



**SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING AGENDA PACKET**

Thursday, February 26, 2026 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 St. NE, Salem, OR 97301
- [Watch the Live Stream on CC Media's YouTube](#) or view on **Comcast Channel 21**
- **Zoom Gov:**
 - [Join the Board Meeting Virtually](#) | Meeting ID: 161 115 6964 | Passcode: 680098
 - Phone: (669) 254-5252 (US)

Public Comment: The public may provide comments on transit-related matters during the meeting. Public comment is limited to three minutes per speaker.

Comments can be submitted:

- In person
- Via ZoomGov
- By email - Board@cherriots.org
- By mail - Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Written comments received by 12:00 p.m. on the meeting day will be included in the official record.

Consent Calendar: Routine items are approved by a single motion. Any Director may request that an item be removed from the Consent Calendar for separate discussion and action.

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

Closed Captioning (CC): Live closed captioning is available through ZoomGov.

Alternative Formats: Individuals who need meeting materials in alternative formats, sign language interpretation, translation, or other auxiliary aids or services are encouraged to contact the Clerk of the Board at (503) 588-2424 or clerkoftheboard@cherriots.org or TTY 711 (Oregon Relay Service), at least 48 hours in advance of the meeting.

Electronic Copies: [Download Board Meeting Agenda Packet.](#)

Email Distribution List: Email clerkoftheboard@cherriots.org to join the District's public meeting distribution list.

Formatos de reunión disponibles:

- **En persona:** Senator Hearing Room, 555 Court St. NE, Salem, OR 97301
- [Vea la transmisión en vivo en el canal de YouTube de CC Media](#) o en el canal 21 de Comcast.
- **Zoom Gov:**
 - [Participe virtualmente en la reunión de la junta directiva.](#)
Meeting ID: 161 115 6964 | Código de **acceso:** 680098
 - **Teléfono:** (415) 449-4000 (US)

Comentarios del público: El público puede presentar comentarios sobre asuntos relacionados con el transporte público durante la reunión. Los comentarios públicos están limitados a tres minutos por persona.

Los comentarios pueden enviarse:

- En persona
- A través de ZoomGov
- Por correo electrónico: Board@cherriots.org
- Por correo postal: A la atención de: Junta Directiva del Distrito, 555 Court St. NE, Suite 5230, Salem, OR 97301

Los comentarios escritos recibidos antes de las 12:00 p.m. del día de la reunión se incluirán en el acta oficial.

Calendario de Consentimiento: Los puntos rutinarios se aprueban mediante una única moción. Cualquier director puede solicitar que se elimine un punto del calendario de consentimientos para su debate y resolución por separado.

Informes de la Junta Directiva: Los directores informan sobre cuestiones relacionadas con el transporte público, incluida la participación en comités, la divulgación comunitaria y los proyectos especiales que representan al Distrito.

Subtítulos (CC): Se ofrecen subtítulos en directo a través de ZoomGov..

Formatos alternativos: Se recomienda a las personas que necesiten materiales de la reunión en formatos alternativos, interpretación en lengua de signos, traducción u otras ayudas o servicios auxiliares que se pongan en contacto con el secretario de la Junta en el (503) 588-2424 o en clerkoftheboard@cherriots.org o TTY 711 (Servicio de Retransmisión de Oregón), al menos 48 horas antes de la reunión.

Copias electrónicas: [Descargue el paquete de la agenda de la reunión de la Junta.](#)

Lista de distribución por correo electrónico: Envíe un correo electrónico a clerkoftheboard@cherriots.org para unirse a la lista de distribución de reuniones públicas del Distrito.

AGENDA

1. CALL TO ORDER

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

2. PRESENTATIONS

- A. None

3. PUBLIC COMMENT

4. CONSENT CALENDAR

- A. Approval of Minutes
 - I. January 22, 2026 Board Meeting 4
 - II. February 12, 2026 Board Executive Session 9
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- B. Routine Business Items
 - I. Fiscal Year 2026 Quarter 2 (FY26 Q2) NTD Reportable Assault Data 12

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6. ACTION ITEMS

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7. INFORMATIONAL REPORTS

- A. FY26 Q2 Strategic Plan Report 135
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- A. General Manager
- B. Board of Directors 275

9. ADJOURN

NEXT MEETING: MARCH 26, 2026 AT 5:30 P.M.



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING
Thursday, January 22, 2026

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Approve the Consent Calendar	3
A. Approval of Minutes	
I. December 11, 2025 Board Meeting	
II. January 8, 2026 Board Work Session	
B. Routine Business Items	
I. CAC Chair Vice-Chair Appointments	
II. CAC Appointments	
CAC Appointments	
Adopt the 2026 Legislative Agenda and Board Priorities and Principles as shown in Attachment A, B, and C	3-4
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.....	4
Adopt Resolution 2026-01, establishing fare-free transit service annually on February 4, in recognition of Transit Equity Day, beginning in 2026	4-5



**SALEM AREA MASS TRANSIT DISTRICT
BOARD MEETING MINUTES**

Thursday, January 22, 2026 at 5:30 p.m.

ATTENDEES: President Hinojos Pressey | Sadie Carney | Ian Davidson | Sara Duncan | Bill Holmstrom

STAFF: GM Allan Pollock | DGM David Trimble | CSO Cliff Carpentier | CBDO Jaél Rose |

CPDO Shofi Azum | COO Tom Dietz | IT Project Manager Brenden Keane | HR Manager Jessica

Harrington | Senior Manager, Project & Contract Administration Melissa Kidd |

Marketing Manager Megan Schmitt | Grant & Project Coordinator Matt Marquez |

Executive Assistants Crisandra Williams | Kirra Pressey

GUEST: ETC CEO Chris Tatham (Virtual) | CFM Partner Dale Penn II | CFM Partner Kirby Garrett (Virtual) |

CFM Counsel Waylon Buchan | Legal Counsel Sara Sayles

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

Security & Emergency Management Manger Garcia provided the safety minute highlighting winter and weather preparedness.

C. Announcements | Changes to Agenda

President Hinojos Pressey announced the addition of Item 4.B.II, CAC Appointments to the Consent Calendar.

2. PRESENTATIONS

A. Customer Satisfaction | Community Value | Employee Engagement Survey Results

Presenter: CBDO Jaél Rose & ETC Institute CEO Chris Tatham

Staff Report: Pg. 4-30

CBDO Rose introduced the presentation and noted that, beginning in 2025, the District aligned its Customer Satisfaction, Community Value, and Employee Engagement surveys to occur simultaneously to provide a comprehensive view of system performance and inform strategic planning.

ETC Institute CEO Tatham reported that Customer Satisfaction, Community Value, and Employee Engagement results were significantly above national averages. Bus and Lift services received high satisfaction ratings, strong safety and operator scores, and Net Promoter Scores well above peer agencies. Community perceptions remained positive and above national benchmarks. Employee Engagement improved across nearly all categories, with notable gains in morale, supervisor support, and organizational pride.

CBDO Rose highlighted that the employee engagement score increased by 7 points to 71, exceeding the District's goal, and attributed the improvement to sustained leadership focus and organizational alignment.

3. PUBLIC COMMENT

Public comment was received from Tyler McCulley for the Board's review and consideration.



4. CONSENT CALENDAR

C. Approval of Minutes

- III. December 11, 2025 Board Meeting
- IV. January 8, 2026 Board Work Session

D. Routine Business Items

- III. CAC Chair | Vice-Chair Appointments
- IV. CAC Appointments

Action			
Motion:	I move to approve the Consent Calendar as presented.		
Motion by:	Director Bill Holmstrom	Second:	Director Ian Davidson
Vote			
Aye:	President Hinojos Pressey, Directors, Carney, Davidson, Duncan, and Holmstrom.		
Motion passes unanimously 5-0			

5. ITEMS DEFERRED FROM CONSENT CALENDAR – None

6. ACTION ITEMS

A. Approve the 2026 Legislative Agenda

Presenter: GM Allan Pollock, CFM Partner Dale Penn II, CFM Partner Kirby Garrett, CFM Counsel Waylon Buchan

Agenda Packet: Pg. 42-46

GM Pollock introduced CFM Advocates to present the District’s federal and state legislative agendas.

At the federal level, CFM Partner Garrett reviewed prior successes securing nearly \$23 million in funding and outlined 2026 priorities, including continued pursuit of funding for the South Salem Transit Center, security enhancements at the operations facility, and replacement of ADA paratransit vehicles. Policy priorities include maintaining the FTA competitive grant structure, preserving Buses and Bus Facilities funding levels, and extending the Alternative Fuels Tax Credit. An update was also provided on federal appropriations and upcoming surface transportation reauthorization.

At the state level, CFM Partner Penn and Counsel Buchan outlined expectations for the short legislative session, including budget constraints and ongoing uncertainty surrounding the referred transportation package.

Action			
Motion:	I move that the Board adopt the 2026 Legislative Agenda and Board Priorities and Principles as shown in Attachment A, B, and C.		
Motion by:	Director Bill Holmstrom	Second:	Director Sadie Carney



Vote	
Aye:	President Hinojos Pressey, Directors, Carney, Davidson, Duncan, and Holmstrom.
Motion passes unanimously 5-0	

B. Adopt Resolution 2026-01: Free Rides on Transit Equity Day

Presenter: CBDO Jaél Rose & Executive Assistant & DRIVE Chair Crisandra Williams

Agenda Packet: Pg. 47-48

CBDO Rose presented a recommendation from the DRIVE Committee to establish annual fare-free service on Transit Equity Day, beginning February 4, 2026. The day honors Rosa Parks and recognizes the role of public transportation in expanding access and opportunity.

The proposal would remove fare barriers for one day each year, align with peer agencies observing the day, and reinforce transit as a shared public resource. No action was taken at this time.

Action			
Motion:	I move to adopt Resolution 2026-01, establishing fare-free transit service annually on February 4, in recognition of Transit Equity Day, beginning in 2026.		
Motion by:	Director Ian Davidson	Second:	Director Sara Duncan
Vote			
Aye:	President Hinojos Pressey, Directors, Carney, Davidson, Duncan, and Holmstrom.		
Motion passes unanimously 5-0			

7. INFORMATIONAL REPORTS

None

8. REPORTS

A. General Manager's Report

GM Pollock reiterated appreciation for the strong survey results, noting they reflect sustained organizational commitment, and shared that the results will be distributed to employees in early February. He deferred the legislative update to CFM, announced the appointment of Luis Mendoza as Executive Director of Capital Community Media, and reminded the Board of the upcoming task force kickoff meeting, with materials distributed.

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 7:29 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President

DRAFT



SALEM AREA MASS TRANSIT DISTRICT

BOARD EXECUTIVE SESSION MINUTES

Thursday, February 12, 2026 at 5:30 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Sadie Carney | Ian Davidson | Sara Duncan | Bill Holmstrom

STAFF: GM Allan Pollock | DGM David Trimble | CBDO Jaél Rose | COO Tom Dietz

GUEST: Legal Counsel Sara Sayles (Virtual) | Legal Counsel Courtney Seim (Virtual) | Universal Field Services Principle Real Estate Broker Leslie Finnigan

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:32 p.m.

Attendance was noted.

2. STATEMENT

The Salem Area Mass Transit District Board of Directors will meet in executive session under ORS 192.660(2)(e) to conduct deliberations with persons designated by the governing body to negotiate real property transactions.

Only the Board of Directors, designated staff, and news media representatives will be permitted to attend the executive session in accordance with ORS 192.660(4). News media representatives, staff and Board members are respectfully directed not to report on any of the discussions that occur during the session, except to state the general subject as previously announced. Any materials distributed will be collected at the end of the session.

No final action or decision will be taken in executive session.

3. REAL PROPERTY TRANSACTIONS

4. ADJOURN

President Hinojos Pressey adjourned the meeting at 5:52 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT
BOARD WORK SESSION MINUTES

Thursday, February 12, 2026 at 5:54 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Ramiro Navarro Jr. (Virtual) | Sadie Carney | Ian Davidson | Sara Duncan | Bill Holmstrom

STAFF: GM Allan Pollock | DGM David Pollock | CSO Cliff Carpentier | CBDO Jaél Rose | CPDO Shofi Azum | COO Tom Dietz | Senior Manager, Project & Contract Administration Melissa Kidd | 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 5:54 p.m. Attendance was noted.

B. Safety Minute

Customer Service Manager Hamlin presented the safety moment, highlighting the Smith Safe Driving System, with a focus on Key #3: Keeping Your Eyes Moving.

C. Announcements | Changes to Agenda - None

2. PRESENTATIONS - None

3. DISCUSSIONS

A. South Salem Transit Center Final Design

Presenter: DGM David Trimble, Project & Contract Administration Melissa Kidd, Pivot Associate Scott Clarke, Cameron McCarthy Principle Justin Lanphear

Project & Contract Administration Kidd provided a project status update, noting NEPA concurrence was received in December 2024. In 2025, the team completed survey and value engineering work, finalized appraisals, and received FTA concurrence in July. The Board authorized a property offer in September 2025, a fair market value offer was presented in December, and negotiations are ongoing. An internal design review in January 2026, focused on safety, resulted in the revised design presented.

Cameron McCarthy Principle Lanphear summarized prior Board feedback and presented two refined concepts: Option C1 (one-way loop off Wiltsey Road) and Option C2 (one-way through from Commercial Street). Option C2 had the lowest estimated cost but raised traffic and safety concerns, including signal feasibility and bus maneuvering challenges. Operations expressed a preference for Option C1 due to safer bus movements, improved visibility, off-street bike routing, and centralized kiss-and-ride.

Based on feedback, the team developed "C1 Plus," a counterclockwise loop off Wiltsey Road with the building relocated north for improved sightlines. The revised layout maintains central kiss-and-ride, adjusts parking and circulation, and preserves approximately 2.35 acres of undeveloped land. Stormwater facilities were identified throughout the site.

Board discussion included concerns regarding preservation of the white oak tree, bike parking location and security, pedestrian desire lines, building proximity to Commercial Street crosswalks, future flexibility for charging infrastructure and conduit, parking quantity, and



coordination with the City on bike lane continuity. The General Manager noted the northern building location supports security and operational visibility and that design elements remain flexible.

No formal action was taken. Board feedback was received for continued design refinement.

B. Task Force Update

Presenter: GM Allan Pollock

GM Pollock provided an update on the District Board and Business Coalition Task Force, noting the next meeting is scheduled for February 25 and will include a presentation from the Business Coalition. Staff continue to hold weekly coordination meetings with the facilitator in preparation for upcoming sessions.

4. GENERAL MANAGER COMMENTS

A. Upcoming Agenda Items

B. Board Calendar

GM Pollock provided an update on the upcoming agenda items and Board calendar.

5. ADJOURN

President Hinojos Pressey adjourned the meeting at 6:43 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President

BOARD MEETING MEMO – AGENDA ITEM 4.B.I

To: Board of Directors
From: Karen Garcia, Security and Emergency Management Manager
Cliff Carpentier, Chief Safety Officer
Thru: Allan Pollock, General Manager
Date: February 26, 2026
Subject: Fiscal Year 2026 Quarter 2 (FY26 Q2) National Transit Database (NTD)
Reportable Assault Data

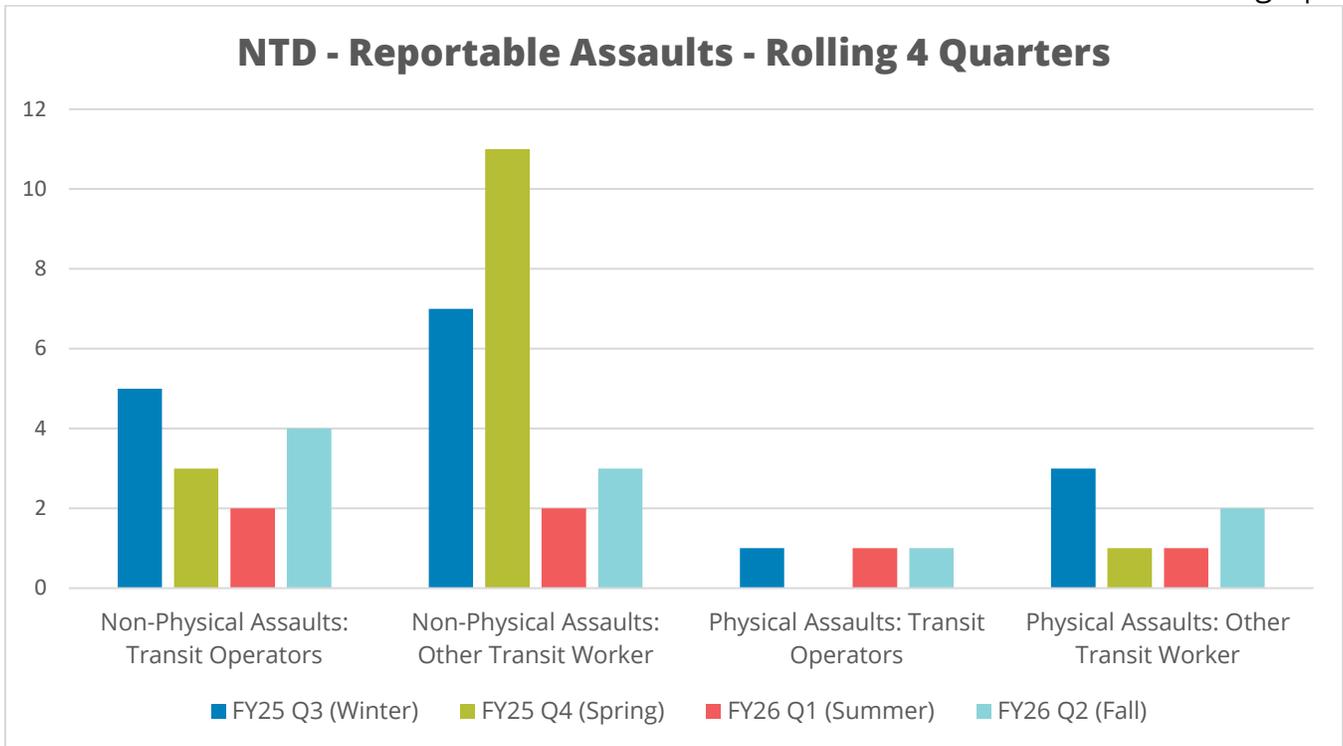
ISSUE

Shall the Board receive the FY26 Q2 NTD reportable assault data?

BACKGROUND AND FINDINGS

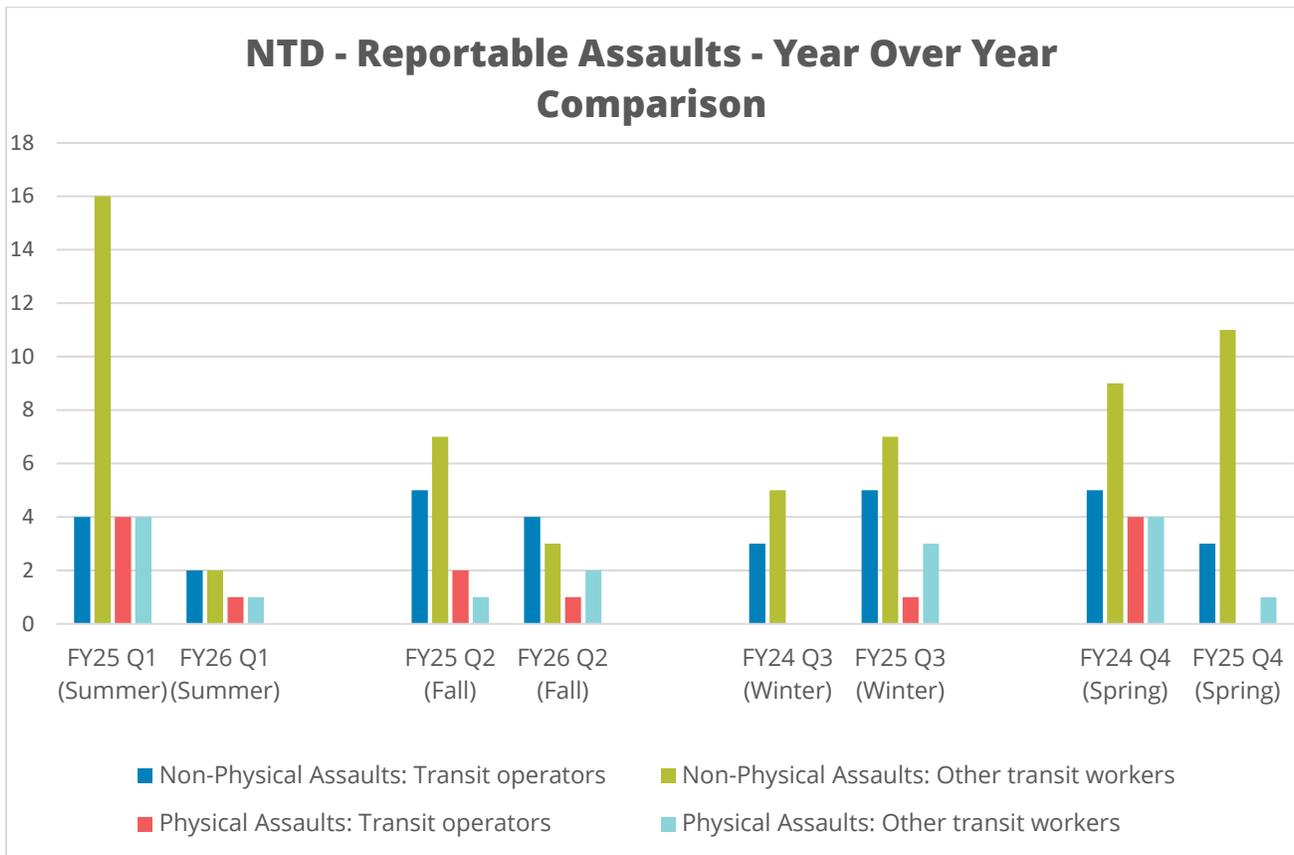
The chart below shows reportable non-physical and physical assaults on transit operators and other transit workers for the last four quarters.

Rolling Four Quarters	Non-Physical Assaults: Transit Operators	Non-Physical Assaults: Other Transit Workers	Physical Assaults: Transit Operators	Physical Assaults: Other Transit Workers	Total
FY25 Q3 (Jan-Mar)	5	7	1	3	16
FY25 Q4 (Apr-Jun)	3	11	0	1	15
FY26 Q1 (Jul-Sep)	2	2	1	1	6
FY26 Q2 (Oct-Dec)	4	3	1	2	10
Total	14	23	3	7	47



The below chart shows reportable non-physical and physical assaults on transit operators and other transit workers comparing each quarter of the fiscal year to the same quarter of the previous fiscal year.

FY Q compared to previous FY Q	Non-Physical Assaults: Transit Operators	Non-Physical Assaults: Other Transit Workers	Physical Assaults: Transit Operators	Physical Assaults: Other Transit Workers	Total
FY25 Q1 (Jul-Sep)	4	16	4	4	28
FY26 Q1 (Jul-Sep)	2	2	1	1	6
FY25 Q2 (Oct-Dec)	5	7	2	1	15
FY26 Q2 (Oct-Dec)	4	3	1	2	10
FY24 Q3 (Jan-Mar)	3	5	0	0	8
FY25 Q3 (Jan-Mar)	5	7	1	3	16
FY24 Q4 (Apr-Jun)	5	9	4	4	22
FY25 Q4 (Apr-Jun)	3	11	0	1	15



FINANCIAL IMPACT

None.

