



Salem Area Mass Transit District
Board of Directors / Business Coalition Task Force Meeting #2

Wednesday, February 25, from 5:30 PM - 7:30 PM

Available Meeting Formats:

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

Zoom Gov: Meeting ID: 161 764 2277 | **Passcode:** 804746

Link: <https://cherriots-org.zoomgov.com/j/1617642277?pwd=14bduNxEmqqKCZm7r8MK1WO1DJIFvz.1>

One Tap Mobile: +16692545252,,1617642277#,,,,*804746# **US Landline Phone:** +1 669 254 5252 US

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Electronic Copies: Agenda packets are available at <https://www.cherriots.org/meetings/>.

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Formatos de reunión disponibles:

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

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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.

Members:**Board:**

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

Business Coalition:

Craig Evans | Darrell Fuller | Jed Bennett | Jonathan Castro Monroy | Judy Gysin | Scott Snyder

Meeting Objectives:

- To review and discuss the draft Meeting #1 Summary & Operating Principles
- To provide an update on the District Financial Structure and Forecast
- To provide a presentation about the current Salem Business Climate

AGENDA		
5:30 PM	Welcoming <ul style="list-style-type: none"> • Review the Agenda 	Katie Pearmine, Facilitator
5:35 PM	Discuss Meeting Summary & Operating Principles <ul style="list-style-type: none"> • Questions or requests for changes to the draft meeting summary? • Questions or requests for changes to the draft Operating Principles? 	All
5:50 PM	Update of District Financial Structure & Forecast <ul style="list-style-type: none"> • Presentation 	Bob Leland, Baker Tilly Advisory Group
6:20 PM	Break (10 min)	All
6:30 PM	Update of District Financial Structure & Forecast <ul style="list-style-type: none"> • Questions & Answers 	Bob Leland, Baker Tilly Advisory Group
7:10 PM	Next Steps & Closing <ul style="list-style-type: none"> • Future scheduling 	Katie Pearmine
7:30 PM	Adjourn	All

MEETING MATERIALS (attached)

- Meeting #1 Summary Draft
- Operating Principles Draft



Salem Area Mass Transit District Business Coalition Task Force

Thursday, January 29, from 5:30 PM - 7:30 PM
Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
Virtual attendance option: Via Zoom

Meeting Summary

Meeting Participation:

Task Force Members Present	
Salem Area Mass Transit District Board Member	Ramiro Navarro Jr.
Salem Area Mass Transit District Board Member	Sadie Carney
Salem Area Mass Transit District Board Member	Maria Hinojos Pressey (virtual)
Salem Area Mass Transit District Board Member	Ian Davidson
Salem Area Mass Transit District Board Member	Sara Duncan
Salem Area Mass Transit District Board Member	Bill Holmstrom
Home Builders Association of Marion and Polk Counties; Task Force Member	Jed Bennett
Salem Chamber of Commerce; Task Force Member	Jonathan Castro Monroy
West Salem Business Association (WSBA); Task Force Member	Craig Evans
Keizer Chamber of Commerce; Task Force Member	Darrell Fuller
Mid-Valley Association of Realtors; Task Force Member	Judy Gysin
Strategic Economic Development Corporation (SEDCOR); Task Force Member	Scott Snyder
Salem Area Mass Transit District (Cherriots) Staff	
General Manager/CEO	Allan Pollock

Facilitators, Oregon Consensus (OC): Katie Pearmine & Erin Harms

Meeting materials:

- [Meeting Slides](#)
- [Meeting Agenda](#)
- **Background Materials (previously shared)**
 - [Proposed Cherriots/Business Coalition Task Force Charter](#)
 - [Cherriots Services Brochure](#)
 - [2025 Long-Range Financial Forecast](#)
 - [2024 Needs Assessment Report](#)
 - [2022 Long-Range Transit Plan](#)
 - [2025 Existing Taxes on Oregon Business Report](#)

