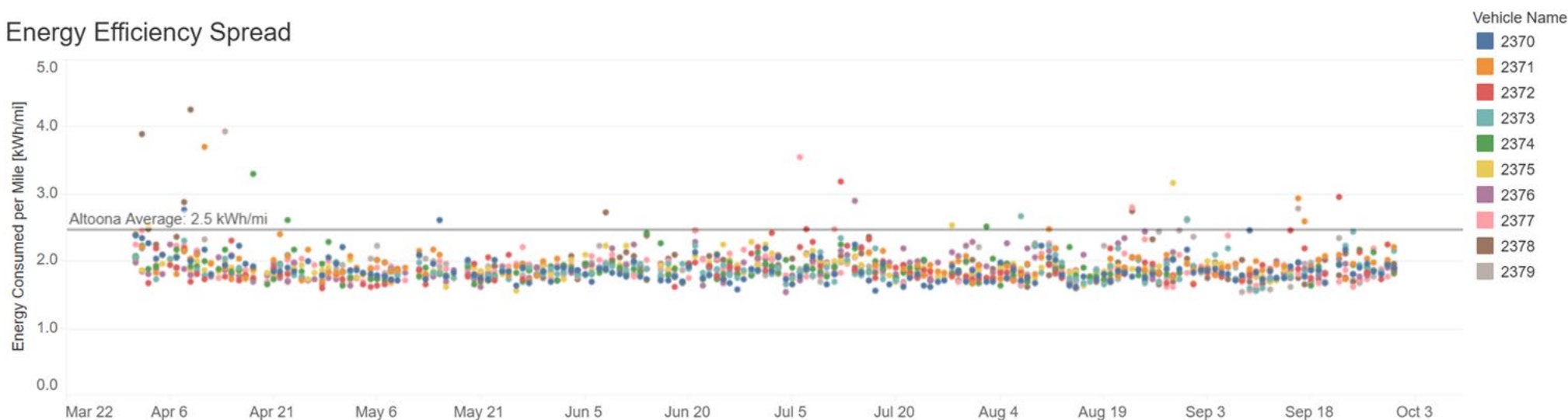
FY26 Q1 BEB Performance Metrics	
Total Distance Driven (mile)	99,291
Average Distance Traveled per Bus per Day (mi/day)	107
Average Regeneration Rate	36.6%
Net GHGs Avoided (lbs)	81,711
Equivalent Car Trips Avoided	7,612
Average Fuel Economy (kWh/mi)	1.88

Battery Electric Bus Trends: FY26 Q1

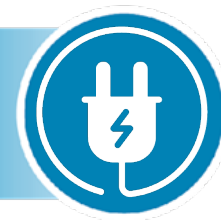


Cherriots' battery-electric buses are demonstrating strong energy performance, with average energy use of approximately 1.9 kWh per mile, which is about 25% more efficient than the Altoona benchmark for this vehicle type. Performance is consistent across the fleet, and day-to-day variability remains within expected operational ranges. This indicates effective operator driving practices, successful integration of regenerative braking, and efficient fleet deployment.

Energy Efficiency Spread



Battery Electric Bus Trends: FY26 Q1



Since January 2025, the deployment of electric buses has achieved emissions reductions equivalent to planting approximately 29,063 tree seedlings. Based on an average density of 320 trees per acre, this corresponds to about 91 acres of forested area—comparable in size to Bush's Pasture Park in Salem. This milestone underscores Cherriots' continued commitment to sustainable transportation and reduced environmental impact.