RECOMMENDATION

Staff recommends the Board accept the FY26 Q2 reportable assault data.

PROPOSED MOTION

I move the Board accept the FY26 Q2 reportable assault data.

BOARD MEETING MEMO – AGENDA ITEM 6.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: February 26, 2026
Subject: The District’s Shared Micromobility Feasibility Study

ISSUE

Shall the Board accept District’s Shared Micromobility Feasibility Study, as presented in Attachment A?

BACKGROUND AND FINDINGS

In partnership with Toole Design Group, the District has completed a Shared Micromobility Feasibility Study, which evaluates the potential for advancing a shared micromobility program to augment existing transit services and improve first- and last-mile connectivity throughout the Salem–Keizer region. The study provides a data-driven framework to guide future decision-making related to shared bikes and other shared micromobility options.

Through a comprehensive review of industry best practices, peer agency programs, and local conditions, the study examines system and fleet types, business and funding models, operations, equity considerations, safety, data sharing, and transit integration. An extensive existing conditions analysis assesses population and employment density, land use, active transportation infrastructure, transit ridership patterns, and community demographics to identify areas with the greatest potential for successful shared micromobility deployment. Community engagement findings further informed the evaluation, highlighting opportunities and concerns from stakeholders and residents.

The final plan concludes with a set of actionable program recommendations and an implementation strategy that outline potential service areas, phasing, operational roles and responsibilities, funding approaches, and performance measures. Together, these recommendations provide a practical roadmap for advancing a shared micromobility program that expands mobility options, improves access to transit, and supports the District’s broader goals related to equity, sustainability, and regional connectivity. This plan reflects the collective work of staff, partner jurisdictions, and the community, and positions the District to move from feasibility to implementation. With Board acceptance, the District can move forward with assessing the study to determine appropriate next steps.

FINANCIAL IMPACT

None.

RECOMMENDATION

Staff recommends that the Board accept District's Shared Micromobility Feasibility Study and review the study recommendations in a future Board Work Session to determine a strategy to move forward.

PROPOSED MOTION

I move that the Board accept District's Shared Micromobility Feasibility Study, as presented in Attachment A, and review the study recommendations in a future Board Work Session to determine a strategy to move forward.

Cherriots Shared Micromobility Study



TOOLE
DESIGN

Agenda

- Project Overview
- Technical Analysis
- Community Engagement
- Recommendations
- Next Steps

TOOLE
DESIGN



Project Overview

Background

- This study builds on the **Long Range Transit Plan**'s recommendations to build Cherriots into a mobility integrator and explore opportunities to integrate shared mobility options.
- Shared micromobility provides an opportunity for first-last-mile connections to transit services.



Previous Bikeshare in the Region

Ride Salem bikeshare launched in 2019, closed in 2022

System challenges

- Limited fleet (33 bikes at peak) and station density
- Pandemic ridership impacts
- Non-profit challenges in fundraising for operating costs



Study Goals

Continue to build Cherriots into a mobility integrator by exploring shared micromobility solutions:

- Assess conditions for shared micromobility
- Define program benefits
- Recommend optimal shared micromobility program model
- Develop program guidelines and performance measures

Study Components

1. Existing Conditions Assessment
2. Visioning
3. Community Engagement
4. Operational and Financial Model
5. Program Guidelines
6. Performance Measures and Implementation Plan



Technical Analysis

Peer Agency Review

Interviews:

- Lane Transit District (Lane County, OR)
- Trinity Metro (Fort Worth, TX)
- Roaring Fork Valley Transportation Authority (Pitkin County, CO)
- City of Spokane, WA

Key Takeaways:

- Effective parking management is essential
- Business models influence public agency control over system decisions
- Equity initiatives are becoming standard
- Data-sharing is critical for oversight
- Transit integration is a growing priority



Existing Conditions Analysis

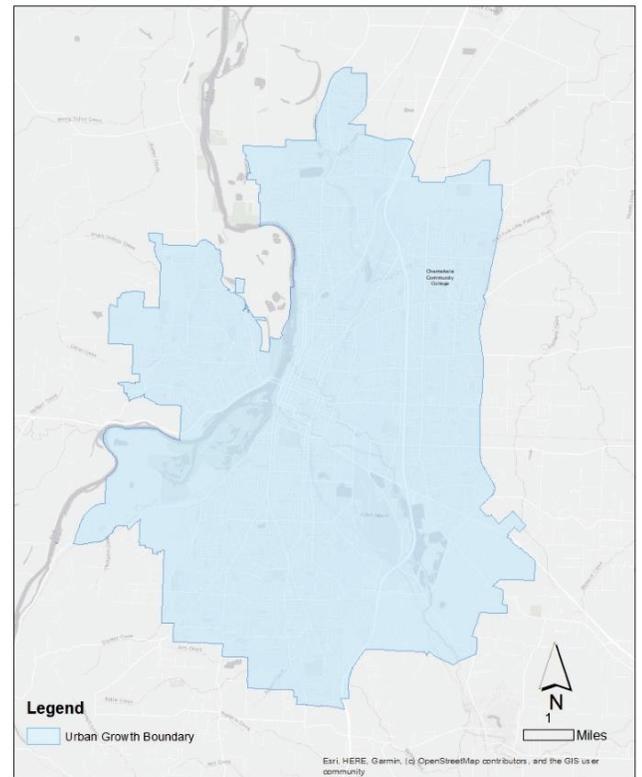
Opportunities
• Agency priority
• Growing regional active transportation network
• Supportive topography and market appeal in high density areas
• First/last mile connections to transit
• Short commute trips

Challenges
• Multi-jurisdictional coordination
• Equitable access
• Willamette River and Interstate 5
• Mode shift



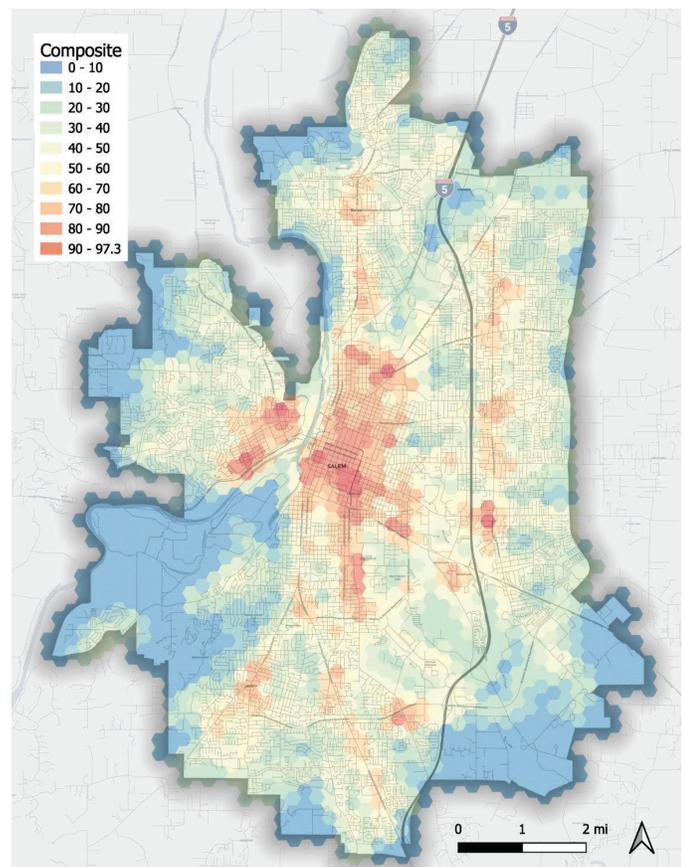
Trip Potential Analysis

- Review of regional context and factors that influence shared micromobility success:
 - Clusters of population and employment
 - Major destinations
 - Infrastructure barriers
 - Active transportation network
 - Transit access
 - Equity indicators and access gaps



Results

- Highest scoring areas were concentrated in Downtown and West Salem
- Areas of opportunity also included:
 - North Salem
 - Chemeketa Community College/Lancaster Dr corridor
 - River Road in Keizer



Community Engagement

Community Engagement

- **Online survey:** 339 responses
- **Pop-ups:** Bike Month events, Salem Library, El Rancho Market, Salem Farmers Market
- **Focus groups**
- **Social media promotion**



Your voice matters in shaping transportation for the Salem-Keizer community. Help us build a system that works for you. Together, we can make our communities stronger — one ride at a time.



Take our quick survey!

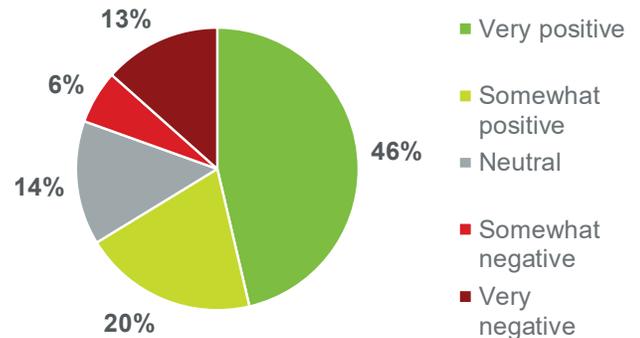
We want to hear from you — what's working, what's not, and what's missing. What does your community need for micromobility?



Community Feedback

- **Support for a program:** 80% of survey respondents felt neutral to very positive about a shared micromobility program
- **Opportunity for first-last mile connectivity:** Almost 50% of survey respondents lack access to a personal scooter or bicycle; 40% take transit at least once a week

How do you feel about introducing a shared micromobility program?



Community Feedback

- **Docked bikeshare** is preferred over dockless scooter/bike programs
- Concerns persist about **theft and vandalism**
- **Improved active transportation infrastructure** and **low-cost pricing** would encourage use of bikeshare

I work 4 miles from home and have to walk home on Sundays and holidays because the bus stops too early. I would use this service!

Only concern is theft (specifically downtown) and how they would be left at a non-safe area where people can't have access to them when needed



Program Recommendations

Scenario Analysis

Scenario	Description	Benefits	Considerations
Low-resource	Privately owned and operated, operators apply for a permit/license	<ul style="list-style-type: none"> Fastest to launch No public capital costs and little financial risk to public agencies 	<ul style="list-style-type: none"> Limited control over fleet size, equity coverage, or pricing Difficult to attract private operators, and higher risk of operator exit or service cutbacks Curb/sidewalk clutter and enforcement challenges if dockless
Medium-resource	Privately owned and operated, with public subsidy for operations	<ul style="list-style-type: none"> Increased ability to dictate program requirements and operations Shared costs, with operator still funding capital 	<ul style="list-style-type: none"> Requires ongoing subsidy to provide required levels of service Higher level of staff time required for procurement and ongoing contract and operator management
High-resource	Publicly owned, with operations contracted to third-party operator	<ul style="list-style-type: none"> Full control over fleet type, service coverage, equity requirements, transit integration, and other KPIs Assets are a long-term public investment; agencies can leverage federal/state funding 	<ul style="list-style-type: none"> Highest level of capital and staffing costs Longest lead time for procurement and system launch

Recommendations

Medium-Resource Scenario

- **Business model:** Privately owned and operated with subsidy funded by Cherriots
- **System Type:** Docked/hybrid – users must return bikes to a designated parking area
- **Fleet:** Bikeshare; 50/50 pedal bikes and e-bikes (~250 bikes)
- **Operations:** 24/7 availability in service area



Role	Description	Cherriots	Partner Jurisdictions	Operator	Sponsors/Advertisers
Owner	Maintains ultimate responsibility for the program. Responsible for ensuring that all roles are filled.	Lead			
Manager	Leads day-to-day and long-term management: contracting, collecting/dispersing funds or services, and administrative responsibilities.	Lead			
Planner	Provides critical support in making program decisions (expansion, technology changes, service level changes, and station siting).	Lead (support from Technical Advisory Committee)	Support (station siting and permitting)		
Funder	Provides funding or in-kind support (staff time, permitting, outreach)	Lead	Support (in-kind)		TBD
Operator	Responsible for on-the-ground service delivery: service deployment, maintenance, fleet rebalancing, etc.			Lead	
Technology Provider	Provides software or other technology needed for operations			Lead	
Vehicle Provider	Provides the shared bike/e-bike fleet.			Lead	
Promoter	Raises awareness of the existing service or program to potential customers.	Support	Support	Lead	
Data Analyst	Analyzes customer, ridership, trip, and other data to report key performance metrics; does not make decisions about program future.	Lead		Support (data provision)	

Docked/Hybrid Parking Options



Docking stations



Existing bike parking



Paint/bollards



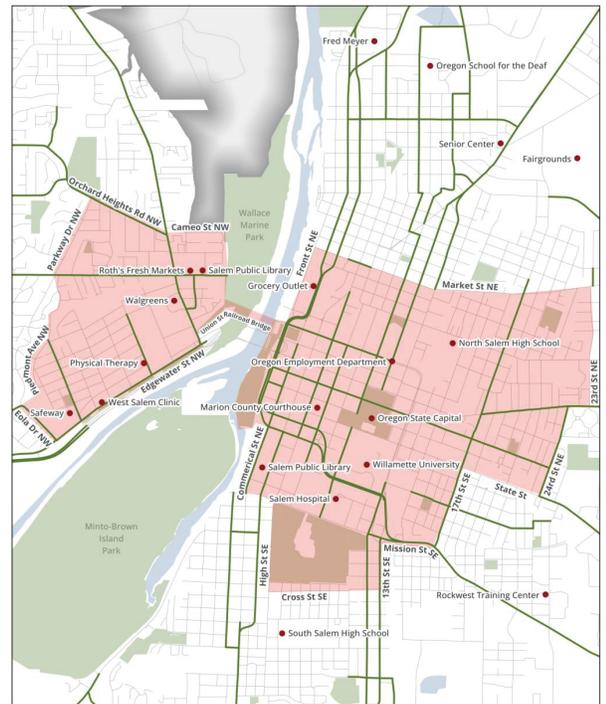
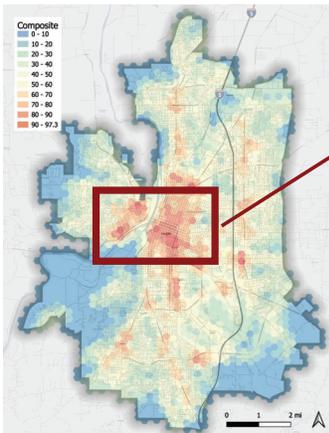
Virtual (geofenced)



Pilot Service Area

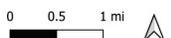
Goals:

- Establish proof of concept
- Familiarize the community with the program
- Generate strong early ridership



Salem Pilot Service Area

- Pilot Service Area
- Existing or Funded Bikeways
- Key Destinations
- Parks



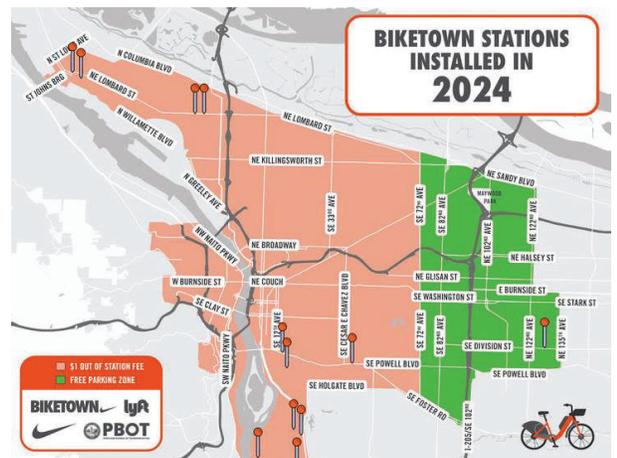
Phasing

Phase	Timeframe	Purpose	Key Outputs
Phase 1: Pilot Launch	0–24 months	Establish proof of concept and public familiarity.	Pilot fleet deployment (~250 bikes), 50 parking hubs, operator contract, evaluation framework.
Phase 2: Expansion and Optimization	Years 3–4	Expand fleet and/or service area based on pilot performance.	Contiguous network growth, performance review, integration with new bikeway infrastructure.
Phase 3: Maturity and Innovation	Years 5 +	Program refinement and regional expansion.	Technology updates, potential satellite expansion (e.g., Keizer, Chemeketa College), long-term funding stabilization.



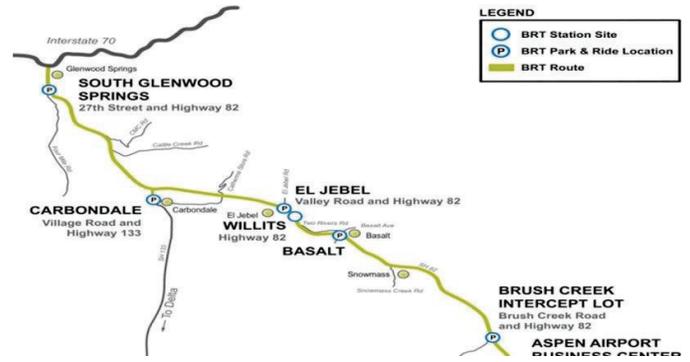
Expansion Opportunities

- Contiguous Service Area Expansion:
 - Incremental expansion
 - Follow community interest
 - Support investments in bike infrastructure
 - Support transit service changes



Expansion Opportunities

- **Satellite Service Areas**
 - Align with high frequency / high speed transit
 - Serve local trip demands
 - Increases operational burden
 - Does not add to network effect



Satellite Service Area

- A future Lancaster Corridor satellite service area would provide bikeshare for Chemeketa Community College



Salem Satellite Service Area

- Satellite Service Area
- Existing or Funded Bikeways
- Key Destinations
- Parks



Estimated Costs

Based on costs from peer communities running similar programs, the estimated cost for privately owned and operated 250-bike docked system is **~\$450,000 per year** (~\$1,800/bike/year). This estimate includes all costs associated with operating system, including provision of bicycles.



Funding Options

Operations Subsidy:

- Interested operators would propose operational costs on a per-bike, per-year basis; this would determine potential Cherriots subsidy.
- Cherriots may recoup costs of subsidy through revenue-share agreement

Sponsorship:

- Operator may pursue sponsorship instead of/in addition to subsidy.



Funding Opportunities

- **ODOT Innovative Mobility Grants:** Funds pilot shared mobility services and service expansions
- **Statewide Transportation Improvement Fund**
 - Ex: Lane Transit District used STIF dollars for a \$1.7 million investment in the regional bikeshare system



Potential Partner Agency Support

- In-kind support for:
 - Permitting
 - Outreach and engagement
 - Data collection and analysis
- Warehouse / office space for operations
- Bike parking:
 - Purchase and install of racks and corrals
- Direct funding support



Next Steps

Next Steps

Implementation Phase	Operational Activities	Engagement Activities
Partner coordination	<ul style="list-style-type: none"> Briefings with partner jurisdictions Develop IGAs 	<ul style="list-style-type: none"> Stakeholder roundtables Community mapping workshops Integration with Cherriots marketing efforts
Secure funding	<ul style="list-style-type: none"> RFI for estimated costs Approval for subsidy (first 2 years of operation) 	
Procurement	<ul style="list-style-type: none"> Operator selection through RFP 	
Pre-Launch	<ul style="list-style-type: none"> Program branding Station siting and permitting Fleet procurement and setup 	
Launch	<ul style="list-style-type: none"> Pilot service area launch 	
Monitoring and Evaluation	<ul style="list-style-type: none"> Track KPIs to review/refine system 	<ul style="list-style-type: none"> Public launch event Community demos Pop-ups Equity focused outreach

2025

Cherriots Shared Micromobility Feasibility Study



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Prepared by: Toole Design

CHAPTER

1

Shared Micromobility Best Practices and Peer City Review

This chapter summarizes industry best practices as well as peer city policies, requirements, and lessons learned for shared micromobility programs. The overall regulatory environment and operations of each program were reviewed for specifics related to system/fleet types, service area, fleet size, vehicle specifications, safety requirements, fees, parking management, data sharing, evaluation, and equity considerations. A plan and policy review was also conducted (see Appendix A).

Overview

Four peer agencies with existing shared micromobility programs were included in an in-depth review as well as interviews (see Table 1):

- **City of Spokane, WA** who oversees the Wheelshare program (which includes shared bikes and scooters)
- **Lane Transit District (LTD)** in Lane County, OR, who supports the Peace Health Rides bikeshare system in Eugene and Springfield.
- **Roaring Fork Valley Transportation Authority (RFTA)** in Pitkin County, CO, who fund and manage the multi-jurisdictional Roaring Fork Valley Bikeshare program
- **Trinity Metro** in Fort Worth, TX, who manages and operates Trinity Metro Bikeshare.

TABLE 1: PEER AGENCY & PROGRAM OVERVIEW

Peer Agency (Program Name)	System Type	Vehicle Types	Operator	Program Launch
City of Spokane (Wheelshare)	Dockless	Pedal bikes, e-scooters	Lime	2019
Lane Transit District (Peace Health Rides)	Docked	Pedal bikes	Cascadia Mobility	2018
Roaring Fork Valley Transportation Authority (Roaring Fork Bikeshare)	Docked	Pedal bikes, e-bikes	We-Cycle	2021
Trinity Metro (Trinity Metro Bikeshare)	Hybrid	Pedal bikes, e-bikes	Trinity Metro	2013

System and Fleet Types

This section summarizes the range of potential system and fleet types within a shared micromobility program, as illustrated in Figure 1 and Figure 2.