I. Action Items

Action Items	Who	Date
Optional transit Day Passes & Cherriots facilities tour for Task Members	Allan Pollock/Cherriots	Dates TBD
Create hard copies of materials for Task Force members	Allan Pollock/Cherriots	February meeting
Add a file label to “Existing Taxes on Oregon Business Report” to identify the document source and date provided	Erin Harms	February meeting
Send draft Meeting Summary and Operating Principles documents to the Task Force for review	Katie Pearmine & Erin Harms	By 02/06/26
Send materials for Meeting #2, to be held on February 25, 2026	Katie Pearmine & Erin Harms	By 2/18/26

II. Welcome Attendees and Introductions

Welcoming and Introductions

Task Force members were welcomed, and the Oregon Consensus (OC) facilitator, Katie Pearmine, walked through the meeting agenda. Board and Task Force members introduced themselves, with some members sharing early reflections.

III. Cherriots Business Coalition Task Force’s Work Ahead

Walk-through of roles & expectations, meeting cadence, and success measures

Katie walked through the draft Charter, Task Force goals, and proposed meeting cadence.
Proposed meeting cadence: Meeting 2, February; Meeting 3, March; Meeting 4, April; Town Hall, TBD (April/May?); Meeting 5, May.

Katie then shared some overall themes that she heard from introductory conversations with task force members, which included:

- Have everyone at the table to have all voices heard.
- A common interest in a thriving, vibrant community.
- There are multiple forms of knowledge to guide the group.
- Developing some operational agreements for how the group will work together and make decisions will help.
- Ensure broad and fair participation in the collaborative process.
- Some priorities may be in conflict, that’s OK, so long as those tensions are recognized and incorporated into deliberations.
- The group may need a plan for external communications.

Katie walked through some suggested Operating Principles/Agreements for how the task force might want to consider working together, and sought feedback and discussion. Ideas included:

- Actively seek to understand. Stay curious and consider asking clarifying questions.
- PAUSE, and balance air time. If you process internally, we need to hear the wisdom you offer.
- Honor and encourage dialogue and conversation. The group agrees to actively create a space where questions and open, curious conversations are welcome. Stay focused on the work of the task force (it's easy to stray).
- The group may want to consider developing communication agreements.
- Attend meetings (in person) and follow through on promises and commitments.
- Bring concerns related to the group's work from their interest group or organization up for discussion at the earliest point possible in the process, and discuss in the room. A request for no surprises.
- Share all relevant information that will assist the group in achieving its goals.
- As appropriate, group members keep their organizations and/or interested communities informed of the group's process and substance.

Katie proposed a consensus decision-making method for the group to consider using (Red, Yellow, Green Card method), and checked for consensus on the proposed group agreements, which will be outlined in the draft Operating Principles.

Note that OC will share draft Operating principles for the Task Force to review.

Consensus reached: Group agreements. Katie checked in with the group to see if they agreed to the suggested agreements using the Red, Yellow, and Green cards. There was consensus support for the agreements, and there were no requests for changes or additions during the discussion.

IV. Transit Services Overview / Long-Range Transit Plan

Allan Pollock, General Manager/CEO of Cherriots, provided a presentation on Transit Services and the Long-Range Transit Plan. Allan offered Day Passes and trip planning support to the Task Force, as well as completing a ride-along with Task Force members, if they were interested. Allan also offered a group tour of Cherriots maintenance and operations facilities.

Allan provided more detail regarding the materials, which were provided to the Task Force, and included:

- [Proposed Cherriots/Business Coalition Task Force Charter](#)
- [Cherriots Services Brochure](#)
- [2025 Long-Range Financial Forecast](#)
- [2024 Needs Assessment Report](#)
- [2022 Long-Range Transit Plan](#)
- [2025 Existing Taxes on Oregon Business Report](#)

Allan reviewed the services highlighted on the **Cherriots Service Brochure**.

For the **2025 Long-Range Financial Forecast**, Allan highlighted pages 13 (historical breakdown of personnel costs), 17 (general fund revenue and expenses), and 18 (historical forecast of general fund and others) as key pages to review.