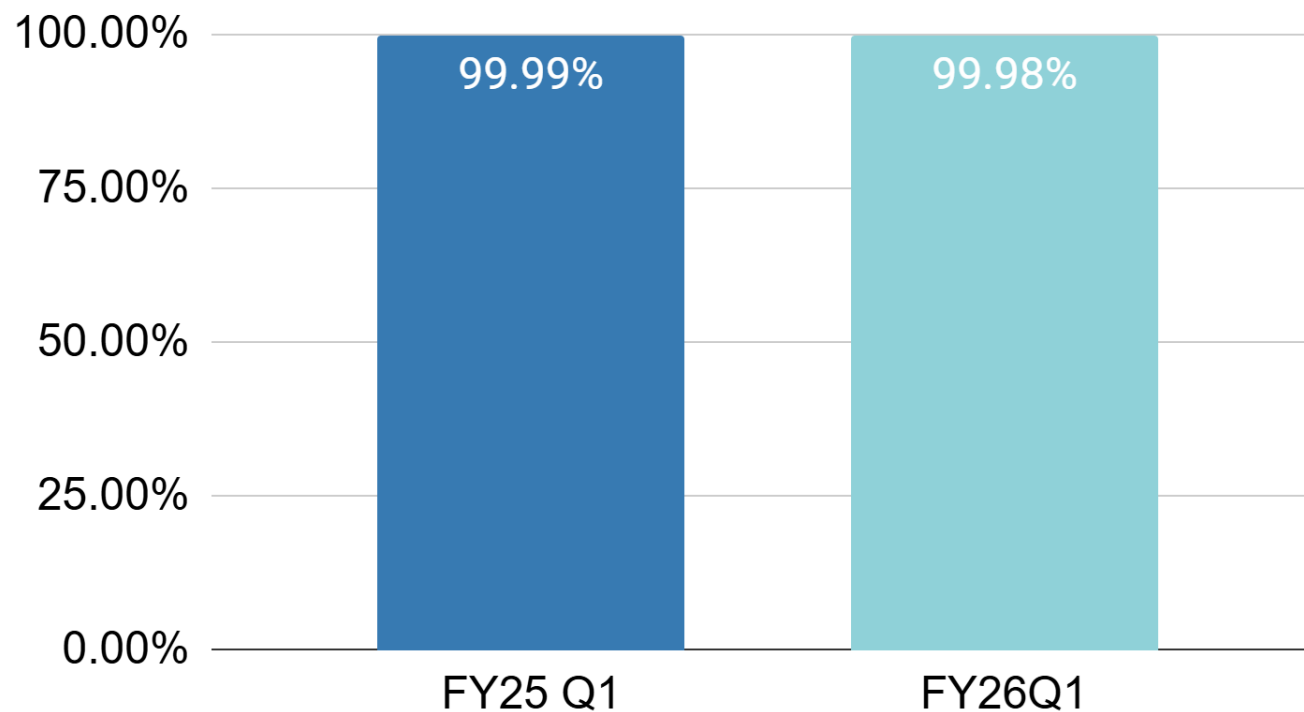


Local Service Delivery Performance: FY26 Q1



In FY26 Q1, the planned vehicle revenue hours for Cherriots Local service amounted to 56,320, with actual vehicle revenue hours recorded at 56,310, representing 99.98 percent of the planned Local service. The result is nearly identical to the 99.99 percent achieved in the same quarter of the previous year. This indicates consistent and reliable service delivery performance in FY26 Q1.

Percentage of Scheduled Service Delivered



Appendix A. FY26 Q1 Data Tables



Cherriots Annual Performance Report for FY 26 Q1 (July 2025 - September 2025)