FIGURE 1: SHARED MICROMOBILITY SYSTEM TYPES

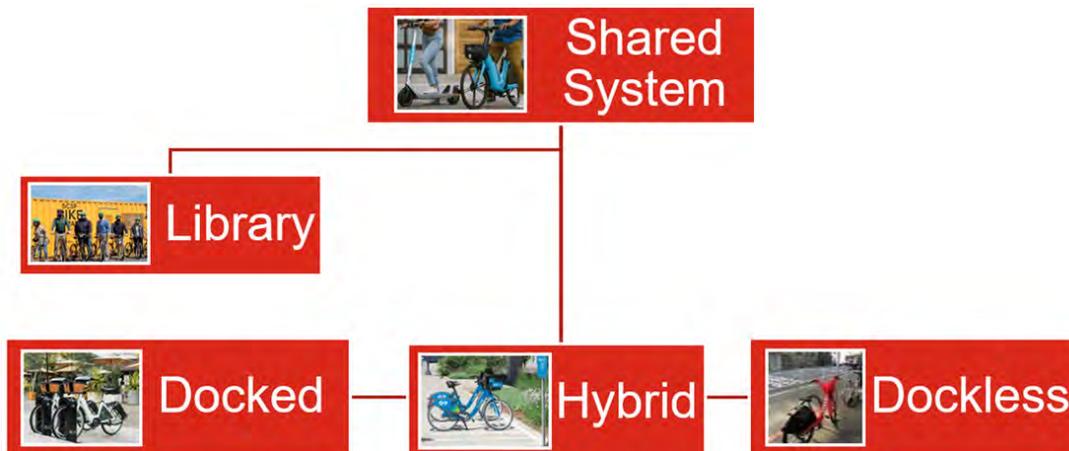
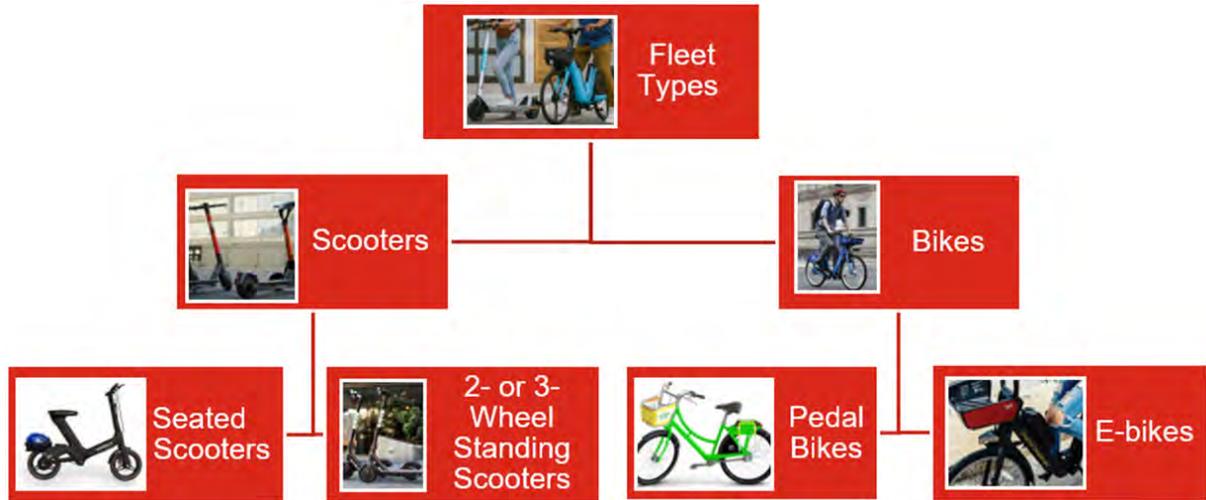


FIGURE 2: SHARED MICROMOBILITY FLEET TYPES



Docked vs Dockless

A docked or “station-based” shared micromobility system includes devices that can be rented from an automated “docking station” and returned to a station in the same system. A dockless or “free-floating” system does not require devices to be parked at a docking station. In most dockless systems, devices can be parked in the sidewalk furniture zone (the section of sidewalk between the curb and the pedestrian through zone where amenities and utilities are located) or at existing bike racks throughout the service area. A hybrid system combines features of docked and dockless models – devices can be parked at docking stations or in approved areas that can be physically or virtually demarcated.

Docked shared micromobility systems are generally more expensive and time-intensive than dockless systems given the additional capital cost of purchasing the docks and station infrastructure (while e-scooters and bikes can cost \$1000-\$2000, station equipment can range from \$40,000-\$50,000 per station). E-scootershare systems are predominantly dockless, while older bikeshare systems are predominantly docked.

TABLE 2: BENEFITS AND CHALLENGES OF DOCKED AND DOCKLESS SYSTEMS

System Type	Benefits	Challenges
Docked	<ul style="list-style-type: none"> Limited sidewalk clutter due to organized pick-up and drop off. Fleet redistribution and rebalancing occurs on a smaller geographic scale. Predictable and reliable vehicle availability. 	<ul style="list-style-type: none"> Availability of devices is limited to stations. Can be costly and time-intensive to launch due to capital costs of purchasing station infrastructure and identifying, permitting, and installing stations in the public right-of-way. Service area cannot be easily adjusted.
Dockless	<ul style="list-style-type: none"> Travel behavior is not determined by location of docks/stations, allowing for flexible route choice. Service area can be easily modified. Can be easily integrated with public transit. 	<ul style="list-style-type: none"> Parking management can be challenging, as sidewalk clutter and right-of-way obstruction is more likely. Fleet redistribution and rebalancing of devices across the service area occurs on a larger geographic scale. Fleet must be large enough to ensure riders are always in close proximity to available devices.

Trinity Metro was strongly supportive of maintaining their current docked system, noting that their shared e-bikes use the docking stations for charging and that the stations also limit sidewalk obstructions. LTD highlighted the flexibility of their hybrid model, stating that riders like the ability to end their rides at bike racks as well as docking stations.

Bikes Vs Scooters

Shared micromobility fleet types can be broadly categorized as bikeshare (including bikes and e-bikes) and scootershare (including stand-up and sit-down e-scooters). Other variations and vehicle types are in constant development, including shared mopeds and other devices.

2023 data from shared micromobility systems across North America (see Table 3) demonstrates the differences between trip distances and duration for three vehicle types—e-scooters are used for shorter trips, while the electric motor of e-bikes allow riders to travel longer distances. Of all shared micromobility trips in 2023, over half (51 percent) were made by docked bikes, nine percent by dockless bikes, and 40 percent by e-scooters.¹

TABLE 3: AVERAGE SHARED MICROMOBILITY TRIP DISTANCE AND DURATION

Vehicle Type	Average Trip Distance	Average Trip Duration
E-scooters	1.2 mi	11.6 minutes
Bikes	1.4 mi	15.5 minutes
E-bikes	2.0 mi	20.3 minutes

Source: North American Bikeshare and Scootershare Association 2023 Report

All peer agencies had shared bikes as part of their fleets, while only one (Spokane) had e-scooters. Both Trinity Metro and LTD indicated that they were not interested in adding e-scooters due to the operational challenges of managing dockless devices—Trinity Metro also cited challenges neighboring jurisdictions have faced managing e-scooter parking and sidewalk clutter.

E-Bikes Vs Pedal Bikes

E-bikes and pedal bikes are operated very similarly, with the difference being the battery pack that aids an e-bike rider. E-bike benefits over pedal bikes include the ability to carry heavier loads, go longer distances, bike in hotter temperatures, and climb steep hills. While e-bikes are more expensive than traditional bicycles, e-bike sales have grown significantly in recent years, outpacing growth rates for pedal bicycles (between 2019 and 2023, e-bikes were responsible for 63% of the growth in all bicycle sales).²

Charging E-Devices

There are a variety of strategies to keep electric-powered fleets charged:

- **Battery Swapping:** Field technicians or contractors swap depleted batteries for fully charged ones directly on the street. This allows vehicles to stay in service without needing to be transported, reducing downtime.
- **Centralized Charging Depots:** Some operators rely on bringing vehicles back to a central warehouse or depot where they are plugged in and charged. This method is more labor-intensive but can be effective for smaller fleets or in areas where public right-of-way charging isn't feasible.

¹ North American Bikeshare and Scootershare Association (NABSA) (2024): *5th Annual Shared Micromobility State of the Industry Report*.
² <https://www.peopleforbikes.org/news/electric-bicycle-market-insights-2024>

- **On-Street Charging Stations:** In recent years, cities and operators have piloted on-street docking stations with built-in charging capabilities. These allow users to park and charge devices simultaneously, reducing the need for manual recharging and improving fleet reliability.
- **Contracted Chargers (Gig Economy Model):** Some operators use independent contractors (often called “chargers” or “juicers”) who collected devices, charged them at home, and redeployed them. This model has declined in recent years.

For the agencies that had e-bikes in their shared fleets, charging was a significant part of operations. In Eugene, operator Cascadia Mobility uses battery swapping to charge the e-bikes in the shared fleet, while Trinity Metro included 18 charging stations in their program relaunch in 2025. Trinity Metro staff highlighted the labor-intensive nature of battery-swapping as a primary reason for the switch to charging stations. Forty-seven of their new charging stations utilize solar power, while 18 plug into existing utility sources.

Fleet Size

Establishing minimum and maximum numbers of vehicles, as well as criteria for when the program can be expanded and by how much, provides parameters for shared micromobility growth. Minimums help ensure that the system remains viable and provides utility to users. Maximums ensure that devices are introduced in a controlled fashion and allows the public to get used to them and build support for expansion. Seasonal changes in ridership due to winter weather and flexibility for fleet expansion according to operator performance and ridership should also be considered when defining fleet sizes.

Shared micromobility devices need to be conveniently located a walkable distance from key origins and destinations. The North American Bikeshare and Scootershare Association (NABSA) found that cities with populations under 500,000 had an average of 4.1 bikes available per 1,000 residents and approximately 5.0 scooters available per 1,000 residents – for the entire Salem-Keizer UGB, this would equate to a fleet of 1,100 bikes or 1,300 scooters.³ Table 4 summarizes peer agencies’ shared micromobility fleet size and density.

TABLE 4: PEER AGENCIES’ FLEET SIZE AND DENSITY

Program (City/Cities where program operates)	Population (2020 Census data)	Vehicle Type	Fleet Size	Estimated vehicles/ 1,000 residents
Wheelshare (City of Spokane)	228,978	Pedal Bike	Minimum of 50	0.21 – 6.6
		E-scooter	Up to 1450, 250 must be seated scooters	
Peace Health Rides (Cities of Eugene and Springfield)	239,090	Pedal Bike	450	1.9
Roaring Fork Valley Bikeshare (Cities of Aspen, Basalt, Willits, El Jebel, and Carbondale)	21,260	Pedal Bike	255	21.5
		E-bike	201	
Trinity Metro Bikeshare (City Fort Worth)	978,468	Pedal Bike	60	0.4
		E-bike	360	

³ North American Bikeshare and Scootershare Association (NABSA) (2024): *5th Annual Shared Micromobility State of the Industry Report*. Note: These statistics include permitted fleet caps and programs in varying stages of maturity and expansion.

Business Models and Funding Sources

Shared micromobility programs use a variety of business models and leverage different funding sources to initiate and sustain their programs. The way a shared micromobility system is structured has a direct impact on how costs are covered, revenues are generated, and fees are assessed. This section describes the various business models used for shared micromobility systems - see Table 5 for an overview of each model's strengths and weaknesses.

TABLE 5: BUSINESS MODEL STRENGTHS AND WEAKNESSES

Business Model	Strengths	Weaknesses
Publicly owned and operated	<ul style="list-style-type: none"> Full control over program decisions Ensures public transparency, accountability, and alignment with public service goals 	<ul style="list-style-type: none"> Public agency assumes all risk, liability, and financial responsibility Requires staff capacity to oversee and operate the program
Publicly owned and privately operated	<ul style="list-style-type: none"> Public agency maintains control over program decisions Public agency does not need to create internal capacity to operate the program Potential opportunities for financial partnerships with the private sector (e.g., fee-for-service, revenue-sharing, etc.). 	<ul style="list-style-type: none"> Public agency assumes the majority of risk, liability, and financial responsibility Incentivizing operators can increase performance Industry volatility for private operators could disrupt operations
Privately owned and operated	<ul style="list-style-type: none"> Significantly less start-up cost compared to public ownership (both in capital and labor costs) Public agency does not need to create internal capacity to operate the program Public agency disperses some or all risk, liability, and financial responsibility to the private sector Private sector can access and adapt to new technology and industry trends 	<ul style="list-style-type: none"> Dependent on private sector interest Public agency has less control over program decisions than in publicly-owned models Third-party operators may need to be incentivized or enforced to meet required service levels Limited public agency control over system branding Industry volatility for private operators could disrupt operations
Non-profit owned and operated	<ul style="list-style-type: none"> Non-profit organizations can be more flexible and nimbler than public agencies Non-profits have access to a variety of funding sources including public and private funding sources (in comparison to private operators who lack such access) 	<ul style="list-style-type: none"> Non-profit leadership and motivation may change over time Fundraising is variable and requires substantial time and effort

Publicly Owned and Operated

In this model, the public agency owns all assets (i.e., infrastructure and equipment including bikes, docks/stations, software) and carries all financial risk. The public agency also operates the system (i.e., performs maintenance, bicycle deployment/rebalancing, customer service, marketing, promotions, etc.) using either its own employees or in partnership with another government agency.

This model tends to have a more stable and predictable funding structure. These systems may be operated by a private vendor under a fee-for-service contract, where the public agency pays the vendor to operate the system. This model allows cities to retain control over pricing, service coverage, and equity programs, but it also means the public sector is responsible for covering any operational shortfalls. To help close funding gaps, these systems often pursue sponsorships, which are more attractive when the public agency controls branding and can offer prominent visibility across the fleet and stations.

There are very few publicly-owned and operated shared micromobility systems in North America—Trinity Metro is one example. The bikeshare program launched under a non-profit ownership and operational model in 2013, but was absorbed into the transit agency in 2021 as a way for the Trinity Metro to ensure the program complemented the transit services provided by other agency departments.

Publicly Owned and Privately/Non-Profit Operated

Like the publicly owned and operated model, in this model the public agency owns all assets and carries the financial risk for the program. However, the public agency contracts with a private or non-profit operator for day-to-day operations. In this model, cost and revenue responsibilities are typically negotiated through agreements or RFPs, and funding can come from a mix of user fees, public subsidies, and sponsorships.

Roaring Fork Bikeshare and PeaceHealth Rides both use this model. In the Roaring Fork Valley, the Roaring Fork Transportation Authority (RFTA) owns the equipment and contracts with the non-profit We-Cycle to manage daily operations. In Eugene, the City owns the equipment, while operations are provided by the non-profit Cascadia Mobility.

Privately Owned and Operated

In this model, which is the most commonly used shared micromobility business model for systems in North America, one or more private entities own all shared micromobility assets and operate the system, while the public agency grants permission and oversees the use of the right-of-way through a permit, contract, or other form of partnership agreement. The private operator typically bears the full cost of running the service and relies on user fees and sometimes advertisements to recoup costs. In these cases, agencies usually do not provide direct funding for operations. Instead, they charge permit fees to operators, which can include per-device fees, public right-of-way use fees, or performance-based incentives or penalties. These fees help cities cover administrative costs, infrastructure improvements, and enforcement efforts tied to the system—fee types are detailed in Table 6.

TABLE 6: TYPICAL FEE TYPES FOR PRIVATELY OWNED AND OPERATED SYSTEMS

Fee	Description
Application fee	Due every time an operator applies for the program or renews their permit. This fee is mostly used to pay for staff time to process the application and varies significantly between jurisdictions.
Annual fee	Typically a one-time, upfront fee that may be a fixed amount or assessed based on the number of vehicles deployed. This fee varies significantly between jurisdictions.
Per-trip or per-device fee	Ongoing fees that are often assessed monthly or quarterly depending on deployment or usage. Best practice is increasingly moving away from per device fees and towards per trip fees (usually \$0.10 - \$0.20 per trip) that are proportional to usage and incentivize both operators and agencies to support and promote the program.
Security deposit/bond	Some cities require operators to pay an upfront security deposit that is held in reserve until required to pay for any city resources needed to impound or relocate vehicles or address other issues.

The City of Spokane uses a privately owned and operated model for its Wheelshare program. Private operators respond to a city RFP for a permit to operate dockless shared micromobility devices. One permit is issued for a two-year term, and the selected operator pays the city an annual permit fee of \$17,000, as well as a charge of \$0.75 per device per day. In 2023, the city received \$186,000 in revenue from the Wheelshare program. Spokane currently uses the revenue to fund active transportation projects: revenue has been used for new bike racks, to construct a temporary detour route on a popular trail that was under construction, as well as to procure sidewalk decals for shared micromobility self-guided tours.

Non-Profit Owned and Operated

In this model, an existing or specially formed non-profit organization owns all bikeshare assets and operates the system, carrying the overall financial risk for the program, although often in partnership with public and private sector partners.

Procurement Processes

Procurement processes for shared micromobility systems vary widely depending on the system type, with publicly owned models usually requiring formal competitive bidding and contracts, while fully private systems typically operate under permit-based frameworks with less direct public oversight. Peer agencies had the following procurement experiences:

- **Spokane:** Under City Council direction, Spokane went through an RFP process in 2023 to procure one private dockless operator. Of three applicants, incumbent operator Lime was selected. Key factors in selection included Lime's previous experience providing shared micromobility in the city, provision of technology to detect and curb sidewalk-riding, and the fact that the Lime Operations Manager lived in Spokane.
- **Trinity Metro:** Although the program is managed and operated in-house (with the exception of customer service which is provided by a third-party contractor), Trinity Metro went through procurement for new equipment in 2023 when the old bikes and stations reached the end of their life. The agency put out an RFP for capital equipment and selected Lyft to launch 20 new stations and a mix of e-bikes and pedal bikes in 2025.
- **RFTA:** The current program operator (We-Cycle) had an informal agreement in the early years of the program (without a competitive procurement process), and did not enter a formal contracting process until 2023. The current service agreement between RFTA and the operator terminates in 2028, at which time RFTA will launch a competitive RFP for future operations.
- **LTD:** After conducting a feasibility study in 2013, LTD and the City of Eugene launched a competitive RFP for operations and title sponsorship. Social Bicycles (eventually acquired by Uber) won the RFP to operate the system and worked to secure the title sponsorship with PeaceHealth. However, when Uber decided to cease shared micromobility operations, the program was abruptly ended in 2020. Non-profit operator Cascadia Mobility won the City of Eugene's next competitive RFP and has been operating the system since 2021.

Operations

Service Area

Most often, the service area of a shared micromobility program is defined as the entire area under the jurisdiction of the regulating agency, e.g., the city boundary. However, some cities use defined boundaries that restrict operations to specific areas within a city—especially during a pilot period. These are often limited to central business districts and high-activity centers. For example, Peace Health Rides’ service area includes Downtown Eugene and Downtown Springfield, with some hubs located at major destinations like Autzen Stadium and Centennial Center in Springfield (see Figure 3: Peace Health Rides Service Area). In Spokane, the service area includes the entire city, although there are specific areas where the operator is required to reduce speeds or restrict usage, including certain parks, trails, and other large public spaces or zones.

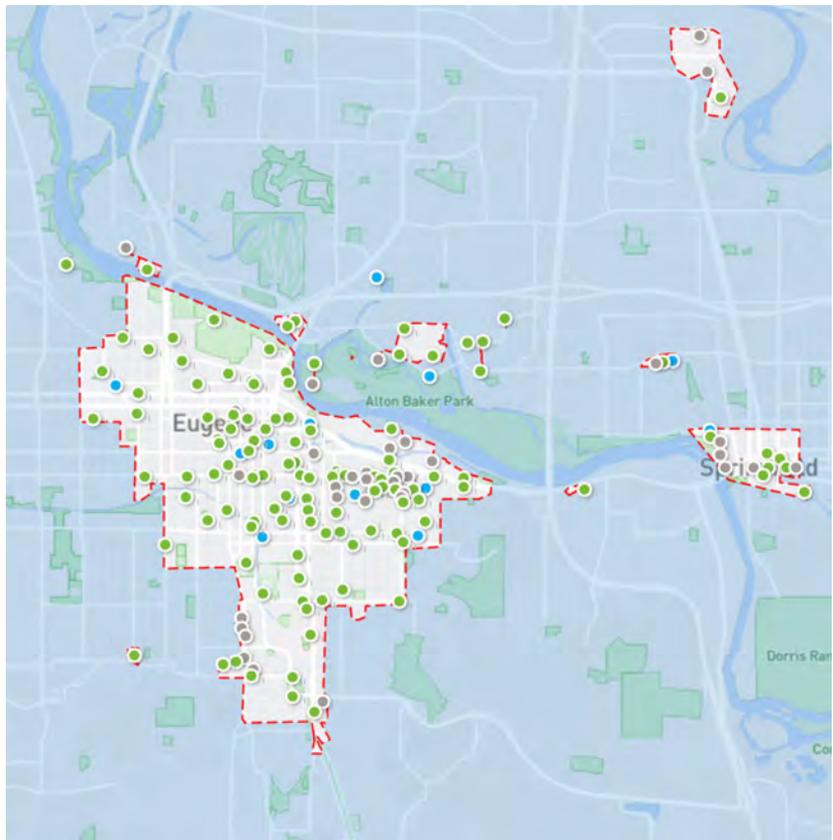


FIGURE 3: PEACE HEALTH RIDES SERVICE AREA

Source: Peace Health Rides

Parking Management

Docked systems usually have minimal parking issues, while improper parking is the most common complaint cities receive about dockless micromobility systems. While parking issues can be a major concern for cities preparing to launch shared micromobility programs, a 2020 study observing parking behaviors of 3600 shared bikes, shared scooters, and personal cars saw that only 0.8% of bikes and scooters were improperly parked, while 24.7% of motor vehicles were parked incorrectly.⁴

Dockless shared micromobility parking can be managed in a variety of ways. These include:

- **Designated Parking Areas:** Programs can create or expand formal parking opportunities using bike racks, on-street bike corrals, docking stations, and delineating parking areas with paint and/or stencils. Spokane requires all shared micromobility devices to be parked in the sidewalk furniture zone and has worked with operator Lime to establish designated parking areas in certain areas of downtown.
- **“Lock-to” Requirements:** Lock-to requirements are regulations that require devices to be fitted with a cable lock that has to be shown to be used to complete a trip. These are not common regulations but have been used to encourage riders to park and lock their vehicle to a bike rack

⁴ Brown, Anne, et al. "Impeding access: The frequency and characteristics of improper scooter, bike, and car parking." *Transportation research interdisciplinary perspectives* 4 (2020): 100099.

or other parking infrastructure. However, this does require that adequate bike racks and parking opportunities be provided to be convenient to users.

- **Regulation and Enforcement:** Dockless parking policies should be clearly communicated through physical infrastructure and/or within the smartphone app. To ensure compliance with parking rules, agencies can levy fines on operators for improperly parked devices, provide incentives for proper parking behavior, include end-of-trip photo requirements from users, or require specific response times to remove or relocate devices. In Spokane, operators receive discounts on their annual fees based on the amount the operator invests in operational and technological parking innovations. Operators are also required to fine users for wrongly parked vehicles (an escalating scale of \$10 for the second violation, \$20 for the third violation, \$40 for the fourth violation and removal from the program for the fifth violation).
- **New Technologies:** Operator technology continues to advance to support improved parking behavior. For example, as of 2024, Spokane's Wheelshare program requires operators to phase in camera-based sidewalk-riding detection technology. Operators also can provide parking information and requirements on their website, including parking tips on their vehicles, or using pop-ups in their apps to remind users about proper parking.

Agency Staffing Needs

Many agencies launching a shared micromobility program underestimate the level of effort needed to set up and manage the program, and staff time tends to be driven more by the number of operators than the number of devices. Multiple departments are often involved in launching and managing a program, including procurement, contracting, planning, public works, the Mayor's Office, etc. Staff costs can include time for procurement, oversight, responding to media and public information requests, data analysis, operational coordination and communications, field checks, reporting, and other functions. Other costs can include removing or impounding vehicles, responding to community inquiries and information requests, parking enforcement, and costs to run programs and activities to promote and support the micromobility program.

Agency staffing varied across peer shared micromobility programs:

- **Trinity Metro:** Three FT office-based staff manage program oversight and administration, and three FT and one PT field staff handle operations – all staff have 100% of their time dedicated to the program
- **City of Spokane:** One FT staff spends ¼ of their time overseeing the program and private operator.
- **LTD:** There are no dedicated staff overseeing shared micromobility, but LTD plans to take on more of a leadership role in the future and anticipates more staffing needs.
- **RFTA:** One FT staff is dedicated to managing the program, along with other First and Last Mile Mobility (FLMM) projects, including the FLMM grant program.