For the **2024 Needs Assessment Report** (conducted once a biennium), Allan highlighted chapter 3, section 2 (changing businesses and development), and chapter 5 (identifies unmet transit needs – top three needs: more services on weekends, more bus frequency on weekdays and weekends, and longer service day hours) as key sections to review.

Question: How do you determine needs or increasing services?

Salem Area Mass Transit District Staff Response: Our response is based on feedback surveys. Once we see consistent demand in areas, routes, and frequency, we then prioritize from that information.

Salem Area Mass Transit District Board Member Response: We have certain criteria that we prioritize. If we see an area that is underserved, and we have an opportunity to expand it, it can inform where we put those routes.

Salem Area Mass Transit District Response: We use something called the Core Network Policy; we dedicate 75% to ridership and 25% to coverage.

Question: Data on average trips/rides/etc.? What is considered a ride?

Salem Area Mass Transit District Response: A ride is each time a rider boards the bus and then leaves the bus at their stop. A trip can include multiple rides.

Note that staff will follow up with data on average rides taken.

Facilitator suggests defining terminology for the group in a glossary, in a shared document.

For the **Existing Taxes on Oregon Business Report**, Allan shared that the document was prepared by the Salem Area Chamber of Commerce. A guest speaker will present on this topic at a later meeting.

Note that OC will label this document to indicate origin, dates, and source.

Note: This document was provided by Tom Hoffert, Salem Area Chamber of Commerce, to Allan via email on January 5th.

Allan reviewed the District's **Top Messages and Strategies (Long-Range Transit Plan, page 6)**, which include:

- Meeting commitments to existing services goals;
- Adding service frequency and reliability to Cherriots Local and Regional routes;
- Building Cherriots into a Mobility Integrator;
- Enhancing bus stops and transit centers;
- Building partnership with local jurisdictions for service expansion and land use integration;
- Becoming a leader in environmental sustainability through clean transportation choices.

Allan also shared the District's **Future Service Vision Map (Long-Range Transit Plan, page 25)** and **Potential New Service Areas (Long-Range Transit Plan, page 31)**.

Question: What is the approximate amount of the population being served?

Salem Area Mass Transit District Response: About 4% ridership, with 70% of those riders are riding 4 days or more a week.

Question: What are the crime incidents on buses, and how do drivers manage that? And are you recognizing Rosa Parks Day?

Salem Area Mass Transit District Response: Yes, the Board adopted Rosa Parks Day/Equity Day, where we will give free rides, in perpetuity, every February 4. Crime is low on buses. Most crimes are nuisance crimes, such as smoking and loitering. We contract with private security. Our riders feel safe on the bus because of the driver.

Salem Area Mass Transit District Staff Response: We have survey results regarding safety. 84% say, “yes, they feel safe riding the bus.” The national average is 43%.

“I feel safe and secure waiting for my bus”, 78% said yes. The national average is 35%.

Note that staff will be following up with more details regarding this survey.

Question: Where are people going, where do they take the bus?

Salem Area Mass Transit District Response: 59% of riders are going to and from work; the rest are shopping, running errands, going to school. Our LIFT service frequently provides rides for medical appointments.

Cherriots will make hard copies of the document for all Task Force members for the next meeting.

V. Closing & Next Steps

Katie suggested February 25, 2026, from 5:30 PM - 7:30 PM as the next meeting time. The Task Force also discussed the possible use of proxy attendees for future meetings if Task Force members could not attend.

Consensus reached. Next meeting date and proxy use: Katie checked in with the group to see if they could attend the next proposed meeting date of February 25; one Task Force member may not be able to attend. Consensus for the next meeting date was reached. While a consensus was reached for the use of proxies, the group will discuss in further detail at the next meeting, when reviewing Operating Principles.



Salem Area Mass Transit District Business Coalition Task Force DRAFT Operating Principles

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This document is intended to share the common understandings of the Salem Area Mass Transit District Business Coalition Task Force. This document is not legally binding or intended to be used in any way beyond informing how this Task Force makes its decisions. The document can be changed at any time with agreement from the full Task Force.