Cherriots Annual Performance Report for FY 26 Q1 (July 2025 - September 2025)																		
Route	On-Time Performance (OTP)	Weekdays						Saturday				Sunday					Preventable Accidents per 100K miles (Target: <2)	Roadcalls per 10K miles (Target: <1)
		Ridership / Revenue Hour	Ridership	Changes from FY 25 to FY 26 for Q1			Ridership / Revenue Hour	Ridership	Changes from FY 25 to FY 26 for Q1			Ridership / Revenue Hour	Ridership	Changes from FY 25 to FY 26 for Q1				
				Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership		
LOCAL BUS SERVICE																		
2 - Market / Brown	89.23%	16.2	62,550	0.8%	-0.7%	0.0%	18.7	6,623	0.0%	-9.1%	-9.1%	20.7	3,500	0.0%	-1.9%	-1.9%	1.22	0.81
3 - Portland Road	90.25%	17.5	36,366	0.2%	-4.2%	-4.0%	19.6	3,827	0.0%	2.8%	2.8%	15.1	2,547	0.0%	3.4%	3.4%		
4 - State Street	92.74%	17.6	37,265	0.1%	-1.8%	-1.7%	16.9	3,365	0.0%	3.3%	3.3%	14.7	2,539	0.0%	-14.1%	-14.1%		
5 - Center Street	90.46%	16.7	63,312	0.7%	-0.7%	0.0%	19.5	6,958	0.3%	-2.8%	-2.5%	21.3	3,597	0.0%	1.3%	1.3%		
6 - Fairview Industrial	78.58%	8.3	12,382	2.9%	-13.7%	-11.2%	5.5	1,510	0.0%	-7.5%	-7.5%							
7 - Mission Street	91.87%	10.6	16,872	0.2%	-6.1%	-6.0%	10.9	2,042	0.0%	3.7%	3.7%	8.7	1,415	0.0%	-3.7%	-3.7%		
8 - 12th / Liberty	88.94%	13.3	22,564	1.2%	-11.9%	-10.8%	10.1	2,872	0.4%	-9.1%	-8.7%	14.2	2,402	0.0%	-11.4%	-11.4%		
9 - Cherry / River Road	87.24%	13.0	25,845	0.2%	-5.0%	-4.9%	12.4	2,498	0.0%	-18.3%	-18.3%	13.7	2,402	0.0%	-11.8%	-11.8%		
11 - Lancaster / Verda	77.21%	17.5	123,812	-0.2%	-3.5%	-3.7%	17.9	12,858	-0.1%	-2.9%	-3.0%	13.8	8,945	-0.3%	-1.0%	-1.3%		
12 - Hayesville Drive	92.90%	6.2	5,860	0.0%	10.3%	10.3%												
13 - Silvertown Road	91.71%	14.1	29,362	0.0%	-6.7%	-6.7%	17.6	3,113	0.6%	1.2%	1.7%	15.6	2,590	0.0%	9.1%	9.1%		
14 - Windsor Island Road	79.30%	7.1	6,892	0.0%	-14.4%	-14.4%												
16 - Wallace Road	86.26%	15.9	10,434	2.5%	15.4%	18.3%	12.2	1,374	0.0%	-0.1%	-0.1%							
17 - Edgewater Street	93.76%	10.9	36,344	0.9%	3.0%	3.9%	10.5	3,656	0.3%	4.3%	4.6%	12.7	2,142	0.0%	7.2%	7.2%		
18 - 12th / Liberty	86.66%	12.0	19,975	2.6%	-2.6%	-0.1%	7.8	2,202	0.0%	-13.3%	-13.3%							
19 - Broadway / River Road	82.83%	21.1	77,747	0.8%	-2.6%	-1.8%	25.2	8,745	0.0%	-3.1%	-3.1%	26.2	4,400	-0.6%	7.1%	6.5%		
21 - South Commercial	90.43%	20.7	77,618	0.8%	-0.1%	0.6%	25.8	8,945	0.0%	4.1%	4.1%	29.7	5,012	0.0%	7.3%	7.3%		
22 - Kuebler Link	90.65%	1.9	6,070	1.7%	40.5%	42.9%	1.4	795	0.0%	70.2%	70.2%	3.4	572	0.0%	83.3%	83.3%		
23 - Lansing / Hawthorne	91.56%	10.8	10,346	0.0%	13.6%	13.6%												
26 - Glen Creek / Orchard Heights	95.52%	5.2	2,609	-0.2%	5.6%	5.4%												
27 - Glen Creek / Eola	94.42%	7.1	3,790	0.0%	17.9%	17.9%												
Total	87.71%	14.4	688,015	0.7%	-2.2%	-1.5%	14.5	71,383	0.1%	-2.3%	-2.3%	15.7	42,063	-0.1%	0.3%	0.2%		
LOCAL COMMUTER EXPRESS ROUTE																		
1X - Wilsonville / Salem Express	74.99%	3.6	2,728	0.0%	-24.6%	-24.6%												
Cherriots Local Totals	87.65%	14.2	690,743	0.7%	-2.3%	-1.6%	14.5	71,383	0.1%	-2.3%	-2.3%	15.7	42,063	-0.1%	0.3%	0.2%		
REGIONAL SERVICE																		
10X - Woodburn / Salem Express	87.98%	4.5	4,849	-5.5%	4.4%	-1.3%	3.3	316	-2.1%	-19.7%	-21.4%							
20X - N. Marion Co. / Salem Express	94.97%	3.6	3,113	-0.8%	0.7%	-0.1%	3.3	386	-0.8%	10.6%	9.7%							
30X - Santiam / Salem Express	87.06%	3.7	2,752	0.4%	-1.7%	-1.3%	2.0	190	0.0%	14.5%	14.5%							
40X - Polk County / Salem Express	88.50%	7.9	11,473	0.6%	-2.1%	-1.6%	8.5	1,566	-1.1%	-1.1%	-2.2%							
50X - Dallas / Salem Express	88.30%	2.8	1,049	0.3%	-4.1%	-3.8%												
80X - Keizer / Wilsonville Express	93.61%	2.7	1,223	-0.4%	68.7%	68.0%												
Cherriots Regional Express Totals		4.9	24,459	-1.2%	1.9%	0.7%	5.0	2,458	-1.0%	-1.5%	-2.5%							
Regional Deviated Fixed Route																		
45 - Central Polk County	87.39%	1.8	1,102	0.0%	-4.9%	-4.9%												
Cherriots Regional Totals	88.96%	4.6	25,561	-1.1%	1.5%	0.4%												
Dial-a-Ride (Cherriots Shop and Ride Totals)	NA	1.7	1,005	-22.2%	1.4%	-21.1%											NA**	NA*
Cherriots LIFT Totals	89.00%	2.0	24,459	13.8%	-11.3%	0.9%	2.0	1,675	26.2%	-7.3%	17.0%	1.9	1,379	36.9%	-8.2%	25.7%	1.29	0.51



Fiscal Year 2026 Quarter 1 Performance Report

Presented by:
Shofi Ull Azum
Chief Planning and Development Officer



FY26 Q1 in Review


July

Bus Stop Accessibility Report presented to the Board
Avail Engage Conference & Adoption Accelerator Training

August

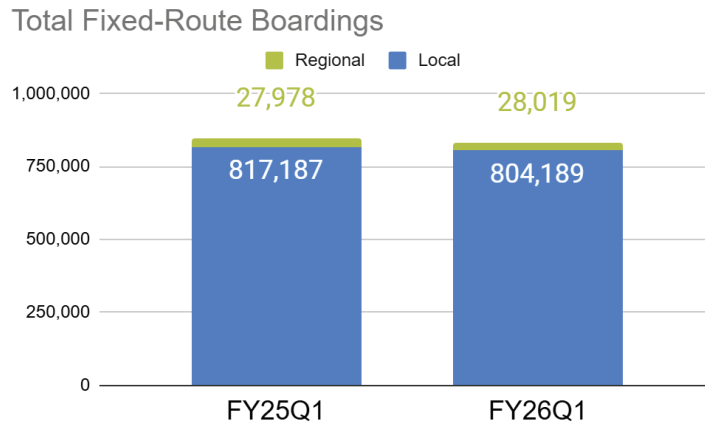
Existing Conditions Report for COA finalized

September

Creating Community Connection: 
Four open houses and four presentations
Trapeze Suite upgraded to version 21

System Performance - Ridership

- Total system ridership in FY26 Q1: **887,110**
- Systemwide ridership remain steady.
- Non-youth ridership increased **5%** (vs FY25 Q1)