Equitable Access

There are multiple regulatory tools that jurisdictions can use to promote equitable access to shared micromobility. There is significant variation in the deployment of these tools, but techniques can include:

- **Equitable distribution:** Operators provide and rebalance a certain percentage of vehicles in underserved or defined “equity” zones. Under a permit system where agencies charge operators fees, agencies can incentivize operator deployment in underserved areas by reducing fees for trips that start or end in these zones. For example, Spokane requires 10% of devices to be deployed in equity priority areas with high levels of poverty and low rates of private vehicle ownership.
- **Discounted pricing:** Operators provide discounted pricing for low-income individuals—often partnering with community-based organizations and/or using already established low-income qualification programs to confirm eligibility. For example, Trinity Metro offers a low-income plan for \$10/year (compared to the standard \$125 annual membership)—see Table 7 for more information on user costs among peer agency programs.
- **Non-digital/underbanked access:** Operators provide alternative access programs for people who do not have access to a smart phone or the operator’s app or are unbanked/underbanked and need cash or pre-paid card payment options. Trinity Metro requires a credit card for access to bikeshare, as they require a \$50 hold for each rental due to concerns about vehicle theft or damage. Roaring Fork Valley Bikeshare also requires a credit card for bikeshare access. Multiple shared micromobility systems across the country do allow for cash payment options. For example, Capital Bikeshare in Washington D.C. offers individuals who qualify for low-income pricing the opportunity to apply and pay cash for a \$5 annual membership in-person at multiple retail locations across the region. Private operators like Spin and Bird offer options to purchase ride credits in cash at local retailers or use a prepaid debit card to pay.
- **Outreach/engagement with underserved communities:** Operators conduct digital and/or in-person outreach targeting underserved communities. This can include ad/social media campaigns, tabling/pop-up events, and demonstrations of micromobility devices. Agencies should ensure that underserved populations are engaged consistently and meaningfully throughout the program (not just during launch).
- **Access for users with disabilities:** Operators provide adaptive vehicles for users with disabilities or partner with other organizations that provide these services. None of the peer agencies interviewed currently provide adaptive vehicles as part of their shared fleets.

TABLE 7: USER COSTS AMONG PEER AGENCY PROGRAMS

Program	Standard Costs	Discounted Costs
Trinity Metro Bikeshare	\$2 for up to 30 minutes; unlimited 60-minute rides for a \$125 annual membership	\$10 annual membership
Roaring Fork Valley Bikeshare	Free for the first 30 minutes, then \$0.50/minute for pedal bikes or \$5/minute for e-bikes	N/A
Wheelshare	Not specified	70% discount
Peace Health Rides	\$1 to unlock a bike and \$0.10/minute, or 60 minutes of daily rides for a \$15 monthly membership	Free membership including free unlocks and 60 minutes of daily ride time

Safety

Ensuring safe operations is a critical component of a shared micromobility program. Common safety concerns, current state regulations, and safety approaches from peer agencies are included below:

- **Age limits:** Younger riders may lack the experience or maturity to navigate traffic or follow local laws. Oregon state vehicle code requires riders of e-bikes and e-scooters to be at least 16 years old. Age limits are typically enforced by the operator during the rider sign up process – potential riders usually must upload a government-issued ID to prove they are old enough to use the shared micromobility device. In Spokane, shared e-scooter riders must be 18 years old.
- **Collisions and injuries:** Studies show injury severity is higher for people riding bikes than for those driving in cars. In Oregon, helmets are mandatory for all e-scooter riders unless wearing a helmet violates religious beliefs.
- **Understanding the program and rules of the road:** Operators are often required to develop outreach and education campaigns to support safe rider behavior. These campaigns can take the form of pop-up events and safety trainings, traditional and social media campaigns, and in-app education. Oregon state vehicle code does not require rider education for people riding bikes or scooters. Roaring Fork Valley Bikeshare uses multiple outreach strategies including press releases, door-to-door flyering, and pop-up events to educate new communities about the program, and Spokane dedicated \$10,000 of city funds to a “Rules to Roll” campaign as well as a self-guided tour for potential riders - see Figure 4 for an example of Rules to Roll messaging.
- **Riding on the sidewalk:** Many agencies have concerns about conflicts between pedestrians and shared micromobility riders. A study that reviewed micromobility rider behaviors in Salt Lake City, UT and Tucson, AZ found that riders are less likely to ride on the sidewalk when bike lanes are available, and those who predominately rode on a sidewalk were 151% more likely to report experiencing a crash than those who rode in bike lanes.⁵ Oregon state vehicle code prohibits riding e-bikes on sidewalks, and e-scooters are only allowed to ride on sidewalks to enter or leave adjacent properties.

FIGURE 4: EDUCATIONAL COLLATERAL FROM SPOKANE’S RULES TO ROLL CAMPAIGN



⁵ Currans, Kristina M., et al. "Scooting to a New Era in Active Transportation: Examining the Use and Safety of E-scooters." *National Institute for Transportation and Communities* (2022).

Data Sharing

Shared micromobility vehicles can produce a wealth of data for cities to monitor the program, adapt regulations, and make informed decisions about the use of the public right-of-way. In addition to regular “static” reports that cities may require of operators for updates on the program, there are two data specifications that provide real-time data and make up the application programming interfaces (APIs) that are most frequently required by agencies:

- **General Bikeshare Feed Specification (GBFS):** Originally developed for docked bikeshare systems, this API reports real-time location and battery charge of available dockless vehicles and is often used to develop user apps to find available vehicles. GBFS does not include data on vehicles while in-use or historical data. In 2023, 71% of agencies with shared micromobility programs in North America required GBFS data feeds from operators.⁶
- **Mobility Data Specification (MDS):** In addition to real-time location and battery charge of available dockless vehicles, MDS also includes information about unavailable vehicles and can include real-time and historical data about trip origins, destinations, and some “breadcrumb” data about the routes taken by users recorded by GPS units on the micromobility vehicles. Agencies require MDS feeds less often than GBFS feeds.

Peer agencies currently depend on third parties for their data needs—Trinity Metro Bikeshare’s operator Lyft uses a proprietary cloud-based management software called Comet to share data with the agency, RFTA requires monthly data-sharing from operator We-Cycle in their contract, and the City of Spokane contracts with data aggregator Ride Report for an interactive dashboard that includes live data. The Ride Report contract costs \$15,000 per year, which Spokane considers worthwhile because it provides independent oversight of their operator and offers immediate access to data, eliminating the need to request information directly from the company each time it’s needed.

⁶ North American Bikeshare and Scootershare Association (NABSA) (2024); *5th Annual Shared Micromobility State of the Industry Report*.

Transit Integration

Shared micromobility is increasingly viewed as an important first- and last-mile connection to transit; deploying vehicles and providing parking at or adjacent to transit stations can contribute to higher ridership.⁷ The Institute for Transportation and Development Policy recommends the following methods to better integrate shared micromobility with public transit:⁸

- **Physical Integration:** Shared micromobility vehicles should be available in close proximity or visible to transit. This can include designated parking areas at bus stops and transit centers, active transportation infrastructure that connects to transit, or mobility hubs where multiple modes of transportation are available. For example, Trinity Metro Bikeshare has a bike/scooter station at every rail station in Fort Worth. In Spokane, the operator Lime is coordinating with the Spokane Transit Authority to deploy e-scooters near transit stops.
- **Payment and Fare Integration:** Payment integration allows users to reserve, transfer between, and pay for multiple modes of transportation. This can be costly and time-consuming to implement but can be (at least partially) achieved using smart/RFID cards, mobile payment apps, or reduced fare transfers. While none of the peer agencies have integrated shared micromobility payments with transit payments yet, all expressed that it is a future goal.
- **Informational Integration:** Clear, accessible information is key for informed trip-making decisions. Wayfinding signage, trip-planning applications (optimized for mobile use), and multimodal maps in public transit stations can promote use of micromobility. RFTA is currently working on a transportation map that includes fixed-route transit routes, on-demand microtransit service areas, bikeshare stations, and bike routes.
- **Institutional Integration:** Cooperation across departments, agencies, organizations, and levels of government can increase opportunities to integrate micromobility with transit. Expanding micromobility service areas beyond city partners can improve access and align with regional transit routes. In the Washington D.C. region, the MPO, seven local and regional jurisdictions, and the local transit agency work together to support the regional bikeshare program. This collaboration includes joint applications for federal funding to expand bikeshare, data-sharing, coordination on bikeshare station siting near transit, and general check-ins and meetings to ensure that bikeshare is included in ongoing transportation projects.

7 Abouelela, M., Chaniotakis, E., & Antoniou, C. (2023). Understanding the landscape of shared-e-scooters in North America; Spatiotemporal analysis and policy insights. *Transportation research part A: policy and practice*, 169, 103602.

8 Institute for Transportation and Development Policy. (2021). *Maximizing Micromobility: Unlocking Opportunities to Integrate Micromobility and Public Transportation*.

CHAPTER

2

Existing Conditions Analysis

This chapter examines key factors influencing the successful deployment and use of shared micromobility in the Salem-Keizer region. It evaluates population density and geographic patterns to identify areas likely to support ridership, demographic characteristics that may shape travel behavior and mode choice, and active transportation infrastructure to assess network safety and connectivity. Major destinations are analyzed to understand potential trip demand, and opportunities to integrate with the Cherriots transit system are explored to strengthen first- and last-mile connections.

History Of Shared Micromobility

Non-profit Ride Salem previously operated a bikeshare program in the City of Salem from 2019-2022, with vendor Zagster supplying pedal bikes and providing online app services. When the pilot shared micromobility program ended in the summer of 2020, Ride Salem acquired the equipment from Zagster to continue to provide bikeshare services. The program did not receive ongoing financial support from the City of Salem, though the city waived right-of-way permit fees, and Ride Salem relied largely on donations and limited sponsorships. The program was limited in scale, with approximately 20 bikes across five stations, all located in Downtown Salem. This low station density and constrained geographic coverage resulted in a fragmented network that did not support spontaneous trips or reliable system access. Over time, persistent challenges (including theft and vandalism, ongoing maintenance demands, missing equipment, and limited non-profit staff capacity) undermined the program’s viability. Ride Salem ceased operations and dissolved in September 2022.⁹

Currently, four other jurisdictions in Oregon have ongoing shared micromobility programs. See Table 8 for a summary of locations, operators, and types of shared micromobility.

TABLE 8: OTHER SHARED MICROMOBILITY PROGRAMS AND VEHICLE FLEETS IN OREGON

City	Program	Operators	Vehicle Types		
			Pedal bikes	E-bikes	E-scooters
Bend	E-scooter program	Bird		x	x
Eugene	PeaceHealth Rides (bikeshare)	Cascadia Mobility	x		
Medford	E-scooter program	Bird			x
Portland	BIKETOWN (bikeshare), E-scooter program	Lime and Lyft		x	x

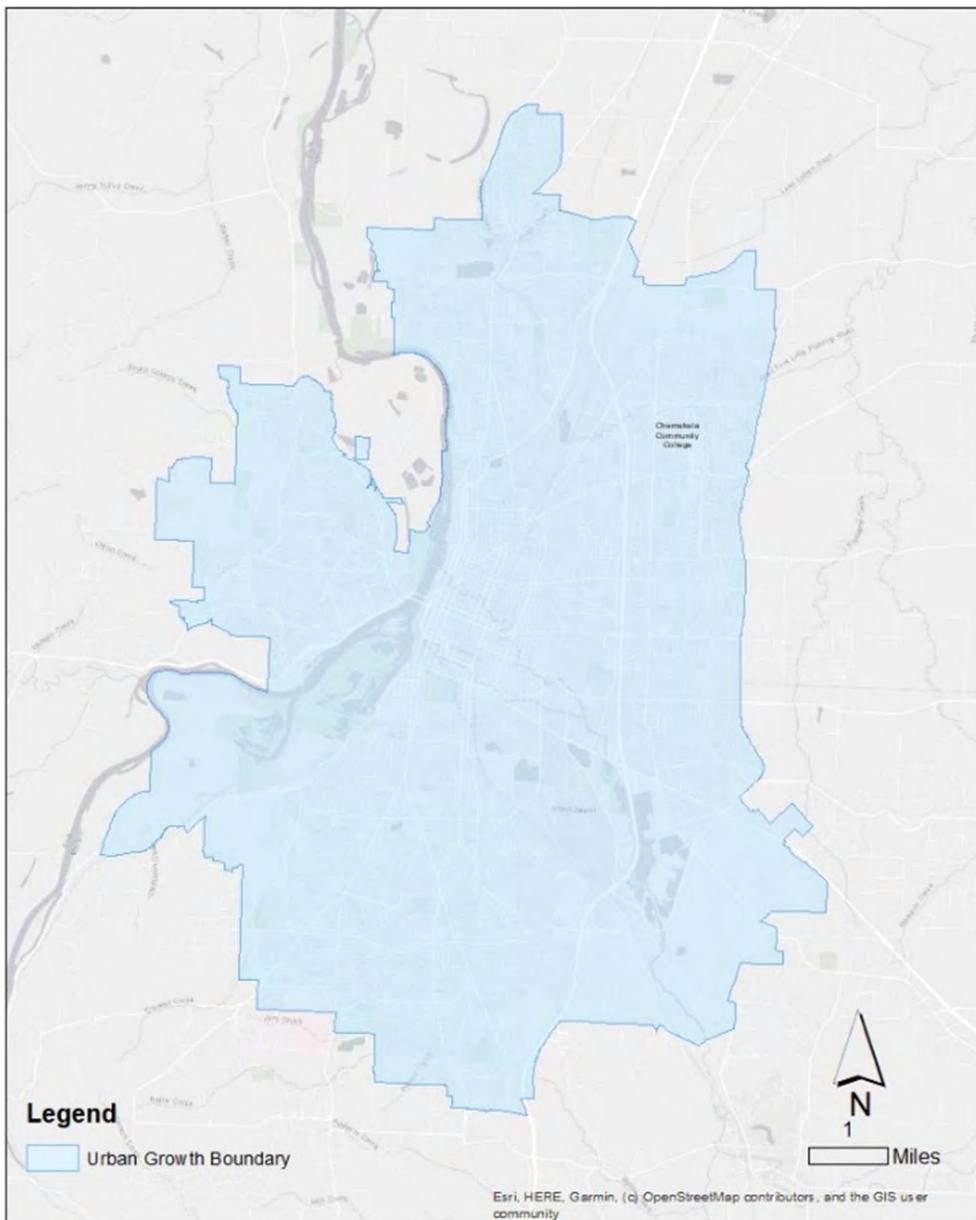
⁹ Alex Hasenstab, “Salem’s bike share program dead after vandalism and theft,” OPB, Sept. 8, 2022, <https://www.opb.org/article/2022/09/08/bike-share-ride-salem-nonprofit-bicycle/>

Population and Geography

Cherriots serves the Salem-Keizer Urban Growth Boundary (UGB), which includes the Cities of Salem, Keizer, and parts of unincorporated Marion County. The Salem-Keizer UGB is situated on the Willamette River, with most of the population east of the river. The UGB population was 268,331 as of the 2020 Census, with a population density of 3,692 people per square mile. According to the City of Salem’s Comprehensive Plan, the population in the Salem-Keizer UGB is expected to grow to 319,203 by 2035.¹⁰

FIGURE 5: SALEM URBAN GROWTH BOUNDARY

Source: Mid-Willamette Valley Council of Governments.



10 Salem Area Comprehensive Plan. <https://www.cityofsalem.net/home/showpublisheddocument/5142/637969534610430000>

Population Density

Higher population density indicates higher potential ridership for shared micromobility—the Salem-Keizer UGB’s population density of 3,692 people per square mile is within range of the other jurisdictions in Oregon operating shared micromobility (see Table 9).

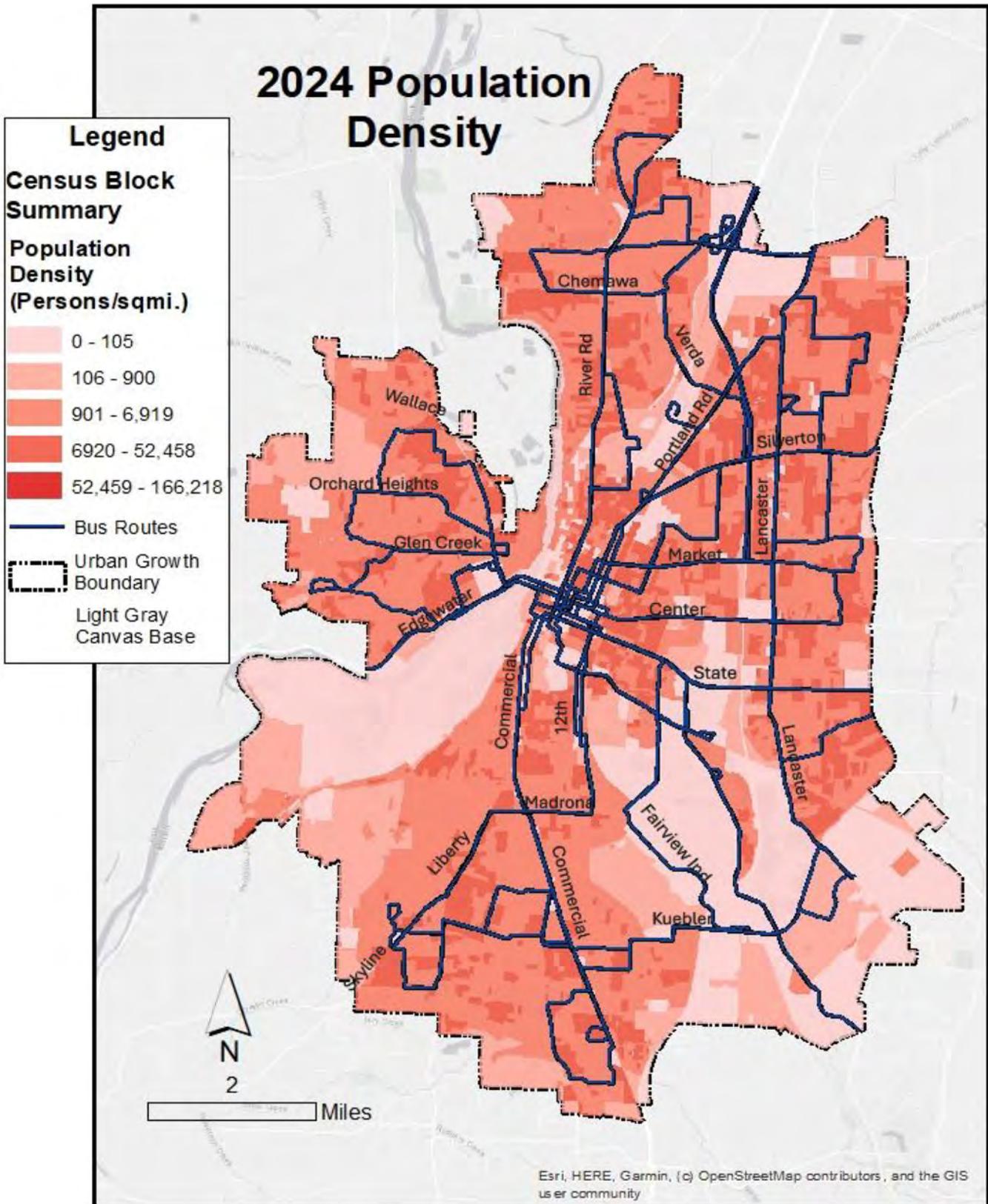
TABLE 9: 2020 POPULATION DENSITIES IN PEER CITIES WITH SHARED MICROMOBILITY.

Source: 2020 US Census.

Peer City Service Areas	Population Density (persons per square mile)
Salem-Keizer UGB	3,692
Aspen, Snowmass Village, Basalt, Willits, El Jebel, and Carbondale, CO	628
Bend, OR	2,950
Eugene, OR	3,998
Fort Worth, TX	2,898
Medford, OR	2,978
Portland, OR	4,888
Spokane, OR	3,330

The population of the UGB is concentrated in West Salem, south of downtown between Commercial Street and 12th Street, along Liberty Road S, and east of Downtown, especially in the Lancaster Drive corridor. (See Figure 6). There is also significant population density in the City of Keizer, north of Salem.

FIGURE 6: SALEM UGB POPULATION DENSITY.
 Source: Cherriots 2024 Needs Assessment Report; Census ACS 2018-2022.



Employment Density and Commute to Work Modes

Employment Density

Employment density is a key indicator of potential demand for shared micromobility— especially commuters traveling from home-to-work, to access public transit, or to run errands or make social trips through the day or after work.¹¹ Generally, there is a strong concentration of employment in downtown Salem, and along Lancaster Drive (see Figure 7). Slightly lower levels of employment density are also located in West Salem and in Keizer (specifically in the Greater Gubser neighborhood and the Greater Northeast Keizer neighborhood).

Commute to Work

In 2023, a quarter of all shared micromobility trips in North America were taken to commute to work or school, demonstrating that shared micromobility can serve practical, everyday travel needs in addition to fun and recreation.¹² According to the 2024 Cherriots Community Value Survey, the vast majority of residents still commute by driving alone (80 percent), with only a small fraction currently walking, biking, or using transit. This mode split highlights a significant untapped market for shared micromobility—especially for short- to medium-distance commutes that may not be well-served by fixed-route transit or are too far to walk comfortably.

A third of Community Value Survey respondents reported that their commute takes less than 15 minutes. While the survey did not link commute time to mode choice, these short trip durations suggest strong potential for active transportation options, including shared micromobility. Nationally, more than half of all trips are under six miles—well within the typical range for e-bikes and scooters—highlighting the opportunity to shift a meaningful share of these short commutes away from driving and toward more sustainable, flexible modes.¹³

Of people who ride Cherriots on weekdays, more than one in 10 riders (almost 12%) indicated they have a transfer when traveling. Transit trips that include transfers can dissuade people who are more familiar and comfortable with direct trips via car. Shared micromobility is an option that can replace vehicular trips and also provide an alternative for transit users who would otherwise need to transfer.