1. Task Force Objectives

The goal of the Salem Area Mass Transit District (District) Business Coalition 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 the community.

This will be accomplished through a series of meetings to:

- Educate and inform the Task Force about the District's 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.

2. Participation Guidelines

2.1. Timeline

It is anticipated that the collaborative work of the group will occur in phases beginning in January 2026 and could potentially span through May/June 2026.

2.2. Membership

The Task Force will represent a balance of interests and includes the Board Members and local business entities/community members; this includes the six members of the District Board of Directors and six representatives from the business coalition, who are selected by the coalition organizations.

Each business coalition organization represented on the task force may designate one alternate to serve as a proxy in the primary member's absence. If a Task Force member anticipates they will be absent from an upcoming meeting(s), it is the responsibility of the member to reach out to District staff (Kirra Pressey) as soon as possible, indicating that their alternate member will be attending as a proxy (no later than 24 hours before the meeting). Either the primary or alternate member may participate in Task Force meetings. Only the primary members will receive correspondence from the District and the facilitator about Task Force matters. It is the responsibility of the primary member to ensure the alternate member is prepared for meeting participation and follow-up.

2.3. Participation

Each Task Force member will participate in making recommendations to the District. There may be small group breakouts that occur during designated meetings and/or task teams that help brainstorm ideas or complete research to bring back to the full Task

Force. Every effort will be made to ensure transparency. The Task Force will meet in a work session format, which will be recorded and open to the public.

2.4. Group Agreements

The following group agreements are suggested for the Task Force to adopt:

- Actively seek to understand. Stay curious and consider asking clarifying questions.
- PAUSE, and balance air time. If you process internally, we need to hear the wisdom you offer.
- Honor and encourage dialogue and conversation. The group agrees to actively create a space where questions and open, curious conversations are welcome. Stay focused on the work of the Task Force (it's easy to stray).
- The group may want to consider developing communication agreements.
- Attend meetings (in person) and follow through on promises and commitments.
- Bring concerns related to the group's work from their interest group or organization up for discussion at the earliest point possible in the process, and discuss in the room. A request for no surprises.
- Share all relevant information that will assist the group in achieving its goals.
- As appropriate, group members keep their organizations and/or interested communities informed of the group's process and substance.

The facilitator team, Oregon Consensus (OC), will remind Task Force members of the group agreements and will support individual members, as needed. If challenges occur regularly, OC may recommend adjustments to the agreements.

2.5. Attendance

In-person attendance at scheduled Task Force meetings is preferred. In the event of a planned absence or an unplanned emergency, please reach out to District staff (Kirra Pressey) as soon as possible. If attendance is not possible, the OC facilitation team or the District will take steps to ensure the missing member is provided an update with summary notes about the meeting. If a Task Force member is not able to attend in person and must attend virtually, it is the member's responsibility to share with District staff (Kirra Pressey) and the OC facilitation team about their planned virtual attendance.

2.6. Withdrawal

Any Business Coalition member may withdraw from the Task Force at any time. Early verbal and/or written communication about the rationale for withdrawing would be preferred to be given to District staff (Kirra Pressey) and the OC facilitation team ahead of a Task Force member's withdrawal.

3. Organizational Structure

3.1. Facilitation Team Roles & Responsibilities

Oregon Consensus (OC) is the facilitation team and is responsible for providing facilitation for the Task Force and any subgroup efforts. This may involve, but is not limited to, developing agendas, meeting summaries, following up on action items, and coordinating meeting logistics.

Facilitator / Coordinator Roles and Responsibilities. OC will:

- Work with the District staff and Task Force members to develop meeting agendas.
- Encourage open information sharing and dialogue during meetings.
- Identify and note discussion items that would benefit from follow-up.
- Assist in keeping discussions within the scope of the Task Force's purpose and the agenda.
- Start and end meetings on time.
- Work with the District staff on follow-up actions, including ongoing communication and coordination with Task Force members and ensuring relevant meeting information is shared.