Cherriots **Fixed Route** Ridership Trends: FY26 Q1 vs. FY25 Q1

System Performance - Ridership

Ridership by Service Type

Key Indicators	Fixed-Route		Paratransit (LIFT)	Dial-a-Ride (Shop and Ride)	Vanpool	Total
	Local	Regional				
Total Boardings	804,189	28,019	27,513	1,005	26,384	887,110
Percent of Total Boardings	90.7%	3.2%	3.1%	0.1%	3.0%	--

- Fixed-route service represents **93.9%** of total system ridership.
- The **top five highest-ridership** routes in FY26 Q1 are:
 - Route 11 (123,812)
 - Route 5 (63,312)
 - Route 19 (77,747)
 - Route 2 (62,550)
 - Route 21 (77,618)

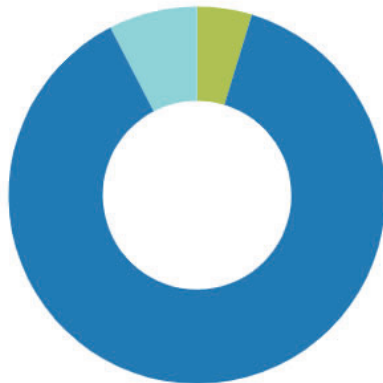
System Performance

Traffic Signal Priority (TSP) Project

- Phase I is being implemented on Lancaster Drive (Route 11)
- Route 11: The highest ridership with consistently lowest OTP
- 22 intersections (Hayesville to Kuebler Blvd) has functional TSP
- Operator feedback survey is in progress.
- TSP system optimization is in progress.

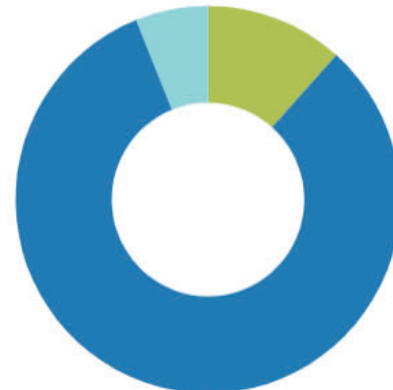
Fixed Route – OTP (Target: 85% or higher)

FY26 Q1



● Early:4.7%
● On-Time:87.7%
● Late:7.6%

FY25 Q1



● Early:11.6%
● On-Time:82.3%
● Late:6.1%

System Performance - Productivity

Weekdays:

- Exceeded productivity target: Routes 19, 21, 16, 23 and 7
- On the verge of target: Routes 4, 11 and 40X

Saturday:

- Exceeded productivity target: Routes 21, 19, 16 and 7
- On the verge of target: Routes 3,5 and 40X

Sunday:

- Exceeded productivity target: Routes 21,19,5 and 2
- On the verge of target: Route 7

Key Takeaways:

- Local Coverage Routes Saturday:
75% of Routes increased productivity.

System Performance - Productivity

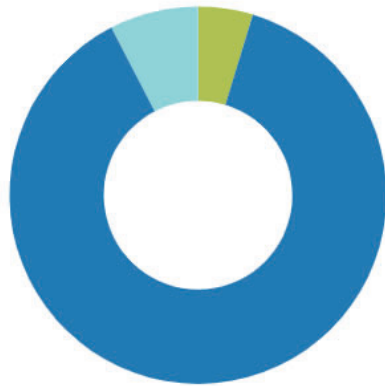
"Cherriots core corridor network delivers **89.65%** of Cherriots Local ridership while utilizing 77.95% of service hours, demonstrating strong service productivity and demand alignment. We are putting service where riders need it the most."

- Overall System Productivity: 11.1
- Cherriots Local Service Productivity: 14.3
- Core Corridor Service Productivity: 16.6

* Productivity is measured by boardings per revenue hour

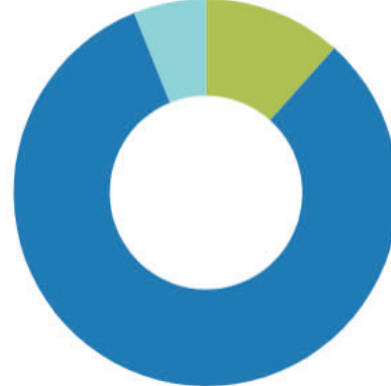
Fixed Route – OTP (Target: 85% or higher)

FY26 Q1



● Early:4.7%
● On-Time:87.7%
● Late:7.6%

FY25 Q1



● Early:11.6%
● On-Time:82.3%
● Late:6.1%

System Performance - Productivity

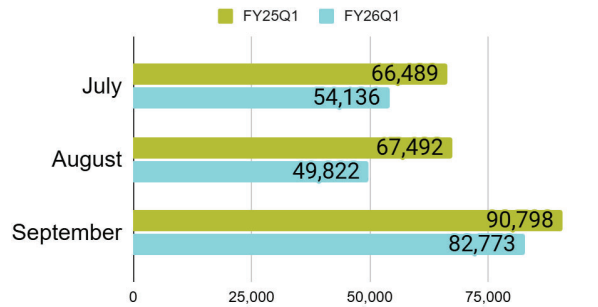
- Highest ridership gain: **Route 22 (+2,409)**
(Honorable mention: Route 16, 17, 23)
- Best On-Time Performance: **Route 26 (95.5%)**
(Honorable mention: Route 27, 17, 12)
- Most productive route: **Route 19 (Rides/RH:21.6)**
(Honorable mention: Route 21, 4, 11)
- **Overall best performing route: Route 21**
(OTP:90.4%; Rides/RH: 21.4; Ridership gain: +1195)