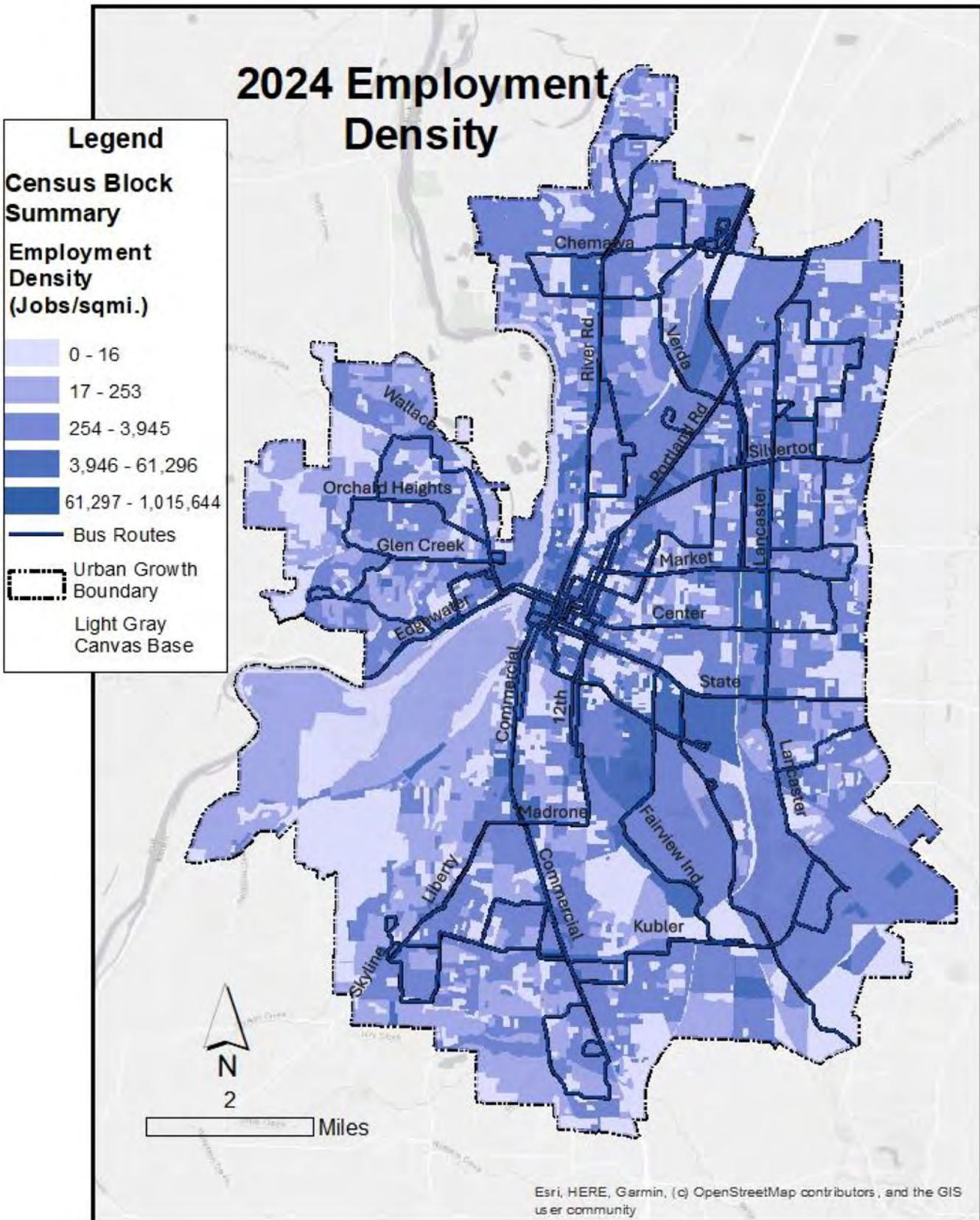
11 Guo Y, Yang L and Chen Y (2022) Bike Share Usage and the Built Environment: A Review. *Front. Public Health* 10:848169. doi: 10.3389/fpubh.2022.848169. Accessed March 16, 2025. <https://www.frontiersin.org/journals/public-health/articles/10.3389/fpubh.2022.848169/full>

12 North American Bikeshare and Scootershare Association. (2023). 4th Annual Shared Micromobility State of the Industry Report – 2023.

13 Source: Oak Ridge National Laboratory, 2022 National Household Travel Survey. Accessed March 16, 2025. <https://afdc.energy.gov/data/10318>

FIGURE 7: EMPLOYMENT DENSITY.

Source: Cherrits 2024 Needs Assessment Report; Census ACS 2018-2022.



Land Use and Key Regional Destinations

Successful shared micromobility operations thrive in areas with higher-density, mixed-use land uses that generate frequent, short trips—such as commercial corridors, downtowns, transit hubs, and neighborhoods with multi-family housing.¹⁴ These environments offer a steady flow of potential riders, support short travel distances, and provide a rich mix of destinations that make micromobility a convenient and attractive option.

The Salem-Keizer UGB is made up of a mixture of land uses. Areas with land use and destinations aligned with the features highly supportive of shared micromobility include:

Downtown Salem: Downtown Salem includes a mix of retail, restaurants, entertainment, as well as more than 30 miles of trails for walking, running, and biking.

- **Commercial centers east of Portland Rd NE (Salem):** This area includes the Lancaster Drive corridor, Willamette Town Center, shopping centers, and large grocery stores, as well as multi-family housing.
- **Commercial Street SE and Fairgrounds Road NE/Silverton Road NE (Salem):** These corridors have a significant number of commercial destinations, such as restaurants, grocery stores, and shopping centers, as well as multi-family housing.
- **River Road NE (Keizer):** This corridor functions as a mixed-use spine through Keizer, with commercial development and multi-family residences directly accessible from the corridor, and single-family housing nearby.
- **Cherriots has a core network of streets** which receive frequent transit service, offering opportunities for first-last mile connections using shared micromobility.

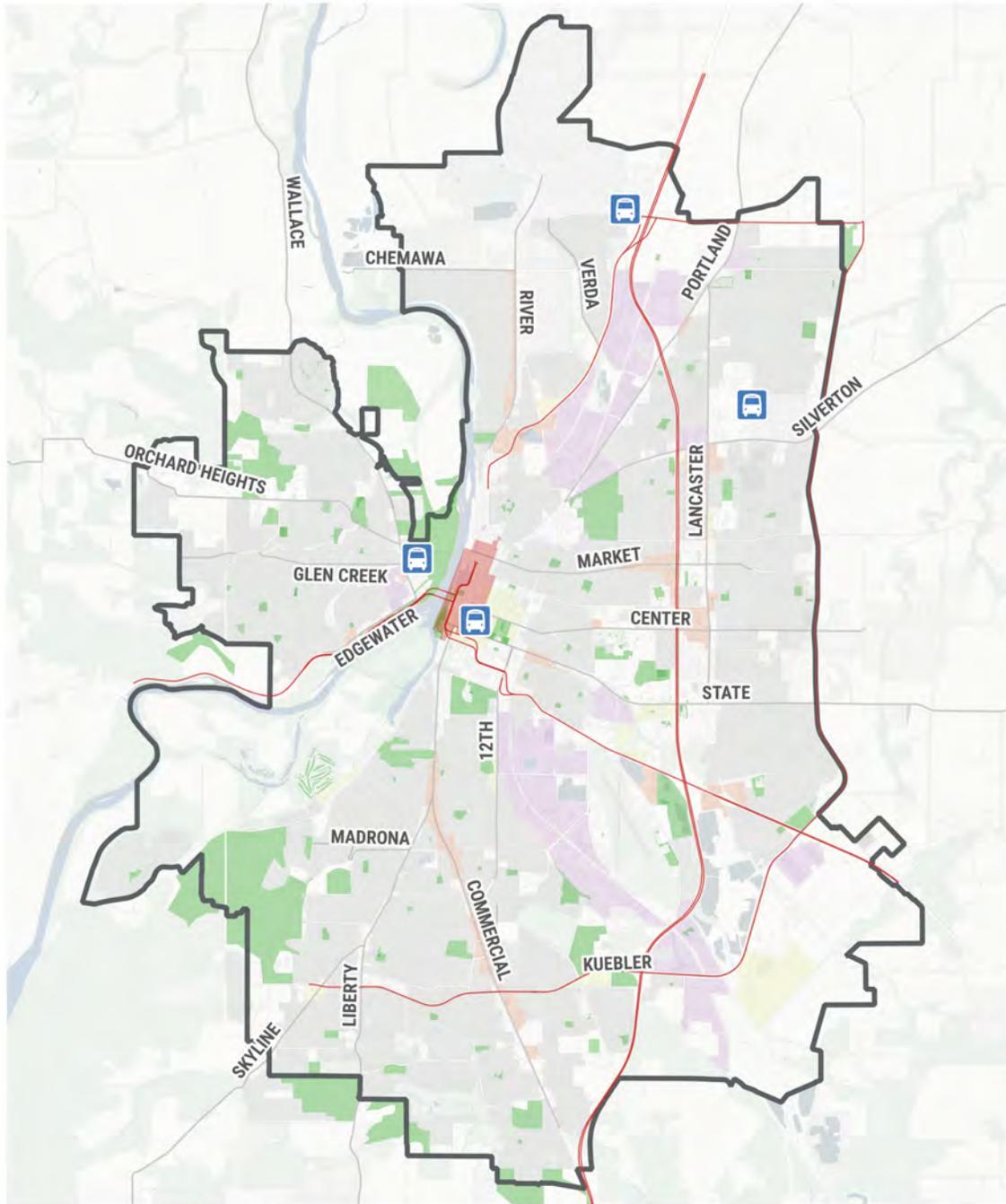
Key regional destinations that could serve as trip generators for shared micromobility are listed below and reflected in Figure 8:

- **Downtown Transit Center and Keizer Transit Center:** Transit centers serve as key nodes in the transportation network, often where multiple transportation modes converge. Shared micromobility can help extend the reach of transit by filling first- and last-mile gaps. The Downtown Transit Center serves over 20 Cherriots routes, while the Keizer Transit Center serves five Cherriots routes.
- **The State Capitol and state department buildings:** Salem serves as a hub for Oregon’s state government—there are up to 20,000 state employees who work out of state agencies located in Salem.
- **Willamette University, Chemeketa Community College, and Corban University:** College campuses are consistently strong trip generators for shared micromobility due to their dense populations and high travel demand.

¹⁴ Hossein Sabbaghian, M., Llopis-Castelló, D., & García, A. (2023). A safe infrastructure for micromobility: the current state of knowledge. Sustainability, 15(13), 10140.

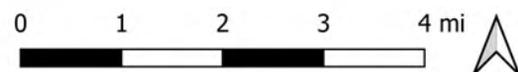
FIGURE 8: SALEM AND KEIZER LAND USE AND TRANSIT CENTERS.

Source: Cherriots and Open Street Map



Salem Area Land Use

- Urban Growth Boundary
- Parks and Open Space
- Downtown Salem
- Residential Area
- Retail Area
- Industrial Area
- Commercial Area
- Transit Centers and High-Use Bus Stops



Demographics

Shared micromobility access can improve mobility for historically underserved communities, including low-income and minority populations, by providing a flexible, and convenient transportation option for short trips, creating a first-last mile connection to transit and reducing reliance on personal vehicles or costly ride-hailing services.

Jurisdictions across North America require shared micromobility operators to provide a wide range of equity initiatives and programs to support access to the services, including discount programs (90% of all programs), alternative payment options that support individuals who are unbanked or without credit cards (72%), education and outreach programs (69%), geographic distribution policies to underserved areas (67%), equitable hiring processes (69%), and adaptive vehicles to support riders with mobility challenges (31%).¹⁵

Low-Income Households

Figure 9 illustrates the spatial distribution of low-income households (earning 200% or less of the Federal Poverty Level). The map highlights a high concentration of these households near Silverton Road NE, Lancaster Drive, and Portland Road, spanning the unincorporated community of Hayesville, the North Lancaster neighborhood, and extending south to approximately State Street. Other areas with significant low-income populations include South Salem (between Liberty Road and Commercial Street), West Salem, and the City of Keizer.

Minority Populations

Minority populations are concentrated east of Lancaster Drive, approximately in Hayesville, North Lancaster, and East Lancaster (see Figure 10). There are also less dense concentrations in West Salem and Keizer. The term “minority population” in the Cherriots 2024 Needs Assessment Report is not defined but is assumed to be non-white.

15 North American Bikeshare and Scootershare Association. (2023). *4th Annual Shared Micromobility State of the Industry Report – 2023*.

FIGURE 9: LOW-INCOME HOUSEHOLDS.

Source: Cherrits 2024 Needs Assessment Report; Census ACS 2018-2022

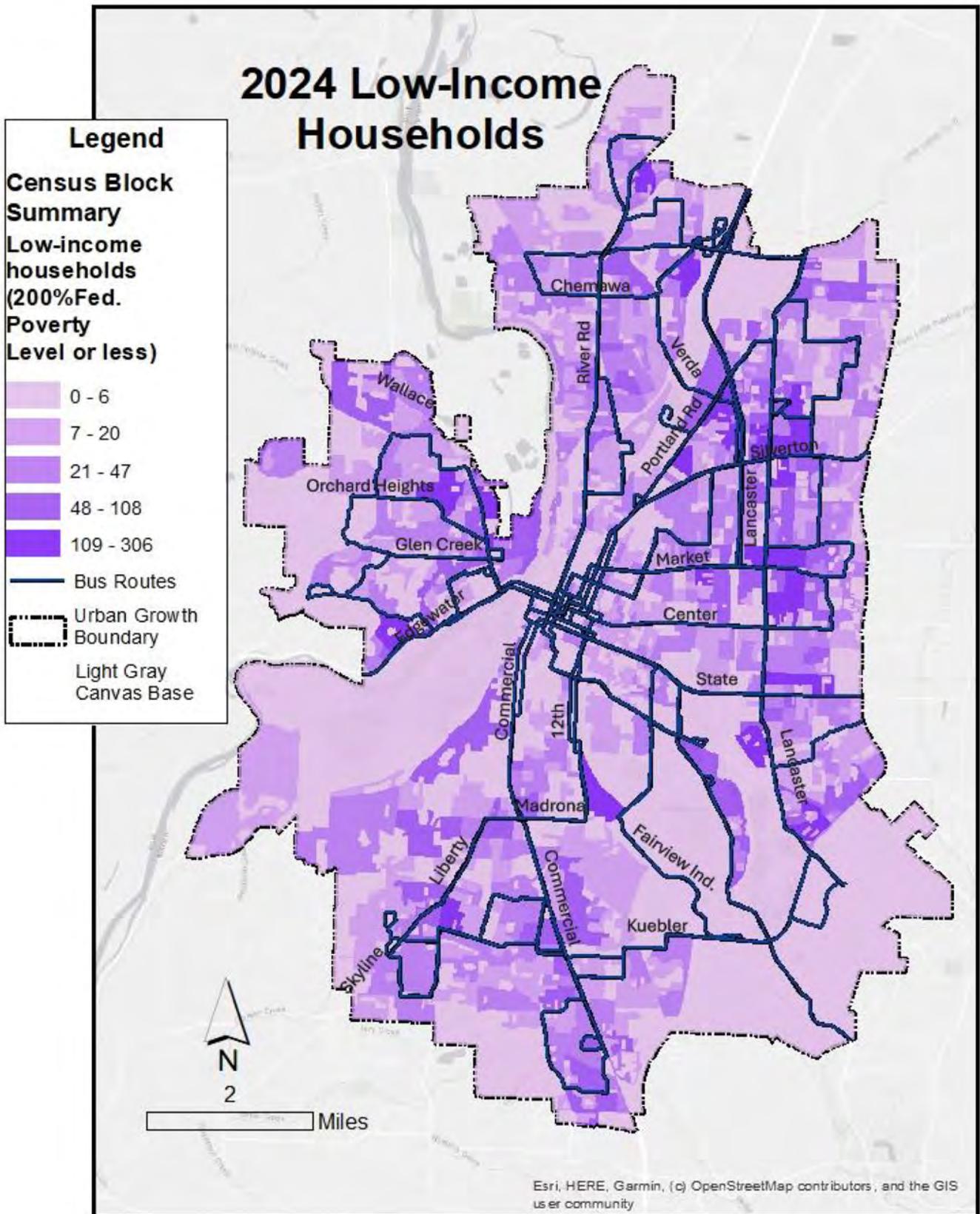
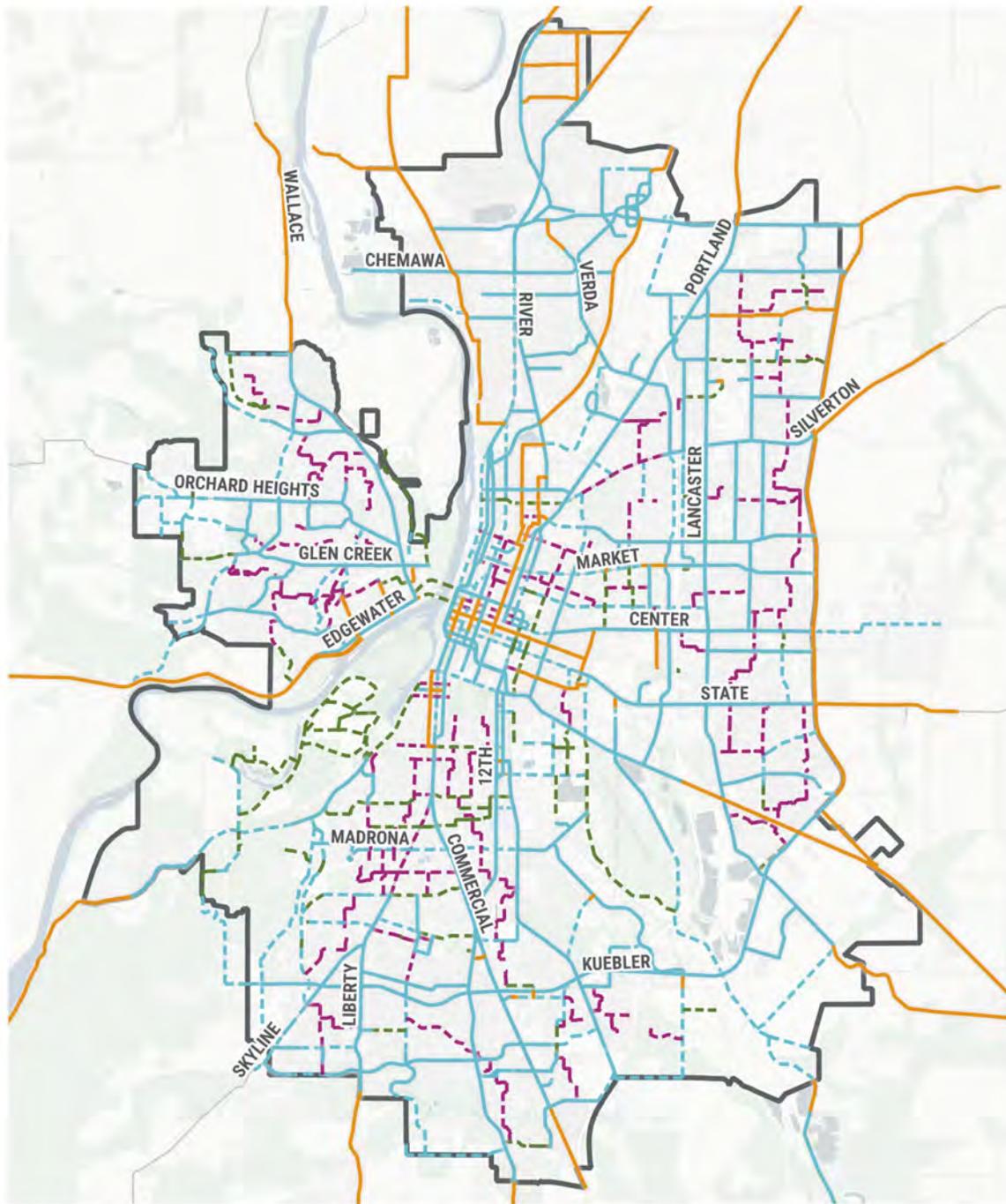


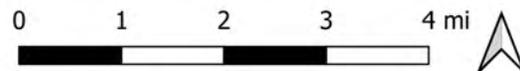
FIGURE 10: MINORITY POPULATIONS.

Source: Cherrits 2024 Needs Assessment Report; Census ACS 2018-2022



Salem Area Bike Lanes and Shared Use Paths

- Urban Growth Boundary
- Existing or Funded Bike Lanes
- Existing or Funded Bike Route
- Existing or Funded Shared Use Path
- Proposed Shared Use Path
- Proposed Bike Improvement
- Proposed Bike Lane
- Proposed Bike Route



Active Transportation Infrastructure

A high-quality network of active transportation infrastructure helps support riders of all ages and abilities. Without this foundational infrastructure, riders may face gaps in the network, unsafe conditions, or circuitous routes that discourage use.

Existing Infrastructure

Most active transportation infrastructure in the Salem-Keizer UGB consists of a striped bike lane, either adjacent to the curb or in between parallel parked cars and the travel lane (also called a “parking-protected bike lane”, as seen on Union St NE in downtown). Most existing bike facilities are on arterial or collector streets, which can provide direct and efficient routes to major destinations but are often high-stress environments for people riding bikes. See Figure 12 for a map of bikeways in the UGB.

North/south bikeway connectivity through downtown and throughout Salem is currently limited. Some north/south bikeways abruptly drop, such as Capitol Street NE, while others include shared lane markings without other traffic calming infrastructure or signage to support that street as a low-stress bikeway. The Willamette Valley Scenic Bikeway connects Keizer to Salem along a low-stress route that includes Cherry Avenue, Maple Avenue, and Winter Street. The City of Salem has developed some infrastructure to support major arterial street crossings of this north/south bikeway, including a bicycle signal at the intersection of Cherry Avenue & Salem Industrial Pkwy. While these connections exist, additional infrastructure considerations, such as pavement quality, should be considered as part of the user experience. In the City of Keizer, River Road N, a key north/south street has a curb-tight bike lane, but it is not continuous. Verda Lane NE/Hyacinth Street NE, as well as Cherry Avenue NE, are other north/south connections in Keizer. East/west bikeway connectivity is also limited: Bikeways along State Street and Center Street drop off as they approach Downtown Salem, and the City of Keizer has very few east/west connections.

There are limited bridge connections across the Willamette River to access West Salem on a bicycle: Marion St bridge, Center St NE, and the Union Street Railroad Bridge. Marion and Center St bridges have a narrow-shared use path, and the Union Street Railroad Bridge is a car-free bridge across the river. All three bridges are concentrated in one location, which limits connectivity.

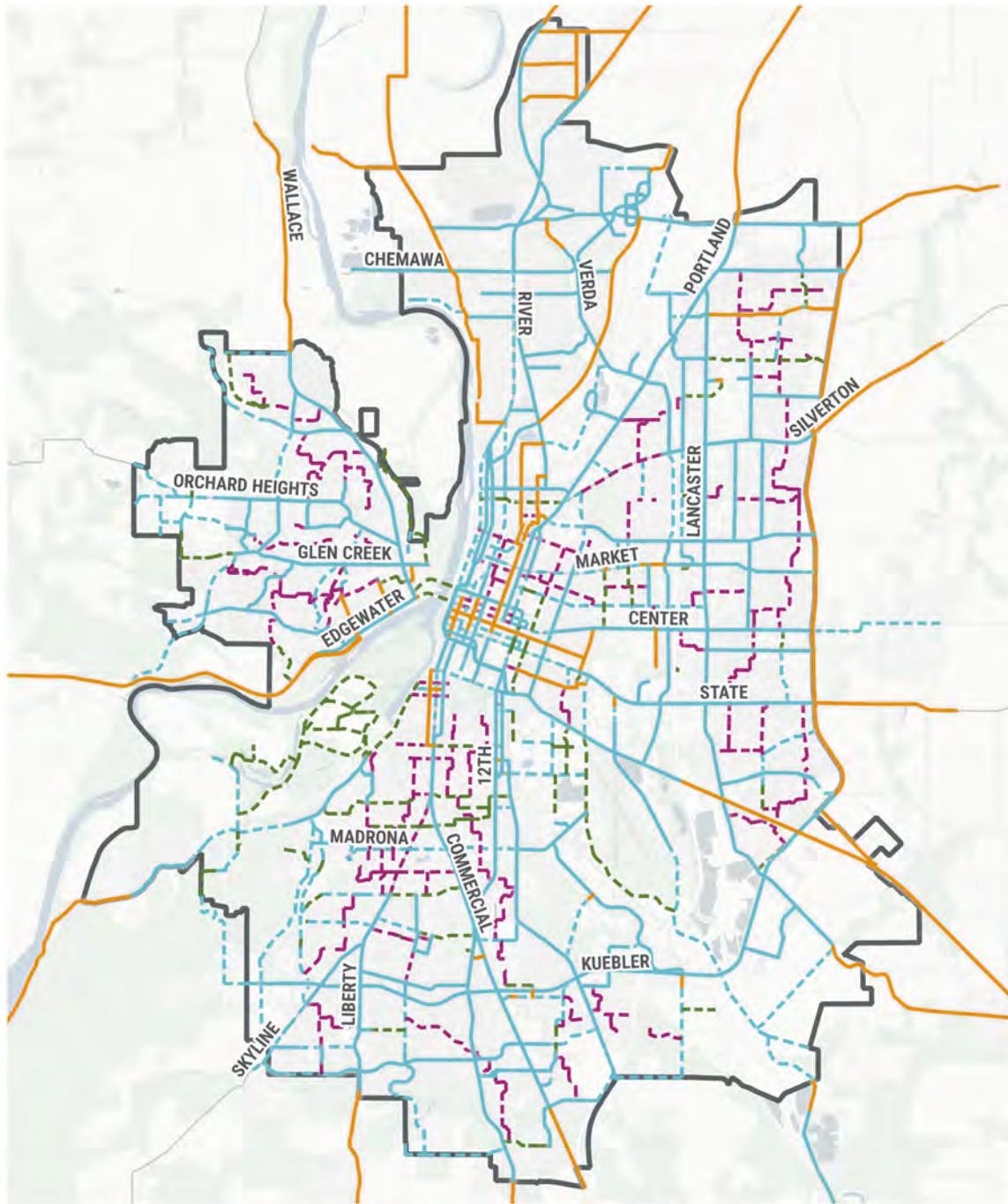
Most proposed active transportation facilities in the Salem-Keizer UGB are located east of Interstate 5, such as the North Lancaster and East Lancaster neighborhoods, and south of Mission Street SE (South Central Salem neighborhood, Morningside neighborhood, and Sunnyslope neighborhood). Proposed facilities include bike routes, enhanced bikeways, bike lanes, family-friendly bike lanes, and shared use paths.