3.2. Task Force Members' Roles & Responsibilities

Task Force members are interested parties who actively provide feedback and develop recommendations to the District Board.

- Serve as representatives for the interests of the organization they are representing. Members bring information about the work of the Task Force to their constituency and bring their constituency's questions and ideas to the Task Force.
- Provide advice and recommendations.
- Attend committee meetings, engage with presented information and proposals, and provide feedback.

4. Meetings




Meeting notices will be sent to the Task Force by District staff (Kirra Pressey) and OC. Meetings will be held both virtually and in-person. A meeting summary will be developed shortly following an official meeting, which will then be distributed to the Task Force members via email for their review. Task Force members will have the opportunity to recommend changes to the meeting summaries. Task Force members will approve draft summaries with any changes at the following meetings, subject to change based on member availability.

5. Decision-Making

Consensus-Seeking: Throughout the process, Task Force members may be asked to come to an agreement on particular items (e.g., language regarding a particular topic, priorities, etc.). In these cases, the group will strive for consensus. Consensus is defined as "all members can (at the very least) live with the decision". In the case of important decisions, the facilitator will seek consensus "votes" from the entire workgroup using the Red, Yellow, Green Card Consensus-Seeking Method, described below.

5.1. Red, Yellow, Green Card Consensus-Seeking Method

The OC facilitation team recommends that the group use the “Red, Yellow, Green Card” method to test for group consensus.

Card	Meaning	Interpretation
 Green	“I support this.”	The participant is comfortable moving forward.
 Yellow	“I have questions, concerns, or requests for clarification.”	The participant sees potential issues or would like to make adjustments, but will not stop a consensus decision.
 Red	“I cannot support this.”	The participant believes the proposal should not move forward as stated and does not support consensus.

5.2. Consensus-Seeking Details

5.2.1. How and when to dialogue when using the Red, Yellow, Green Card method

Using this method, dialogue is encouraged and the primary purpose of the method is to streamline decision-making processes by determining where there are converging and diverging interests. The facilitator will check with the group to open dialogue on all consensus checks.

5.2.2. Participation

During the consensus check process, if there are individuals who indicate they are not comfortable with a proposal, the facilitator will ask questions, and the group can consider modifying the proposal to support members of the group to move toward consensus. If everyone indicates that they are comfortable with a proposal, the process moves on quickly to use time for other productive discussions.

If consensus is not reached, OC will document concerns and differing viewpoints in the meeting summary. Both consensus agreements and places where viewpoints differ will be included in the recommendations from the Task Force. If Task Force members are not able to participate in a particular meeting, OC will seek input by email and will bring the input back to the full group.

6. External and Media Relations

The General Manager of the District will act as the main point of contact with the public and media about meetings, agenda topics, and general progress. If members of the media contact Task Force members, please direct questions to the District’s General Manager. The Task Force might develop shared communications.

APPENDIX A

District Business Coalition Task Force members

Organization	Invited
Salem Area Mass Transit District Board	Ramiro Navarro Jr.
Salem Area Mass Transit District Board	Sadie Carney
Salem Area Mass Transit District Board	Maria Hinojos Pressey
Salem Area Mass Transit District Board	Ian Davidson
Salem Area Mass Transit District Board	Sara Duncan
Salem Area Mass Transit District Board	Bill Holmstrom
Home Builders Association of Marion and Polk Counties	Jed Bennett
Salem Chamber of Commerce	Jonathan Castro Monroy
West Salem Business Association (WSBA)	Craig Evans
Keizer Chamber of Commerce	Darrell Fuller
Premiere Property Group, LLC	Judy Gysin
Strategic Economic Development Corporation (SEDCOR)	Scott Snyder

APPENDIX B

2025.12.11 PROPOSED TASK FORCE CHARTER

District/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 the community.

This will be accomplished through a series of meetings to:

- Educate and inform the Task Force about the District's 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:

- District 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