Snapshot of Youth Zero Pass Program

- Implemented Youth identity verification requirements in October 2024.
- YOY Youth ridership decreased:
Local Service: **-38,048 (-17%)**
Regional Service: **-3,265 (-46%)**
- Yet youth riders account for **21.5%** of all rides

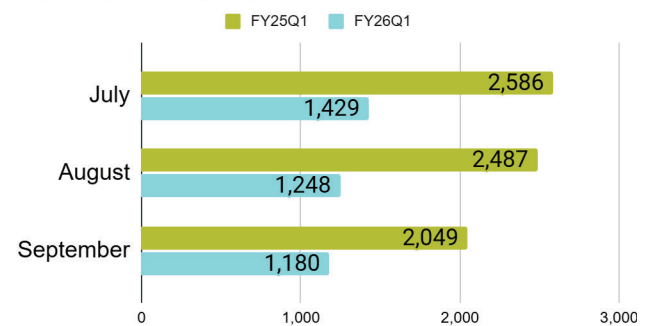
Quarterly Youth Boardings - Cherriots Local

Total Decrease: -38,048 (-17%)



Quarterly Youth Boardings - Cherriots Regional

Total Decrease: -3,265 (-46%)



Cherriots Contracted Services -LIFT

KPI Summary Table

Cherriots LIFT - Key Performance Indicators	On-Time Performance (Goal: 91%)	Rides/Rev Hr (Goal: 2.75)	ADA Trips Denied (Goal: 0)	Complaints / 1,000 trips (Goal: < 2)	ADA Complaints (Goal: 0)	% Rides < 60 minutes (Goal: 75%)
FY26Q1	89%	2.30	0	0.66	0	100%

FY26 Q1 Service at a Glance:

- **27,513** trips delivered in FY26 Q1 (YOY: **+2.8%**)
- Shared Rides Rate: **61%**
- Average Ride Rating: **4.8/5.0**

Snapshot of Marketing Engagement

FY26Q1 E-fare trip percentage increase :

Local Service: **39.88% (+99%)**

Regional Service: **34.77% (+81%)**

FY26Q1 Social Media Engagement Metrics			
	Posts	Impressions	Engagement Rate
July	27	9,622	5.60%
August	37	32,231	6.20%
September	152	180,818	5.00%
Q1	216	222,671	5.60%

Snapshot of Vanpool Program

- Total Vanpool subsidy: **\$64,646**
- Vanpool passenger trips:
26,384
- YOY Vanpool passenger trips increase:
+4,500 (+20.6%)
- YOY occupancy rate: **+5%**

FY26Q1 Vanpool Performance Metrics	
Max Operating Vanpools	39
# of Unique Riders	214
# of Passenger Trips	26,384
Vehicle Revenue Miles	129,047
Vehicle Revenue Hours	3,316
Average Occupancy Rate	71%
Percentage of Subsidy per Vanpool	38%

Safety and Reliability Trends

- Preventable accidents per 100K miles travelled (**Goal: <2** per 100K miles)
 1. Local: 1.22
 2. Regional: 2.23
 3. LIFT: 1.29
- Road calls per 10K miles traveled (**Goal:<1** per 10K miles)
 1. Local: 0.81
 2. Regional: 0.19
 3. LIFT: 0.51

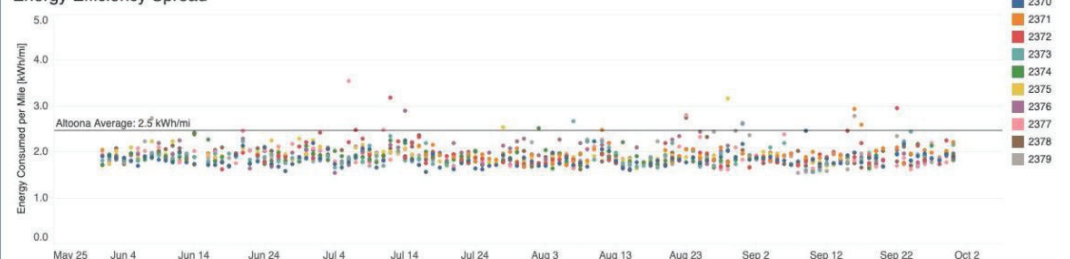
Battery Electric Bus Trends

“The average fuel economy was 1.88 kWh/mile, about 25% more efficient than the Altoona benchmark of 2.5 kWh/mile.”

FY26Q1 BEB Performance Metrics

Total Distance Driven (mile)	99,291
Average Distance Traveled per Bus per Day (mi/day)	107
Average Regeneration Rate	36.6%

Energy Efficiency Spread



Battery Electric Bus Trends



Looking Ahead FY26 Q2

- Go Live TSP system
- Additional KPIs in the performance report
- Award Contract for ESTC –Site Selection
- South Salem Transit Center – Land Acquisition
- Final report – micromobility feasibility study



To: Board of Directors
From: Kirra Pressey, Executive Assistant
Bobbi Kidd, Strategic Initiatives Administrator
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Fiscal Year 2026 Quarter 1 (FY26 Q1) Strategic Plan Report

ISSUE

Shall the Board receive the FY26 Q1 Organizational Strategic Plan Report?