Topography

Steep and varied topography can be a barrier for active transportation use, but electric-powered shared micromobility devices can help minimize topographic challenges. Most of the topography of the Salem-Keizer UGB is flat, making it supportive of people using non-electric modes of active transportation. However, there are significant topographic changes and steep hills in West Salem (west and north of Piedmont Ave NW) and in southern West Salem. (See Figure 13 for a topographic map).

FIGURE 12. MAP OF EXISTING BIKE FACILITIES AND SHARED USE PATHS.

Source: Cherriots.



Salem Area Bike Lanes and Shared Use Paths

- Urban Growth Boundary
- Existing or Funded Bike Lanes
- Existing or Funded Bike Route
- Existing or Funded Shared Use Path
- Proposed Shared Use Path
- Proposed Bike Improvement
- Proposed Bike Lane
- Proposed Bike Route

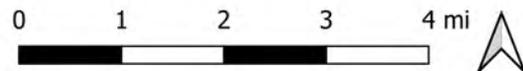
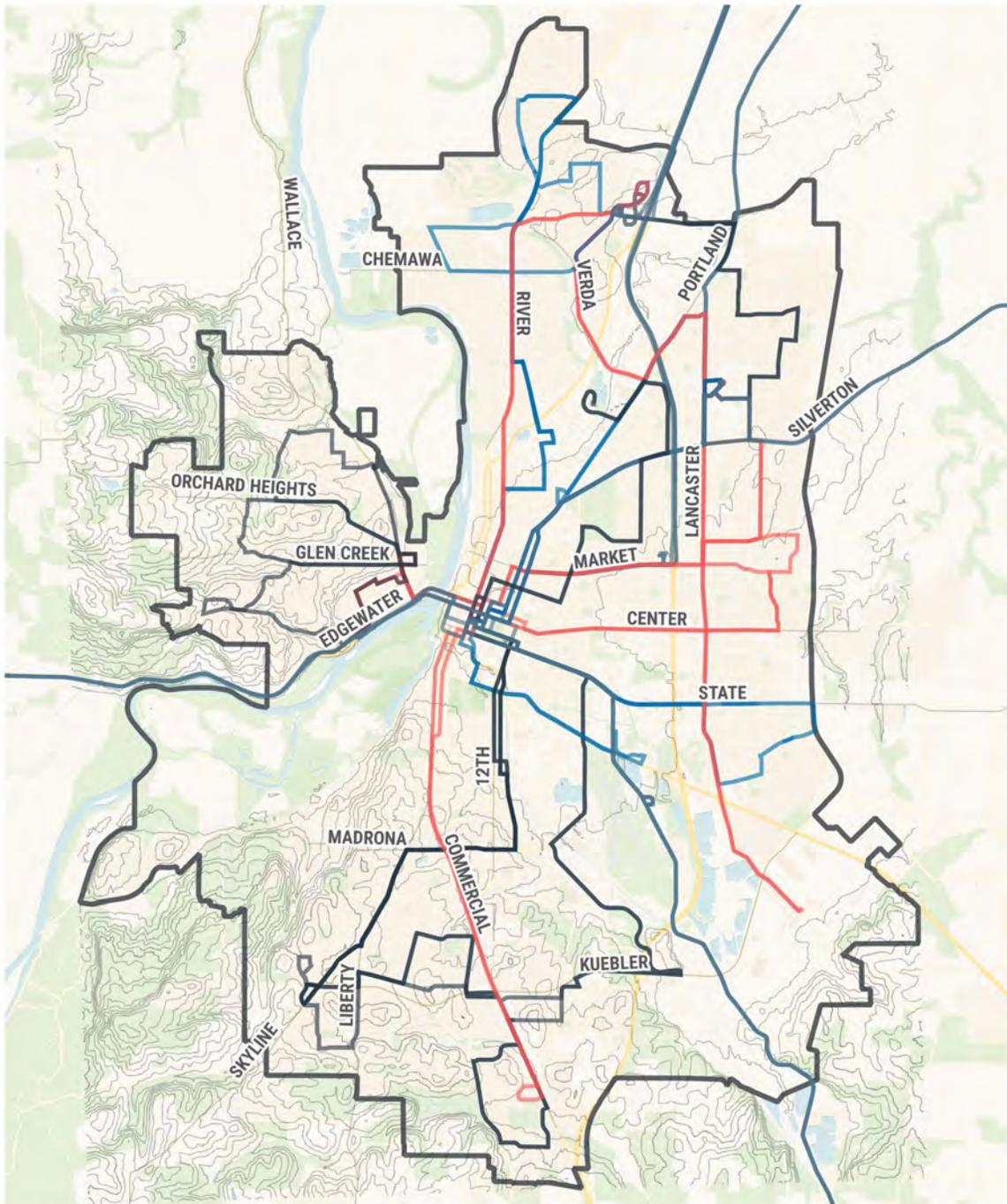


FIGURE 13: TOPOGRAPHY AND TRANSIT SERVICE IN SALEM UGB.

Source: Cherriots.



Salem Topography Map

Urban Growth Boundary

Cherriots Bus Lines

Contour Lines (50 ft interval)



Transit

Shared micromobility can be an important first- and last-mile connection to transit, and deploying shared micromobility devices adjacent to transit stations can contribute to higher ridership.¹⁶ Ideal locations for shared micromobility include transit centers, major bus stops in commercial corridors, and transit stops near colleges, large employers, or mixed-use residential developments.

Figure 14 maps the local route system, and Table 10 summarizes local Cherriots routes within the Salem-Keizer UGB, including their frequency, ridership, and share of total system boardings and alightings (based on 2024 data). Route 11 (Lancaster/Verda) had the highest ridership in 2024, accounting for around 15 percent of system boardings. This north-south route serves key destinations including the Keizer Transit Center, Chemeketa Community College, and Cordon Road, traveling through dense residential and commercial areas. Route 21 (South Commercial) follows as the second highest, with 12 percent of system boardings. It connects the Downtown Transit Center to residential and commercial areas along Commercial Street S.

The top five transit stations for boardings and alightings in 2024 were the Downtown Transit Center, Chemeketa College, Keizer Transit Center, West Salem Transit Center, and Lancaster @ Sunnyview (serving Route 11). Other high-ridership stops are located along the Lancaster Drive corridor.

¹⁶ Mohamed Abouelela, Emmanouil Chaniotakis, Constantinos Antoniou, Understanding the landscape of shared-e-scooters in North America; Spatiotemporal analysis and policy insights, Transportation Research Part A: Policy and Practice, Volume 169, 2023,103602, ISSN 0965-8564, <https://doi.org/10.1016/j.tra.2023.103602>.

FIGURE 14. MAP OF LOCAL CHERRIOTS SERVICE.

Source: Cherrriots

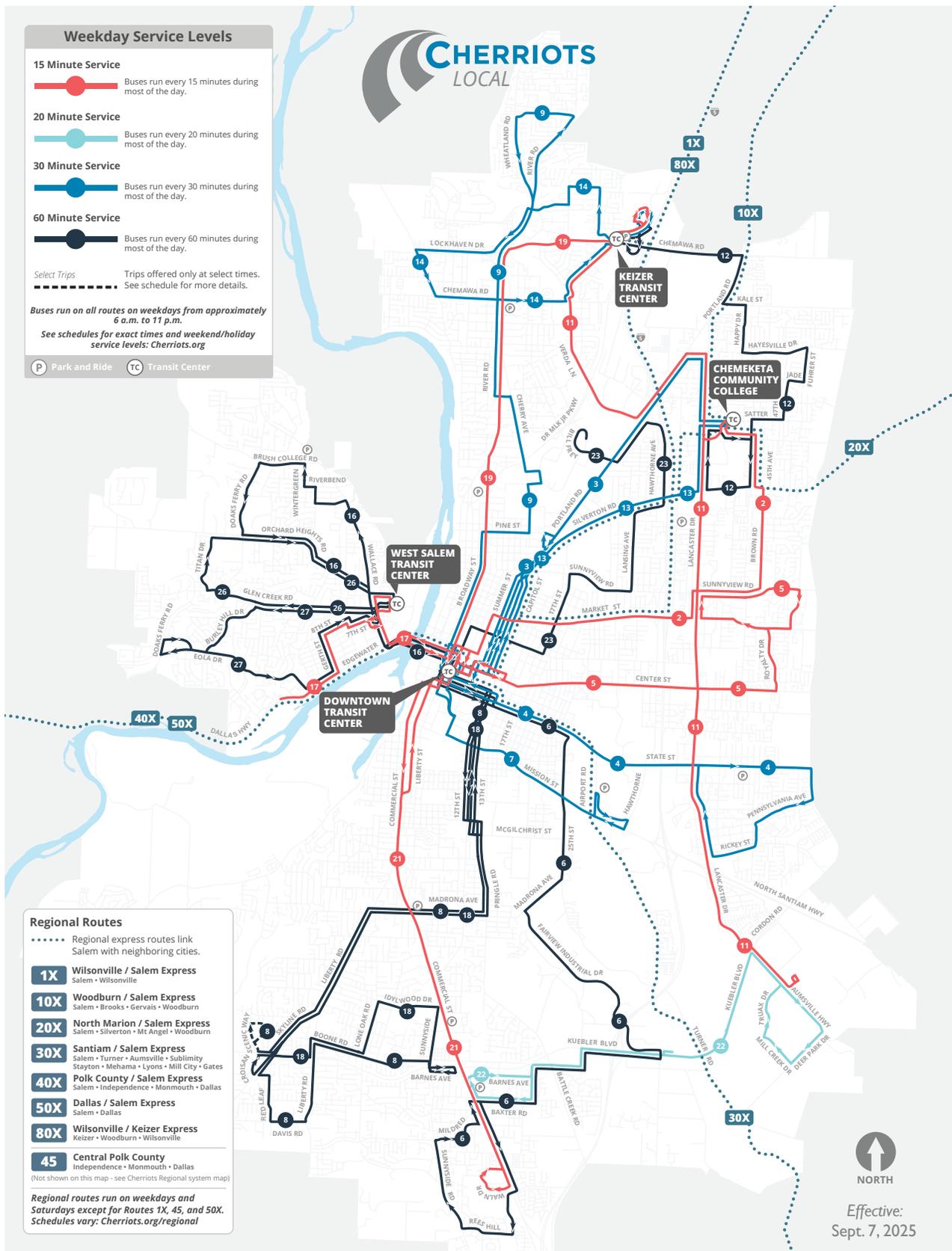


TABLE 10: 2024 ANNUAL CHERRIOTS RIDERSHIP BY ROUTE AND FREQUENCY

Frequency	Route		# Boardings	% of Total	# Alightings	% of Total
15 min	11	Lancaster/Verda	345,023	15.6%	316,625	14.7%
15 min	21	South Commercial	272,714	12.3%	262,669	12.2%
15 min	19	Broadway/River Rd	240,143	10.8%	236,454	11.0%
15 min	5	Center St	183,465	8.3%	188,479	8.8%
15 min	2	Market/Brown	169,125	7.6%	171,114	8.0%
30 min	4	State St	144,080	6.5%	132,347	6.2%
15 min	17	Edgewater St	122,076	5.5%	121,437	5.6%
30 min	3	Portland Rd	113,093	5.1%	98,896	4.6%
30 min	13	Silverton Rd	104,849	4.7%	113,531	5.3%
60 min	8	12 th /Liberty	99,380	4.5%	96,740	4.5%
30 min	9	Cherry/River Rd	99,311	4.5%	95,074	4.4%
60 min	18	12 th /Liberty	75,360	3.4%	79,156	3.7%
30 min	7	Mission St	66,487	3.0%	67,512	3.1%
60 min	6	Fairview Industrial	46,260	2.1%	52,176	2.4%
60 min	16	Wallace Rd	44,231	2.0%	35,154	1.6%
60 min	23	Lansing/Hawthorne	36,877	1.7%	34,802	1.6%
30 min	14	Windsor Island Rd	25,416	1.1%	21,116	1.0%
60 min	12	Hayesville Dr	14,110	0.6%	12,572	0.6%
60 min	27	Glen Creek/Eola	8,673	0.4%	8,355	0.4%
60 min	26	Glen Creek/Orchard Heights	8,052	0.4%	7,769	0.4%
Totals			2,218,725	100%	2,151,978	100%

Existing Electric Vehicle Charging Infrastructure

Electric charging is a significant element of shared micromobility. With the rise of electric vehicles (EVs), there is an opportunity to tie shared micromobility charging into EV charging systems.

Charging electric shared micromobility devices (e-scooters and e-bikes) currently operates differently from EV charging – most shared e-scooters and e-bikes are charged through battery-swaps or out-of-field charging. These methods are resource-intensive and cost-intensive for the operators of shared micromobility. Charging stations for shared micromobility are a relatively recent development, but there is an opportunity to leverage installation of EV charging and co-locate and install shared micromobility charging at the same time. For example, the City of Vancouver’s Public Realm Electrification Program plans for electrified bikeshare stations alongside EV-charging, food truck connections and other uses.

The Oregon Department of Transportation (ODOT) [EV Infrastructure Planning Map](#) visualizes Census tracts that are ranked by priority for Level 2 chargers and also maps the location of existing public and private chargers as of November 2022. A significant portion of the Salem-Keizer UGB was designated as “High Priority (80%)” or “Medium Priority (70%)”. Currently, public Level 2 chargers and Fast Chargers are scattered across the UGB, with most chargers concentrated in downtown and along Highway 99E/22. Future installation of EV charging should consider the feasibility of shared micromobility charging capabilities.

Salem and Keizer are part of the Climate-Friendly and Equitable Communities, a state program that supports carbon reduction, increased transportation and housing choices, and equitable land use decisions in regions with populations over 50,000 people. One of the rules of this program (per OAR 660-012-0410) includes requiring new housing and mixed-use development with at least five units to include electrical conduit to 40% of parking spaces.¹⁷

17 Climate-Friendly and Equitable Communities. <https://www.oregon.gov/lcd/CL/Pages/CFEC.aspx>

Barriers and Opportunities

Based on the policy review and best practice and local context analyses, the following list of initial barriers and opportunities to launch a shared micromobility program in the Salem-Keizer UGB area were identified.

Barriers	Opportunities
<p>Equitable access: Cherris riders are five times more likely to live in households earning less than \$10,000 per year - many of the residents who may benefit most from increased access from shared micromobility may be priced out unless equitable pricing strategies are utilized.</p> <p>Willamette River: With only a handful of bridges (the Marion and Center St bridges, and the Union Street Railroad Bridge) crossing the Willamette River, access between West Salem and Salem is limited. The Marion and Center St bridges have a narrow, separated walking and bicycling facility. These bridges are concentrated in one location, which limits connectivity across the river.</p> <p>Interstate 5: The freeway acts as a major barrier in the local street network, forcing detours that make short trips significantly longer. Limited crossings—often concentrated on high-traffic overpasses and underpasses—expose people riding bikes or scooters to heavy vehicular volumes, creating an uncomfortable and potentially unsafe riding experience.</p> <p>Mode shift: Since driving is the dominant form of transportation in the Salem-Keizer UGB, encouraging residents to shift from single-occupancy vehicles to bikeshare and e-scooter share will require targeted strategies and significant behavior change.</p> <p>Multi-jurisdictional coordination: The Salem-Keizer UGB spans multiple jurisdictions including the City of Salem, City of Keizer, and Marion County, which can complicate planning, permitting, and operations for shared micromobility. Navigating differing regulations, priorities, and permitting processes across cities, counties, and transit agencies can delay or complicate implementation.</p>	<p>Baseline public familiarity and openness: Recent survey results indicate that a meaningful share of Salem and Keizer residents are already familiar with shared micromobility, with over one-third having used bikeshare or scootershare previously and roughly two-thirds expressing a somewhat or very positive view of a future program. This existing awareness and openness can help reduce the initial learning curve, support early adoption, and create a more receptive environment for launching a new shared micromobility system.</p> <p>Alignment with Agency Goals: Shared micromobility supports Cherris' Long-Range Transit Plan, which includes a strategy to evolve into a Mobility Integrator—offering a broader range of travel options beyond fixed-route bus service. Micromobility also can provide additional mobility for a fraction of the cost of a new bus or rail service.</p> <p>Expanding Active Transportation Network: While gaps remain, the region is planning a significant buildout of bike lanes and related infrastructure, creating a more supportive environment for shared micromobility over time.</p> <p>Enhanced First-/Last-Mile Connections: A large portion of Cherris riders lack a driver's license (70%) and have limited access to a vehicle during the week (50%) and on weekends (56%). Shared micromobility can help bridge the gap between homes and transit stops, especially for those with fewer transportation options.</p> <p>Supportive Topography: The region's generally flat terrain is ideal for all types of micromobility, including traditional bikes and scooters. In steeper areas like West Salem, electric micromobility options can help users navigate inclines more comfortably.</p> <p>Short commute trips: Thirty-three percent of commute trips are less than 15 minutes. This creates an opportunity to use shared micromobility instead of driving.</p> <p>Paid on-street parking in downtown Salem could shift transportation choices away from driving and more towards cost-effective options, such as shared micromobility and transit.</p> <p>The Center Street Bridge Seismic Upgrade (anticipated Spring 2026 - 2029) will impact transportation behavior. Shared micromobility could help with congestion mitigation during this large construction project.</p>

CHAPTER

3

Community Engagement

This chapter provides an overview of the engagement strategies and community feedback on a potential regional shared micromobility program



Engagement Strategies

Community engagement for this project blended in-person and digital strategies to reach a broad cross-section of community members in the UGB:

- **Pop-up events** created opportunities for informal, face-to-face conversations and allowed community members to share their experiences and ideas in real time. The project team “popped up” at Salem Library, El Rancho Market, and the Salem Farmers Market.
- A complementary **online survey** provided a flexible way for participants to offer more detailed input at their convenience. 339 people responded to the survey. For additional survey analysis, see Appendix B.
- Targeted **social media outreach** helped extend the study’s reach to audiences who might not attend in-person events
- **Virtual focus groups** provided an additional mechanism for stakeholder feedback and more in-depth conversations.

Your voice matters in shaping transportation for the Salem-Keizer community. Help us build a system that works for you. Together, we can make our communities stronger — one ride at a time.



Take our quick survey!

We want to hear from you — what's working, what's not, and what's missing.

What does your community need for micromobility?







Key Engagement Takeaways

Most community members feel positively about a future shared micromobility program.

80% of survey respondents felt neutral to very positive about a potential shared micromobility program, and only 19% felt negatively. Focus group participants were also supportive, with some highlighting potential challenges for individuals who lack smartphone access or who are unbanked to use bikeshare and scootershare. Some community members stated that infrastructure issues and safety concerns should be addressed in combination with the shared micromobility program, while others believed funds should be dedicated to improving transit services or bike infrastructure before implementing a shared micromobility program.

Shared micromobility can fill key mobility gaps, especially for short trips and for residents without their own bike or scooter.

Nearly half of survey respondents (44%) lack access to a personal scooter or bicycle, underscoring the value of a shared fleet. 40% of survey respondents take public transit at least weekly, highlighting the potential for bikeshare or scootershare to provide first-last-mile connectivity to transit. Focus group participants also highlighted that shared micromobility has the potential to provide their clients/communities with independence and access to daily living needs (e.g. going to the grocery store).

Docked bikeshare is the preferred system type and electric bikes are the preferred vehicle type.

When asked what type of shared micromobility system they are most likely to use, the top two survey responses were e-bikeshare (55%) and docked bikeshare (50%), while dockless scootershare was the least popular. Several concerns regarding dockless scooter stations included reckless driving and sidewalk clutter from improper parking that become hazards for pedestrians, especially for community members that are disabled.

Concerns persist about theft, vandalism, and destruction of shared micromobility fleets.

Community members at pop-ups state that previous shared micromobility attempts in the region have faced vandalism. Several survey respondents raised concerns regarding theft, vandalism, and destruction of shared bikes and scooters, and 22% stated that concerns about theft prevent them from riding a personal bike or scooter.

Some survey respondents note similar shared micromobility programs in nearby cities that were not successful due to issues of theft and destruction of bikes and scooters.

Improved active transportation infrastructure, availability of bikes and/or scooters, and low-cost pricing would encourage use of shared micromobility.

The majority of survey respondents (59%) believe that safer bike facilities like protected bike lanes would encourage them to use shared micromobility. Some respondents reported feeling unsafe using the current bike lanes located along main roads due to heavy vehicular volumes.

Easy availability of bikes or scooters nearby was a critical component of future program success, as 51% of survey respondents stated it would encourage them to use bikeshare or scootershare.

Low-cost pricing would also encourage community members to use shared micromobility: 33% of survey respondents were concerned that rides would be too expensive. Discount programs could be beneficial and advance equitable use of shared micromobility.

The biggest barrier preventing respondents from using bikeshare and/or scootershare is having too many things to carry or to transport (41%). One survey respondent shared that “it would be helpful if some bikes had a luggage attachment for running errands.”

CHAPTER

4

Program Recommendations

This chapter provides an overview of the recommended program model, service area, operating framework, and regulatory updates for a potential bikeshare program in the Salem-Keizer region.

The project team developed three potential scenarios for a future shared micromobility system in the Salem-Keizer region (see Appendix C for the full operational and financial analysis):

- **Low-resource scenario:** A privately owned and operated system with zero subsidies provided by Cherriots.
- **Medium-resource scenario:** A privately owned and operated system with an operational subsidy provided by Cherriots.
- **High-resource scenario:** A Cherriots-owned system with a third-party private operator.

The project team selected the medium-resource scenario for implementation of a shared micromobility system within the Urban Growth Boundary (UGB) because it leverages public investment to maintain some level of control over program decisions (including branding, user pricing, and service levels), attract a responsible operator, and allow for timely deployment.

This approach was chosen after careful consideration of available resources and the program's goals to provide a scalable, affordable, and equitable shared micromobility program without significant delay. Based on public and stakeholder feedback, it was recommended that the initial program be a bikeshare system with an all e-bike fleet or some combination of traditional and e-bike technology.

Funding for the program would come from some combination of user revenues; sponsorship of stations, bikes, and digital assets; funding or support brought by a private operator; and an operating subsidy provided by Cherriots. Revenues would be managed by Cherriots with the possibility of a revenue-sharing agreement with the private operator.

By playing a key role in funding the program and providing an operating subsidy, Cherriots retains more control over program decisions including user pricing, transit integration, and equitable access standards. Operators could choose not to use the subsidy, but will be required to meet defined service levels, deploy an affordable user pricing schedule, and provide an equitable access plan for Cherriots' review. This structure ensures that Cherriots retains a strong position to guide the program strategically, support its long-term sustainability, and advance regional goals for transportation access, equity, and climate resilience.

The medium resource scenario also allows for accelerated implementation. The operator will own, provide, and maintain all equipment, which avoids the need for Cherriots to own the equipment or to pursue and administer grant funding for capital procurement, which would extend the timeline for implementation.

Roles and Responsibilities

The program will be delivered through a public-private partnership:

- **Cherriots** will serve as the program administrator and manage contracts and agreements with the third-party operator and partner jurisdictions, ensuring compliance with service levels and equity benchmarks. Cherriots will oversee the program's financial performance and may provide an operating subsidy to offset program costs. Cherriots will also coordinate a technical advisory committee (TAC) and provide oversight for the program.
- **Partner Jurisdictions (City of Salem, City of Keizer, and Marion County)** will form part of the TAC and provide input on program recommendations. They will work with Cherriots and the operator to streamline station siting, permitting, and incorporate bikeshare into their travel demand management and development review processes. Partner jurisdictions can also support the program by updating their regulations and policies to recognize shared micromobility, supporting the continued build-out of comfortable, convenient, and connected bike infrastructure and bike parking, and promoting the program through their existing programs, online, and social media platforms.
- **A Third-Party Operator** will own, install, and maintain all equipment and operate the program in alignment with contractual obligations. Options may exist for the operator to take on more responsibility for fundraising with the opportunity for revenue-sharing.
- **Sponsor(s) and Advertiser(s)** can provide additional financial support for the program. An additional subsidy and/or revenue sharing agreement could be made available for the operator to pursue sponsorship or advertiser funding. The use of advertising is subject to the local regulations of the partner jurisdictions.

A more detailed breakdown of the roles and responsibilities for implementing the shared micromobility program are provided in Table 11.

TABLE 11: ROLES AND RESPONSIBILITIES FOR THE PROPOSED SALEM SHARED MICROMOBILITY PROGRAM

Role	Description	Responsibility
Owner	Maintains ultimate responsibility for the program. Responsible for ensuring that all roles are filled.	Cherriots
Manager	Leads day-to-day and long-term management. This may include contracting, collecting and dispersing funds or services, and administrative responsibilities.	Cherriots
Planner	Provides critical support in making program decisions, such as expansion, technology changes, service level changes, and station siting.	Cherriots with support of a Technical Advisory Committee (program decisions) Partner Jurisdictions (station siting / permitting)
Funder	Provides funding (monetary contributions) or in-kind support (e.g., staff time for policy and code changes, permitting, outreach, etc.).	Cherriots, sponsors, and advertisers Partner Jurisdiction contributions to bike parking and in-kind support
Operator	Responsible for on-the-ground service delivery, including service deployment, fleet and equipment maintenance, fleet rebalancing, etc.	Operator
Technology Provider	Provides software or other technology needed to operate the service.	Operator
Vehicle Provider	Provides the shared bike and e-bike fleet.	Operator
Promoter	Raises awareness of the existing service or program to potential customers; could include marketing and community outreach to the public or specific populations.	Operator with support from Cherriots and Partner Jurisdictions
Data Analyst	Analyzes customer, ridership, trip, and other data to report key performance metrics to funders, stakeholders, or community members, or uses data as part of academic research. The analyst does not make decisions about the future of a program or service.	Cherriots (including data provided by the Operator)

Service Area Analysis

A spatial analysis was conducted to identify areas with the greatest opportunity for shared micromobility within the Urban Growth Boundary (UGB). The analysis considered five key factors:

- Population density.
- Major destinations such as employment centers, schools, and retail areas.
- Transit access, measured by proximity to Cherriots bus stops.
- Existing or planned bike infrastructure.
- Designated Opportunity Zones (as defined by the 2017 Tax Cuts and Jobs Act).

A ¼-mile-wide hexagonal grid was applied across the entire UGB to standardize spatial comparison. Each hexagon received a score based on its proximity to the above factors, calculated within a defined search radius. Scores were normalized to percentile rankings within the UGB, and an overall composite score was derived by averaging the five category scores, with each weighted equally. A map of the resultant composite score is shown in Figure 15.

There are several concentrations of high-scoring zones that are strong opportunities for shared micromobility. These include:

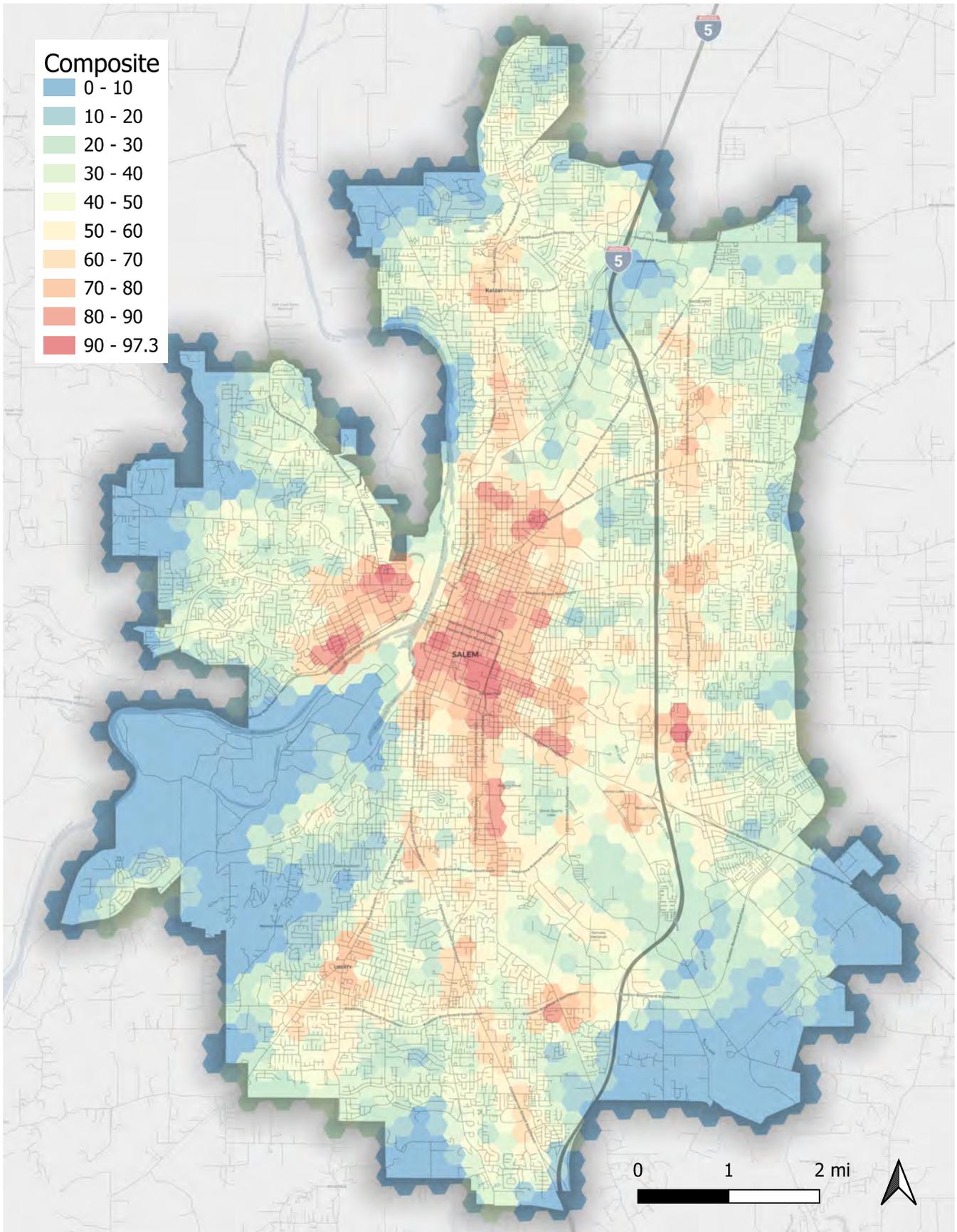
Areas scoring above the 90th percentile (12 total hex zones) that are concentrated primarily in:

- Downtown Salem (5 zones): centered around Willamette University and the State Capitol area.
- West Salem (2 zones): including the neighborhoods along the Edgewater Street NW commercial district and around the Glen Creek Road NW & Wallace Road NW intersection.
- North Salem (1 zone): around the Oregon State Fairgrounds and Expo Center, and near the intersection of Fairgrounds Road and Highland Avenue.
- Four Corners (1 zone): around the intersection of State Street and Lancaster Drive.

Areas scoring above the 70th percentile include several areas with promising characteristics:

- 12th Street SE / Pringle Road SE corridor.
- Keizer near the intersection of Chemawa Rd and River Road NE; the Cherry Avenue corridor.
- Chemeketa Community College.

FIGURE 15: HEAT MAP OF COMPOSITE SCORE FOR PILOT SERVICE AREA WITHIN THE UGB.



Proposed Service Area

Analysis of the opportunity areas shows several options for building out the shared micromobility program. The following framework should be considered to ensure early success and steady long-term expansion:

- Create a **pilot program** to develop the proof of concept and establish ridership and familiarity with the program.
- Prioritize contiguous expansion to increase network effects and **support investments in high-quality bike facilities**.
- **Support transit service changes** through first- and last-mile connectivity along core network high-frequency transit corridors and filling gaps in the transit network.
- Consider future **satellite service areas** where there are both local travel demands and very high-frequency transit or future BRT connecting to other parts of the shared micromobility network.

Initial Pilot Program

The initial pilot program should establish proof of concept, familiarize the community with the program, and generate strong early ridership – see Chapter 6 for examples of key performance indicators to track success. It should utilize the existing bike network and complement transit service changes filling gaps and creating first- and last-mile connections to high-frequency routes. Where possible, it should also support access for low-income and historically disadvantaged populations either through its service area or programming.

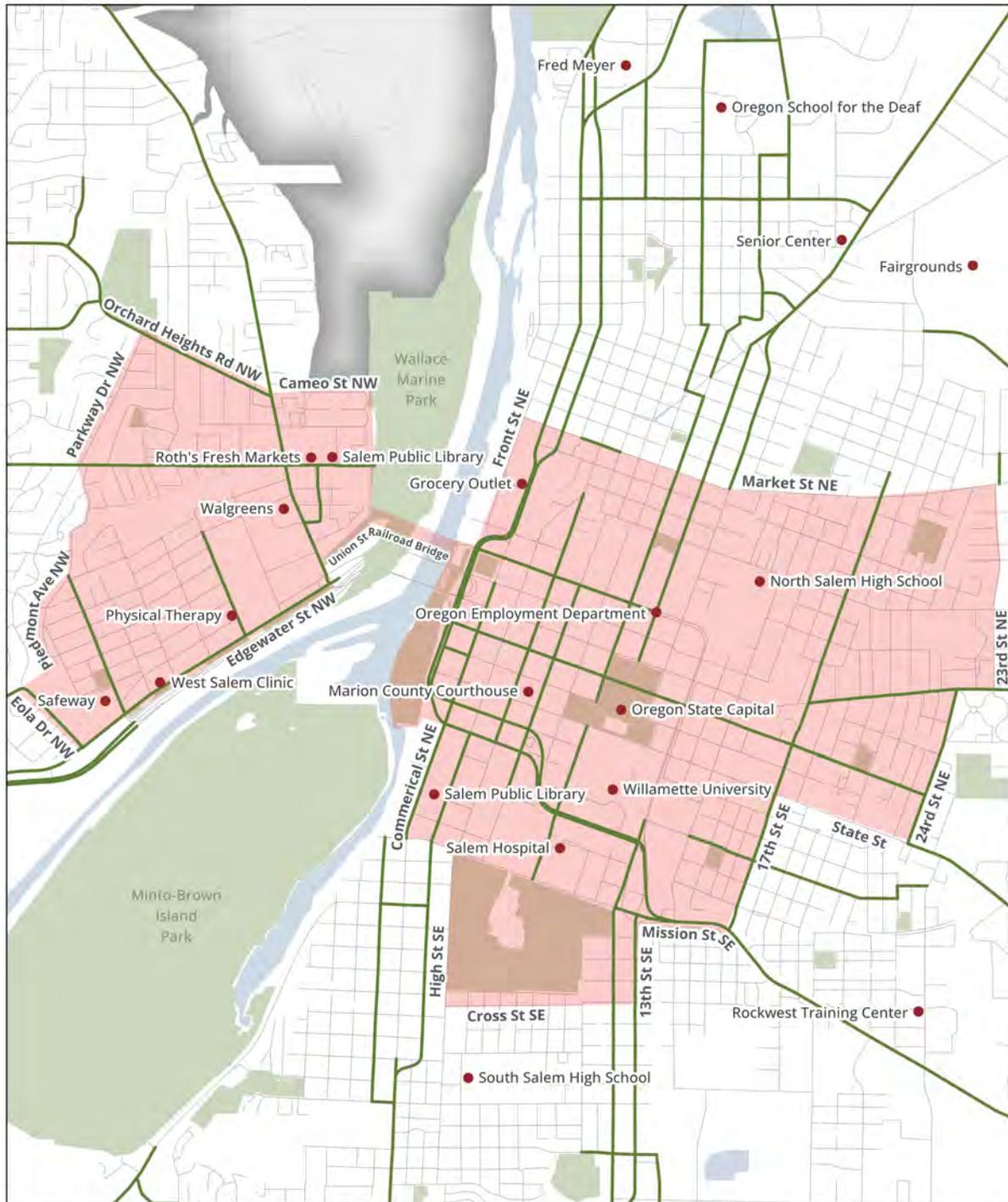
The initial pilot program will be established as a docked or hybrid bikeshare system operating with at least a 50% split of e-bikes. The proposed service area is approximately 12 square miles and includes areas of Central/Downtown Salem and West Salem, providing service where demand is expected to be the highest (see Figure 16). The West Salem portion of the pilot service area is not directly contiguous to the service area in Salem but connects via the Union Street Railroad Bridge.

Key destinations within the pilot service area include Willamette University, the State Capitol, State government office buildings, the Salem Convention Center, Salem Hospital, the Downtown Transit Center, the West Salem Transit Center, Amtrak station, multiple parks and high schools, and several commercial districts. The service area extends outside Downtown to connect to West Salem and several inner-city neighborhoods and provide opportunities for people without “front-door” transit to access high frequency transit lines (e.g. Route 21 along Commercial Street S) or to utilize existing high comfort bike corridors.

In addition to this primary service area, the operator may deploy bikes to and/or in the Minto-Brown Island Park to utilize the Peter Courtney Minto Island bridge from Riverfront Park. The River Road S pathway also provides access to the large system of recreational trails of Minto-Brown Island Park. This service will need to be coordinated between the operator, Cherriots, and the City of Salem.

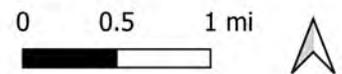
Users may ride outside of the defined service area boundaries; however, all trips must end within the service area. For a fully docked system, bikes will need to be docked at a station. For a hybrid system, operators may charge a fee to allow users to park outside the service area to recoup the additional cost of collecting and redistributing bikes. Operators must implement system controls (e.g., app or device restrictions, incentives, and/or geofencing) to ensure that bikes are used and returned appropriately.

FIGURE 16: PROPOSED PILOT SERVICE AREA.



Salem Pilot Service Area

- Pilot Service Area
- Existing or Funded Bikeways
- Key Destinations
- Parks



There is a core network of bikeways that can support the initial service area. However, there are also critical gaps in the network and enhancements needed to improve the comfort of bike facilities along key routes that should be a priority for the City of Salem. Existing bikeways include:

- Buffered bike lanes on the Church Street NE (northbound) / High Street NE (southbound) couplet and on Union Street (from Front Street to Summer Street).
- Regular bike lanes on Glen Creek Rd NW, Bellevue Street SE, Commercial Street NE, Ferry Street SE, Front Street NE, Summer Street NE, and Trade Street SE.
- Bike lanes outside downtown on Liberty Street SE, Winter Street SE, 12th Street SE/NE, 13th Street NE, and 17th Street NE.
- Sharrow markings on D Street NE, Commercial St, and Chemeketa Street NE.
- Shared use path along the east side of 12th Street NE.
- Pathways through several of the City's parks, the Willamette University campus, around the State Capitol, and along River Road S connecting to the entrance of Minto-Brown Island Park.

Contiguous Expansion and High-Quality Bike Facilities

The initial service area may be expanded based on system performance, community feedback, and demonstrated need. Contiguous expansion into areas north, east, and south of the initial service area would increase network connectivity and ridership and maintain operational efficiency.

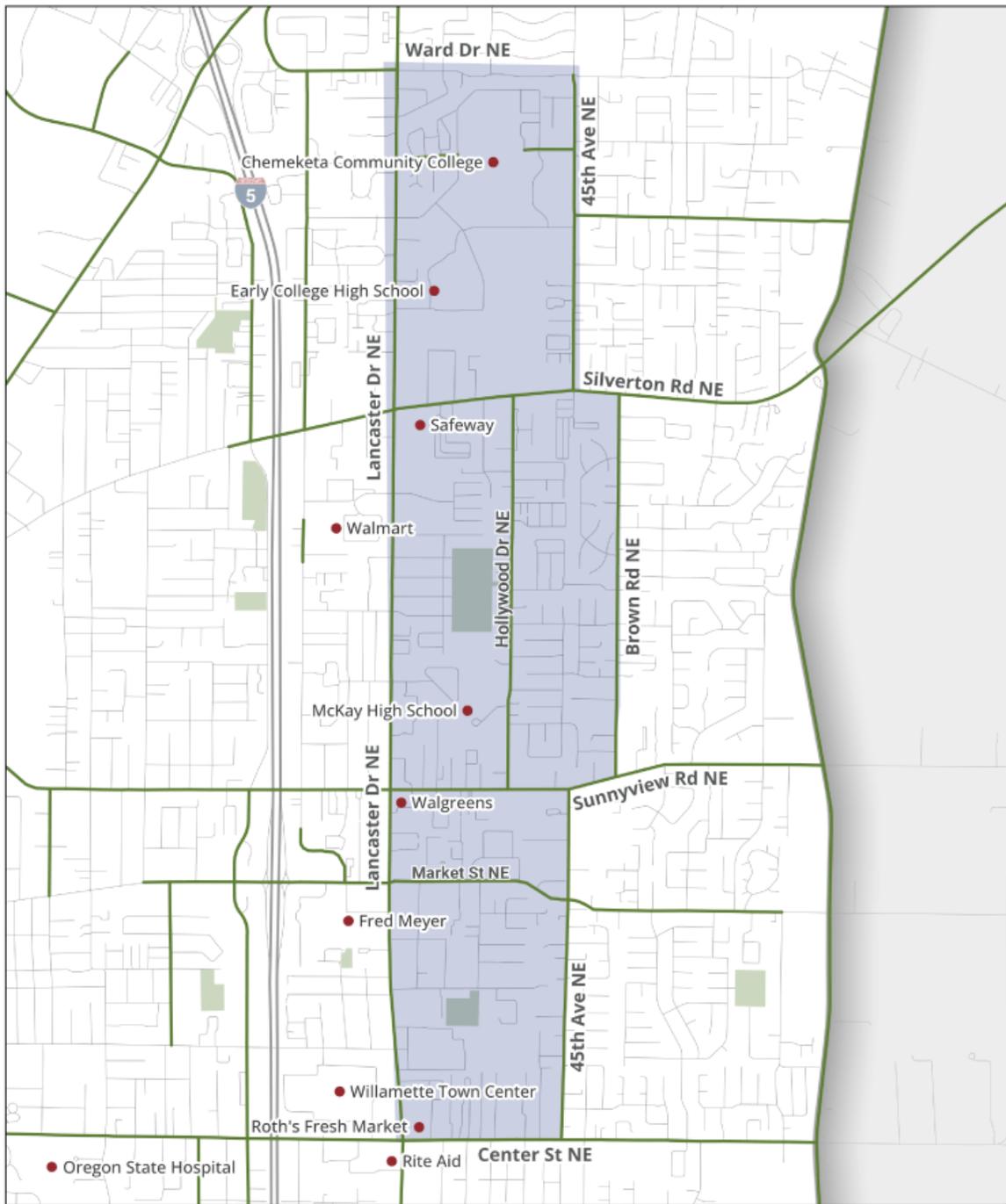
Similar to private bicycling, the success of a shared micromobility program is predicated on riders feeling safe and comfortable using the bikeway network. The City of Salem has invested in increasing its network of high-comfort bike facilities in recent years and should focus on filling gaps in the existing network to support the initial service area and continuing its build-out of new facilities.

Satellite Service Areas

Although contiguous expansion is preferred, there may be a case for expanding the program into other areas and creating satellite service areas. Disconnected satellite systems increase the burden on operations (e.g., further distance to rebalance bikes or the need to set up a second operations hub) and will not contribute to network increases in the same way that contiguous expansion does but could provide first- and last-mile connections and access to a bicycle at both ends of the trip.

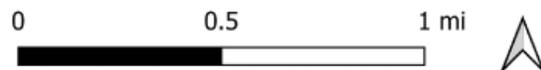
One area that scored above the 70th percentile in the service area analysis with potential for satellite service is the Lancaster Drive corridor and Chemeketa Community College (see Figure 17). Service in this area would provide access for students and staff to connect to other parts of the city via high-frequency transit routes (Routes 02, 05, 11) and existing bike lanes on Lancaster Drive, Hollywood Drive NE, Brown Road NE, Market Street NE, Sunnyview Road NE, Center Street NE, 45th Avenue NE, and Silverton Road NE.

FIGURE 17. POTENTIAL SATELLITE SERVICE AREA



Salem Satellite Service Area

- Satellite Service Area
- Existing or Funded Bikeways
- Key Destinations
- Parks



Program Phasing

The shared micromobility program should be introduced and expanded in phases to ensure a measured and informed approach to growth. The following provides an approximate timeline:

- **Pilot Phase (initial 2-year contract term):** the program could operate as a pilot for the first 24 months allowing Cherriots and partner jurisdictions to evaluate system performance, user adoption, public reaction, and operational effectiveness. During this initial period, data will be collected on ridership trends, utilization rates, connections to active transportation infrastructure, and integration with the transit network. Public outreach should be conducted to understand the public's reactions and preferences for future phases of the program. If no expansion is planned, 1-year contract renewals could be provided based on performance and available funding.
- **Phase 2 (Years 2+):** the second phase, which begins after the initial contract term ends, will include expanding the fleet and/or service area depending on performance metrics, public feedback, and available funding. Priority should be given to contiguous expansion to build up network effects, maintain operational efficiency, and service continuity. However, introducing service in other communities could be considered depending on available funding and interest. Decisions on where and how to expand will be made collaboratively by Cherriots, the partner cities/county, and the operator, and should be guided by clear criteria such as ridership, multimodal connectivity, influence on bike culture and infrastructure buildout, available funding, etc.
- **Phase 3 (Years 5+):** the program will enter Phase 3 when fully established. The service area may continue to expand and Cherriots should re-evaluate service performance, innovative technology, the range of devices offered, etc. This stage will be informed by the lessons learned from the pilot and early expansion phases, ensuring that growth continues to align with community needs, equity goals, and long-term transportation planning priorities.