BACKGROUND AND FINDINGS

In August 2022, the Board of Directors adopted an updated Organizational Strategic Plan. The Strategic Plan details the District's aspirations and specific steps for attaining goals set forth. It provides clarity around the vision for achieving excellence, supporting employee engagement and professional growth, increasing our value within the community, and achieving financial health.

This report summarizes progress achieved on Organizational Tactics identified in the work plan over the course of FY26 Q1. This is in alignment with the commitment from Executive Leadership and District staff to monitor and report quarterly on Strategic Plan progress. This report will highlight this fiscal year's goals and quarter one accomplishments.

All of the efforts are aligned with the District's four Success Outcomes:

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

FINANCIAL IMPACT

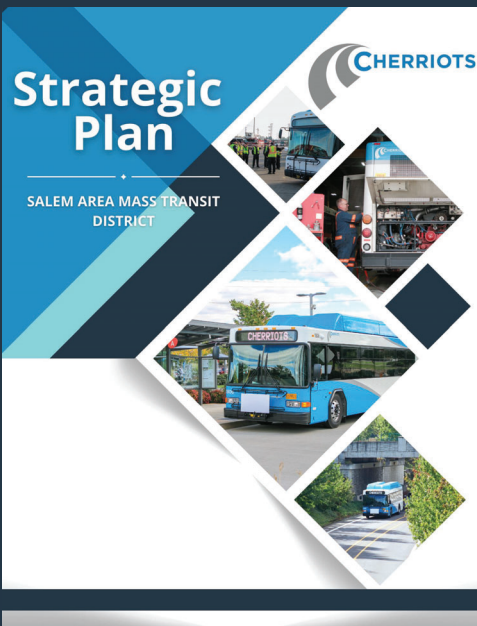
The FY 2025 budget includes funds for implementation of the Strategic Plan.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



Strategic Plan Board Report

Fiscal Year 2026

December 11, 2025

CHERRIOTS

CHERRIOTS

Guiding Principles

VISION

We Deliver Valued
Mobility Options that
Inspire Community
Pride.

MISSION

Creating Community
Connections

VALUES

Communication
Humility
Excellence • Respect
Resourceful
Inclusive • Ownership
Transparency
Safety



CHERRIOTS

2026 Strategic Work Plan





CHERRIOTS

2026 Success Outcomes

COMMUNITY VALUE



Maintain or exceed a Community Value score over 84.

CUSTOMER SATISFACTION



Maintain or exceed Customer Satisfaction Net Promoter Scores

- Fixed Route: No less than 52
- LIFT: No less than 51

CULTURE OF OWNERSHIP



Increase our Employee Engagement score over the previous year by 5 percentage points based upon the previous year's score.

FINANCIAL SUSTAINABILITY




Develop and implement policies and strategies that support long-term financial sustainability, for Board approval and adoption.




CHERRIOTS

Organizational Goals




COMMUNITY VALUE

- Climate Action Plan Implementation
- Implement the Creating Community Connections Project




CUSTOMER SATISFACTION

- Enhancement of External Technology
- Evaluation of Safety and Security Systems



CULTURE OF OWNERSHIP

- Cultivate and Nurture an Inspired and High-Performing Workforce
- Employee Resource Planning Tools Implementation
- Internal Cherriots Committee Alignment



FINANCIAL SUSTAINABILITY

- Establish District Financial Policies
- Strategic Grant and Funding Framework for Capital Investment Plan



CHERRIOTS

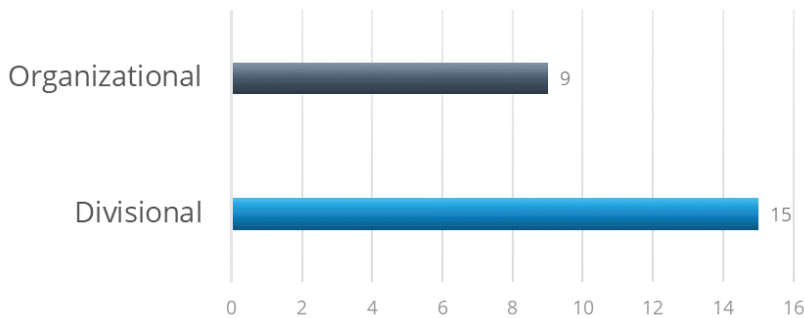
Goal Highlights

Let's hear from the Goal Owners!

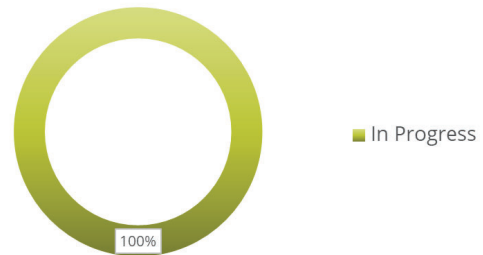




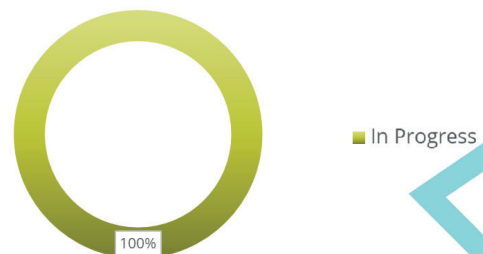
FY2026 STRATEGIC PLAN GOALS



ORGANIZATIONAL GOAL STATUS



DIVISIONAL GOAL STATUS



- Kicked off Goals for this fiscal year!
- Community, Customer, and Employee Engagement surveys were completed and the results are forthcoming.
- FY27 Strategic Planning will kick off this month.



BOARD MEETING MEMO

Agenda Item 7.D

To: Board of Directors
From: Denise LaRue, Chief Financial Officer
Thru: Allan Pollock, General Manager
Date: December 11, 2025
Subject: FY2026 Quarter 1 (FY26 Q1) Financial Report

ISSUE

Shall the Board receive the FY26 Q1 Financial Report?

BACKGROUND AND FINDINGS

The Board adopts a Budget for the District on an annual basis. The Budget is a plan that contains District resources and requirements.

The Quarterly Financial Report provides information about how that plan is being implemented and includes statements for the General Fund, Transportation Program Fund, and Capital Project Fund. The Finance Report also shows a comparison of budget to actual. Please see [Attachment A](#) for the Financial Overview.

General Fund Revenues:

Passenger Fares are currently at 25% of the annual budget.

We have received 2% of the annual budgeted *Property Tax* Revenues. The largest portion of property taxes are received in Quarter 2 based on the November 15th due date. This timing is consistent with previous years.

Miscellaneous Revenue is currently at 53% of the annual budget. We had a one-time implementation credit for our insurance that was received in Quarter 1.

Interest on Investments is at 24% of the annual budget.

In total, *General Fund Revenues* are at 7% of the annual budget.

General Fund Expenditures:

The *Total Operating Expenditures* of the General Fund are under budget at 22% of the total annual budget. All divisions in the General Fund are below the anticipated 25% of total budget.

Transportation Programs Fund Revenues:

Passenger Fares are at 19% of annual budget.

Federal Funds are currently at 18% of the annual budget.

State STIF Funds are currently at 16% of budget for the Transportation Programs Fund.

State Funds are slightly below the budget for Quarter 1 at 23%.

Transportation Programs Fund Expenditures:

The *Total Transportation Programs Fund* expenditures are at 21% of annual budget. All programs are in line with budget.

Capital Project Fund Revenues:

Total Capital Revenues in the Capital Project Fund are 6% of the annual budget at the end of Quarter 1.

Capital Project Fund Expenditures:

Overall, the *Capital Project Fund* expenditures are 5% of the annual approved budget. Expenditures this quarter are mainly for: 1) 7 paratransit vehicles and 2) Del Webb charging infrastructure.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

Salem Area Mass Transit District					
Quarter 1 2025-26 Financial Report					
General Fund Revenues/Resources and Expenses/Requirements Summary					
	Actual	Budget @ 9/30/25	FY 2025-26 Adopted Budget	% of Budget	
1	Operating Revenues/Resources				1
2	Passenger Fares	\$ 630,698	\$ 635,098	\$ 2,540,392	25% 2
3	Planning Grant	39,460	32,246	128,984	31% 3
4	Federal Funding	-	1,771,686	7,086,744	0% 4
5	STIF Formula	1,400,415	1,690,384	6,761,534	21% 5
6	Miscellaneous	107,875	51,307	205,227	53% 6
7	Property Taxes	257,444	4,069,723	16,278,892	2% 7
8	Oregon State In-Lieu	-	2,753,562	11,014,248	0% 8
9	Interest on Investments	531,231	558,333	2,233,330	24% 9
10	Renewable Gas/Energy Tax Credits	99,823	111,250	445,000	22% 10
11	Operating Revenues/Resources Total	\$ 3,066,946	\$ 11,673,588	\$ 46,694,351	7% 11
12	Operating Expenses/Requirements				12
13	General Manager/Board of Directors	\$ 272,293	\$ 279,826	\$ 1,119,302	24% 13
14	Deputy General Manager	905,095	983,631	3,934,525	23% 14
15	Human Resources & Labor Relations	247,444	322,976	1,291,903	19% 15
16	Finance	315,181	395,234	1,580,934	20% 16
17	Communication	450,481	503,308	2,013,230	22% 17
18	Operations	7,288,038	8,055,873	32,223,493	23% 18
19	Planning & Development	282,936	368,870	1,475,479	19% 19
20	Safety & Security	477,373	766,276	3,065,102	16% 20
21	Unallocated General Administration	432,989	462,360	1,849,439	23% 21
22	Operating Expenses/Requirements Total	\$ 10,671,830	\$ 12,138,352	\$ 48,553,407	22% 22
Federal Drawdown submitted in second quarter for first quarter expenses:		\$ 2,263,711			

	Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary	Actual	Budget @ 9/30/25	FY 2025-26 Adopted Budget	% of Budget	
1	Transportation Fund Revenues/Resources					1
2	Passenger Fares	\$ 67,654	\$ 88,330	\$ 353,318	19%	2
3	Federal Funds	813,566	1,144,899	4,579,597	18%	3
4	State STIF Funds	617,741	943,485	3,773,940	16%	4
5	State Funds	528,102	585,195	2,340,779	23%	5
6	Interest on Investments	26,185	22,225	88,900	29%	6
7	Transportation Program Fund Revenues/Resources Total	\$ 2,053,247	\$ 2,784,134	\$ 11,136,534	18%	7
8	Transportation Program Fund Expenses/Requirements					8
9	General Manager/Board/Sustainability	\$ 295,153	\$ 487,029	\$ 1,948,114	15%	9
10	Communication	15,762	31,802	127,206	12%	10
11	Operations	2,382,839	2,619,953	10,479,811	23%	11
12	Planning and Development	122,471	192,992	771,968	16%	12
13	Transportation Program Fund Expenses/Requirements Total	\$ 2,816,225	\$ 3,331,775	\$ 13,327,099	21%	13
	Federal Drawdown submitted in second quarter for first quarter expenses:		\$ 480,810			
	State Drawdown submitted in second quarter for first quarter expenses:		\$ 234,257			

Capital Project Fund Revenues/Resources and expenses/Requirements Summary		Actual	Budget @ 9/30/25	FY 2025-26 Adopted Budget	% of Budget	
1	Capital Revenues/Resources					1
2	Federal Funding	\$ 1,637,180	\$ 5,982,202	\$ 23,928,809	7%	2
3	State Funding	54,067	1,262,633	5,050,532	1%	3
4	Capital Revenues/Resources Total	\$ 1,691,247	\$ 7,959,902	\$ 28,979,341	6%	4
Capital Expenses/Requirements Summary by Division						
5	Deputy General Manager	\$ 22,719	\$ 2,347,510	\$ 9,390,040	0%	5
6	Operations	1,879,967	7,158,451	28,633,803	7%	6
7	Planning & Development	41,442	525,231	2,100,924	2%	7
8	Capital Expenses/Requirements Total	\$ 1,944,128	\$ 10,031,192	\$ 40,124,767	5%	8
Federal Drawdown submitted in second quarter for first quarter expenses:			\$ 12,662			
State Drawdown submitted in second quarter for first quarter expenses:			\$ 747,769			

Salem Area Mass Transit District
Financial Overview for FY26 Quarter 1

		FY2026	
Indicators	Measure	Q1	Notes
Audits of General Health		Q1	
Report of Independent Auditors - Annual	Unmodified Opinion	---	In process.
FTA Comprehensive Review - Every 3 Years	No significant deficiencies or material internal control weaknesses noted.	---	Completed with no findings in FY25
NTD Agreed Upon Procedures - Annual	No material noncompliance with requirements.	---	In process.
ODOT Compliance Review - Every 3 Years	No significant deficiencies or material internal control weaknesses noted.	---	Completed with no findings in FY25
STIF Agreed Upon Procedures Review	No material noncompliance with requirements.	---	In process.
ODOT Single Audit Review - Annual	No material noncompliance with requirements.	---	
Transparency		Q1	
GFOA Excellence in Financial Reporting Award	Award Received	---	
General Fund Financial Performance		Q1	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	7%	Below Budget
YTD Expenditures/Budget	YTD Percentage of annual budget	22%	Below Budget
Transportation Programs Fund Financial Performance		Q1	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	18%	Below Budget
YTD Expenditures/Budget	YTD Percentage of annual budget	21%	Below Budget
Capital Fund Financial Performance		Q1	
YTD Operating Revenues/Budget	YTD Percentage of annual budget	6%	Below budget
YTD Expenditures/Budget	YTD Percentage of annual budget	5%	Expenses are mainly for the 7 paratransit vehicles and also for charging infrastructure at Del Webb.

F Favorable - Trend is positive with respect to goals & policies
--- In Process
F/C Favorable/Caution - Trend is in compliance with policies or anticipated results, but there is risk of change.
U Unfavorable - Trend is negative and there is immediate need for corrective action.

To: Board of Directors
From: Allan Pollock, General Manager
Date: December 11, 2025
Subject: Board Member Committee Report

ISSUE

Shall the Board report on their activities and committee assignments as representatives of Salem Area Mass Transit District?

BACKGROUND AND FINDINGS

Board members are appointed to local, regional, or national committees. Board members also present testimony at public hearings on specific issues as the need arises on behalf of the District. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict:	Board Member:	Committee:
1	Vacant	West Salem Business Association
2	Director Navarro	State Transportation Improvement Fund Advisory Committee (STIFAC)
3	Director Carney	Finance Subcommittee Legislative Subcommittee Salem-Keizer Area Transportation Study (SKATS) Salem Scenario Planning Advisory Committee
4	Director Hinojos Pressey	
5	Director Davidson	FY27 Service Enhancement Subcommittee Mid-Willamette Valley Council of Governments (MWVCOG)
6	Director Duncan	Community Advisory Committee (CAC) Diversity, Equity, and Inclusion Subcommittee Mid-Willamette Area Commission on Transportation (MWACT)
7	Director Holmstrom	MWVCOG Regional Rail Advisory Board

FINANCIAL IMPACT

None.

RECOMMENDATION

For informational only.

PROPOSED MOTION

None.