Program Characteristics

Vehicle Fleet

Based on public and stakeholder feedback, the initial program should be a bikeshare system made up of at least 50% e-bikes. Experience in other North American bikeshare systems has shown that e-bikes receive approximately 56% more ridership than traditional pedal bikes.¹⁸ The operator may not introduce new device types (e.g., e-scooters) without prior approval from Cherriots and the partner jurisdictions.

Device Specifications

Equipment must align with national safety standards for pedal bicycles and e-bikes as defined by the National Highway Traffic Safety Administration and the Consumer Product Safety Commission. Specific requirements are listed in Table 12.

¹⁸ NABSA 2022 State of the Industry Report.

FIGURE 18: DOCKED BIKESHARE IN PORTLAND, OREGON



TABLE 12: DEVICE SPECIFICATIONS

Pedal Bike Requirements	E-Bike Requirements
<p>Pedal bikes should meet the following requirements:</p> <ul style="list-style-type: none"> • Minimum equipment requirements for bicycles per ORS 801.150.¹⁹ • Provide safety features such as front and back lights and reflectors. • Provide a visible vehicle identification number located on the rear fender to allow identification by the public while the vehicle is in use. • Be fitted with a basket that is permanently secured to the bicycle. • Provide a bell (or audible device) that allows the user to notify others when passing. 	<p>E-bikes should meet all requirements for pedal bikes, as well as:</p> <ul style="list-style-type: none"> • Minimum equipment requirements for e-bikes per ORS 801.258.²⁰ • Comply with the Underwriters Laboratories (UL) 2849 safety standard for batteries.²¹ • Be fitted with a functional speedometer which can be easily read by the user.

19 Oregon Revised Statutes. § 801.150. https://oregon.public.law/statutes/ors_801.150

20 Oregon Revised Statutes. § 801.258. https://oregon.public.law/statutes/ors_801.258

21 UL 2849, Standard for Electrical Systems for eBikes. <https://www.ul.com/services/e-bikes-certificationevaluating-and-testing-ul-2849>

Fleet Size

The operator will work with Cherriots and the partner jurisdictions to recommend an initial fleet size for the pilot program based on the proposed service area and available funding. Expansion and increases to the fleet size will be determined based on performance, demand, and available funding.

Table 13 compares fleet sizes with other characteristics for bikeshare programs operating in Oregon. Based on an average of approximately 30 bikes per square mile of service area in those communities, the initial service area of 12 square miles in Salem could be provided with up to 250 bikes.

The number of parking hubs (designated parking areas that could consist of physical infrastructure like corrals or bike racks or virtual geofencing) depends on the parking model. For a hybrid system where bikes can be locked to dedicated racks or at bike corrals, a density of approximately one parking hub every 0.4 miles or 2,000 feet would require approximately 50 parking hubs and place a hub within a reasonable walking distance for people living, working, and visiting the service area. This number of hubs would result in an average ratio of 5 bikes per hub, which is a reasonable operating ratio. If bikes are required to lock to a rack to end the trip, the number of available parking spaces should be at least 1.7 and preferably 2.0 parking spaces per bike to ensure an available parking space when a user turns up at a hub and to reduce operating costs for rebalancing. This would require between 425 and 500 parking spaces in the initial service area.

FIGURE 19: SHARED MICROMOBILITY CORRAL IN RALEIGH, NC
Image source: City of Raleigh, NC



For a fully docked system, where the stations have built in locking technology that can only be used by the bikeshare fleet and have a much higher cost per station (see Figure 18), a density of one station every 0.5 miles may be more appropriate and would require approximately 30 stations and between 425 and 500 docks. This would result in a ratio of just over 8 bikes per station.

TABLE 13: BIKESHARE SERVICE AREA, FLEET SIZE, AND PARKING INFORMATION FOR SYSTEMS IN OREGON

Program	City Population	Service Area	Vehicle Type	Fleet Size	Parking	Bikes per sq.mi.
Biketown (Portland, OR)	635,000	~45 sq.mi.	E-bikes	2,400	230 stations (does not include public bike racks)	53.3
Veo (Bend, OR)	105,000	~35 sq.mi. (citywide)	E-bikes	300	N/A (free-floating)	8.6
Peace Health Rides (Eugene, OR)	180,000	~15 sq.mi.	Pedal bikes	450	148 hubs (including public bike racks)	30.0
Average						30.6
Salem Pilot Program	180,000	12 sq.mi.	E-bikes and pedal bikes	250	50 hubs	

Operations

The operator must operate the shared micromobility system in accordance with all applicable federal, state, and local laws and regulations. An operating permit or service level agreement will outline the expectations and requirements for operating the program and could include the following characteristics.

Service Hours

The operator must operate 24 hours a day, 7 days a week. Interruptions in service may only be permitted with approval from Cherriots. Service can be suspended for up to 72 hours at the operator's discretion in response to adverse weather conditions or other qualifying emergencies.

Parking and Deployment

Cherriots seeks innovative approaches to parking but has heard from stakeholders and public engagement that operators need to ensure orderly parking to minimize the impact on sidewalks, private property, and the public realm. If operators do not propose to operate a fully docked bikeshare system, they are encouraged to propose additional solutions to ensure bikes are distributed equitably and parked in an orderly fashion. This could include requirements for:

- **Deployment and Rebalancing:** bikes shall only be deployed in designated parking areas, and the operator must not allow users to end a trip outside of a designated parking area or otherwise may charge a fee to recover bikes parked outside the service area. Cherriots and partner cities shall approve all parking areas. The operator shall actively monitor the service area and collect bikes for regular redistribution to ensure availability across the service area. Bikes shall only be rebalanced to designated parking areas.
- **Parking behavior:** parked vehicles must remain in an upright position within designated parking areas and must not obstruct the path of travel of other road users or pedestrians. The operator must ensure that parked vehicles are not blocking sidewalks, pathways, traffic lanes, doorways, driveways, curb ramps, bus stops, cross walks, multi-use paths, and bike lanes. The operator shall actively monitor the service area to correct any improperly or haphazardly parked bikes within the timelines specified in the service agreement.
- **Physical parking infrastructure:** the program will operate with dedicated physical parking infrastructure that could include docking stations, parking hubs, bike corrals, or other physical fixtures to support orderly parking and distribution across the service area. Partner agencies can support the program with in-kind services such as permitting stations and parking areas and if the program is to operate with bike corrals or parking areas, Cherriots and the partner jurisdictions could help to fund and install this infrastructure.
- **Parking and speed management:** the operator should be capable of implementing additional parking management strategies, which may include education strategies through their website and app, applying incentives and/or penalties, and geofencing designated parking areas, slow zones, service boundaries, or other areas. The operator is responsible for marking these areas appropriately in their app within one week of notice and ensuring users are informed on how to operate in these areas.

Maintenance

The bike fleet must meet all necessary local, state, and federal requirements and include necessary safety features including UL certification for e-bike and e-charging equipment. The operator will be responsible for regular maintenance of the fleet to ensure it is in safe working order. The operator should provide a way for users to report defects with a bike (e.g., flat tire, broken light or reflector, etc.).

Response to Complaints

The operator should have a method for receiving, tracking, and addressing complaints and service issues. If Cherriots or City/County staff identify or receive a nuisance complaint, these will be forwarded to the operator, who must address the issue in a timely manner. An example of this may be regulatory language requiring the operator to “relocate or rebalance vehicles creating an obstruction within two (2) hours of receiving notice of the complaint between the hours of 8am-8pm, and within eight (8) hours between the hours of 8pm-8am”. If the City/County determines the vehicle is a public safety concern or is impeding the public right of way, the City/County may remove it immediately. The cost of removal and impoundment could be charged back to the operator or deducted from an up-front bond payment held in reserve.

Special Events or Emergencies

Upon the direction of Cherriots or City/County staff, the operator must collect and secure all, or a portion of, the fleet to a location outside of the public right-of-way in response to a weather event, emergency event, construction, parade, festivals, public gatherings, or other situations affecting the normal operation of the right-of-way. The location must not impede Cherriots’ or a Partner Jurisdiction’s access and response to the situation for the duration of the event.

Marketing and Engagement

The operator must provide a plan for how marketing, public engagement, and ridership promotion will be addressed. Cherriots and the partner jurisdictions can provide in-kind support by promoting the program through their media channels and incorporating it into public engagement, traffic safety, and other promotions.

Data Sharing and Reporting

The operator must comply with the following data sharing requirements:

- Publish real-time information about their systems and device availability to the public through the General Bikeshare Feed Specification (GBFS). This would allow Cherriots to integrate bike availability into its Trip Planner (available on Cherriots.org) and/or the Umo (electronic fare) app.
- Supply Cherriots with raw consumable trip data and status change data conforming to the Mobility Data Specification (MDS), and/or provide monthly summary reports on usage and other metrics as defined by Cherriots. Reports should include the following Key Performance Indicators (KPI) at a minimum:
 - Total number of vehicles.
 - Usage (total trips, per time frame, per location, per vehicle).
 - Trip origins and destinations by census block or block group.
 - Complaints and response times.
 - Vehicle maintenance reports.

- Reported collisions.
- Comply with all applicable federal, state, and local laws and regulations regarding privacy protection of all personally identifiable information of users of its service.
- Data as listed above (at a minimum) shall be available for the duration of the program.
- Provide annual report on equity impacts of the program, including metrics on low-income users and outreach and engagement efforts.
- Distribute an annual customer survey and provide results to Cherrriots.

Funding and Revenues

Program Cost

Table 14 includes examples of annual operating costs for bikeshare programs that are a similar size and funded by public agencies. Costs vary between locations as well as based on any additional services provided by the operator. For example, some non-profit operators provide additional bike advocacy, parking, and other services.

TABLE 14: EXAMPLE BIKESHARE PROGRAM OPERATIONAL COSTS

Program	Ownership	Fleet Size	Annual Operating Cost*	Annual Operating Cost per Bike*
Ride New Haven: Bikeshare program in New Haven, CT.	Bikes are owned by the public agency and operated by Drop Mobility.	100 pedal bikes plus 100 e-bikes 31 stations	\$184,000 (2024)	\$920
Valley Bike Share: Regional bikeshare program operating in eight communities in Massachusetts.	Bikes are owned and operated by Drop Mobility	350 e-bikes 25 stations	\$600,000 (2024, includes one-time start-up fee of \$150,000)	\$1,714
Bike Share ICT: Bikeshare program in Wichita, KS.	Bikes are owned and operated by Tandem Mobility.	200 pedal bikes 40 stations	\$360,000 (2020)	\$1,800
Humboldt Bike Share: Bikeshare program in Arcata, CA.	Bikes are owned and operated by Tandem Mobility.	40 pedal bikes 8 stations	\$72,000 (2023)	\$1,800
Long Beach Bike Share: Bikeshare program in Long Beach, CA.	Bikes are owned by the public agency and operated by Pedal Movement.	800 pedal bikes 100 stations	\$1.7 million (2023)	\$2,215
PeaceHealth Bikeshare: Bikeshare program in Eugene and Springfield	Bikes are owned by the public agency and operated by Cascadia Mobility	450 pedal bikes 148 parking hubs 400 e-scooters	\$1.07 million (2023)^	\$2,377^

* Operating costs depend on system size, responsibilities, service levels, and any additional operating services (e.g., bike valet, etc.).

^ Based on 2023 Form 990. In addition to the bikeshare program, Cascadia Mobility operated a 400 e-scootershare program for 9-months, provided bike valet services, and conducted bike events.

Based on an approximate cost of \$1,800 per bike per year for a turn-key operating model where an operator provides the bikes and operates the program, a 250 bike system would cost in the order of \$450,000 per year to operate.

Funding

Funding for the program would come from some combination of user revenues; sponsorship of stations, bikes, and digital assets; funding or support brought by a private operator; and an operating subsidy provided by Cherriots. Revenues would be managed by Cherriots with the possibility of a revenue-sharing agreement with the private operator.

Operating Subsidy

Cherriots is prepared to provide an operating subsidy to help close gaps in program costs and keep user pricing affordable. Operators interested in this subsidy should provide proposed operational costs on a per-bike, per-year basis. Operators can choose not to use the subsidy, but will be required to meet defined service levels, deploy an affordable user pricing schedule, and provide an equitable access plan for Cherriots’ review.

Sponsorship

A cost-sharing agreement will be provided for operators to take on the responsibility of securing sponsorships or advertising. The Cherriots brand would be incorporated into the bikes and other equipment as a primary funder. Cherriots and participating jurisdictions will allow sponsors to place appropriate branding on vehicles, parking/docking stations, and the mobile app. The use of advertising is subject to the local regulations and approval of the partner jurisdictions.

User Pricing and Equitable Access

The operator is required to establish a user pricing schedule that is equitable, affordable, and aligned with the goals of the regional shared micromobility program. Cherriots’ operational subsidy is intended to offset program costs and ensure that user pricing is lower and more affordable than it would be without this subsidy. The user pricing schedule should:

- Promote affordability and broad access to the system, including discounts for low-income riders and access for those without credit cards or smartphones.
- Provide clear, transparent rates for pay-as-you-go trips and membership options.

TABLE 15: USER PRICING SCHEDULES FOR BIKESHARE SYSTEMS IN OREGON

Program	Single Ride	Membership Rides
Biketown (Portland, OR) – Lyft	\$1 to unlock, \$0.35/min	\$99/year, includes unlimited free unlocks and \$0.15/min rides
Bend Bike Share (Bend, OR) – Veo	\$1 to unlock, \$0.39/min	None
Peace Health Rides (Eugene, OR) – Cascadia Mobility	\$1.50 to unlock, \$0.19/min (University of Oregon students, faculty, and staff are eligible for a discounted rate of \$0.10/min and \$1 unlock fees)	\$15/month, includes unlimited free unlocks and 60 minutes of ride time per day. Additional time is \$0.19/min.

Revenue Share Opportunities

The operator must provide transparent reporting of all revenue sources, including user fees, sponsorships, and other system-generated revenue. Cherriots reserves the right to negotiate revenue-sharing provisions as part of the contract. Potential models include gross or net revenue share, threshold-based approaches, or other structures that balance financial sustainability for the operator with reinvestment into the program.

Revenue sharing arrangements may be tied to performance metrics such as ridership growth, equity outcomes, or revenue thresholds, and will be determined during contract negotiations.

CHAPTER

5

Regulatory Landscape and Updates

This chapter provides an overview of current state and local regulations related to personal and shared micromobility that impact a regional shared micromobility program.

State Regulations

Oregon classifies e-bikes as bicycles,²² meaning e-bikes have all the privileges and restrictions of a pedal bike. E-bikes are classified into three categories based on degree of assistance and the maximum operating speed:

- **Class 1** are pedal-assist bikes that provide motor assistance up to speeds of 20 mph; the motor *cannot* exclusively power the e-bike.
- **Class 2** are throttle-assist bikes that provide motor assistance up to speeds of 20 mph; the motor *can* exclusively power the e-bike.
- **Class 3** are pedal-assist bikes with a maximum operating speed of 28 mph and must be equipped with a speedometer.

Table 16 provides an overview of where pedal bikes and e-bikes can operate according to state law. There are no statewide regulations for shared micromobility.

TABLE 16: STATE REGULATIONS FOR WHERE PEDAL BIKES AND E-BIKES CAN OPERATE^{23,24}

Facility Type	Pedal Bike Regulations	E-Bike Regulations (all classes)
On-street bike lanes & protected cycle tracks	Allowed	Same as pedal bikes
Multi-use paths, sidepaths, and off-street bike trails	Allowed unless prohibited by local ordinances	Same as pedal bikes
Sidewalks	Allowed unless prohibited by local ordinances	Not allowed
Regular streets & traffic lanes	Allowed, unless designated bike facility is present; must follow roadway rules.	Same as pedal bikes
Freeways & urban expressways	Not allowed if a “Bicycles Prohibited” sign is posted by the Oregon Department of Transportation and/or local authorities.	Same as pedal bikes

Local Regulations

Local jurisdictions within the Salem-Keizer region vary in how they regulate different types of micromobility vehicles. Table 17 summarizes whether each jurisdiction’s municipal code includes specific regulations for pedal bicycles, e-bikes, and e-scooters.

TABLE 17: MUNICIPAL / COUNTY CODE LANGUAGE RELATED TO MICROMOBILITY VEHICLES

Jurisdiction	Pedal Bicycles	E-Bikes	E-Scooters
City of Salem	Yes	No	No
City of Keizer	Yes (parking requirements only, as related to development)	No	No
Marion County	Yes (parking requirements only, as related to development)	No	No

22 Oregon Revised Statutes, § 814.405. https://oregon.public.law/statutes/ors_814.405
 23 Oregon Revised Statutes, § 814.400-430. https://oregon.public.law/statutes/ors_chapter_814
 24 Oregon Revised Statutes, § 814.510-536. https://oregon.public.law/statutes/ors_chapter_814

Salem is the only local jurisdiction with specific regulations related to micromobility operations: riding a bicycle on the sidewalk is banned “within that area bounded by and including Front Street on the west, save and except the bridges, Cottage Street on the east, Union Street on the north, and Trade Street on the south; bicycles cannot be parked on the sidewalk except at a bike rack (if no rack is available, bicycles cannot be parked blocking roads, sidewalks, driveways, or entrances).

Marion County and the cities of Salem and Keizer do not currently have regulations specific to shared micromobility. As a result, there is no clear administrative framework to define shared micromobility systems, set operational standards, or manage compliance. As part of participating in the TAC, Cherriots can support adoption of a coordinated regulatory approach. As part of that coordinated approach, each partner jurisdiction could adopt language limiting the number of shared micromobility operators within the UGB. Having a single operator can help prevent market fragmentation, overlapping systems, conflicting operational standards, and aligns the region around a unified shared micromobility system.

The following examples from Bend and Eugene illustrate how cities are defining shared micromobility, setting operational requirements for service providers, and creating administrative processes to oversee compliance and address public concerns. These approaches, detailed in Table 18, can be used as a reference for Salem, Keizer, and Marion County to consider potential amendments that better enable and regulate shared micromobility services effectively.

TABLE 18: SHARED MICROMOBILITY CODE AMENDMENTS IN BEND AND EUGENE

Jurisdiction	Amendments
Bend amended their municipal code to <u>include a section on shared micromobility businesses</u> and establish a permit program for shared micromobility operators	Section 7.60.005: Provides definitions for key terms like “micromobility device” and “mobility hub” Section 7.6.010: Details the requirements for a shared micromobility operator to provide service within city limits. This section includes requirements for operator selection, business license term, specific operating criteria, fleet size, insurance requirements, and fees.
Eugene also amended their municipal code to <u>address shared micromobility devices</u> .	Section 3.570: Establishes a requirement for any shared micromobility operator to obtain a valid license from the city Section 3.572: Allows the city manager to adopt administrative rules and impose fees related to shared micromobility, including the form and content of license applications, insurance/safety/operating requirements, company audits, location restrictions, number of licensees, fleet size, and license terms. Section 3.574: Allows any person to appeal actions taken pursuant to Sections 3.570 and 3.572.

CHAPTER

6

Implementation Strategy

This implementation strategy provides a roadmap for launching and scaling the Salem Shared Micromobility Program under a public-private partnership in which Cherriots administers the program and provides an operating subsidy, while a third-party operator owns and operates the system. The strategy identifies the short-term actions, milestones, and responsibilities necessary to move from planning to successful launch, as well as long-term considerations for program expansion.

The shared micromobility program would be implemented through a defined governance structure and a phased rollout approach. Clear roles and responsibilities across Cherriots, partner jurisdictions, the operator, and a technical advisory committee support coordinated delivery, operational accountability, and performance oversight. A three-phase implementation strategy allows the program to scale over time based on pilot outcomes, funding availability, and community needs. Table 19 provides an overview of key roles and responsibilities for implementation, and Table 20 details the three-phase implementation process.

TABLE 19 ROLES AND RESPONSIBILITIES

Role	Primary Responsibilities
Cherriots	Program administration, contract management, KPI monitoring, financial oversight, stakeholder coordination.
Partner Jurisdictions	Siting approvals, permitting, local outreach, regulatory updates, infrastructure coordination.
Operator	Day-to-day operations, fleet maintenance, data sharing, marketing, coordination with Cherriots, and user engagement.
Technical Advisory Committee	Provide strategic recommendations, review performance metrics, and advise on program expansion.

TABLE 20: IMPLEMENTATION PHASING

Phase	Timeframe	Purpose	Key Outputs
Phase 1: Pilot Launch	0–24 months	Establish proof of concept and public familiarity.	Pilot fleet deployment (~250 bikes), 50 parking hubs, operator contract, evaluation framework.
Phase 2: Expansion and Optimization	Years 3–4	Expand fleet and/or service area based on pilot performance.	Contiguous network growth, performance review, integration with new bikeway infrastructure.
Phase 3: Maturity and Innovation	Years 5+	Program refinement and regional expansion.	Technology updates, potential satellite expansion (e.g., Keizer, Chemeketa College), long-term funding stabilization.

Short-Term (Pilot) Implementation Plan

Table 21 outlines key milestones required to bring the Salem Shared Micromobility pilot from concept to launch and describes the shared responsibilities between Cherriots, the selected operator, and partner jurisdictions.

TABLE 21: SHORT-TERM MILESTONES

Milestone	Description	Responsible Parties
Partner Jurisdiction Decision Maker Briefings	Present the shared micromobility program plan to regional partners to obtain consensus and formal acknowledgment that this initiative will serve as the coordinated program for the region, ensuring alignment and preventing the development of separate or competing efforts.	Cherriots + Salem + other partner jurisdictions
Develop intergovernmental agreements (IGAs)	Cherriots and partner jurisdictions sign an IGA that outlines the various partners' roles in the project.	Cherriots + Salem + other partner jurisdictions
RFI for estimated costs	Prepare and send out a request for information to potential operators for a 250 bike system with 50 hubs/stations.	Cherriots
Secure Funding	Receive approval from Cherriots Board to provide an operating subsidy for at least the first two years of operation	Cherriots
Procurement	Prepare, send out, and evaluate an RFP for an operator	Cherriots
Finalize Operator Contract	Execute an agreement with the selected third-party operator defining roles, service levels, reporting, equity, and branding.	Cherriots + Operator
Program Branding and Marketing	Develop program name, logo, website, and outreach materials to build awareness.	Operator + Cherriots
Station Siting and Permitting	Identify and secure 50 hub locations within the 12 sq. mi pilot service area; coordinate permitting with City of Salem.	Operator + Salem + Cherriots
Fleet Procurement and Setup	Deliver and setup ~250 bikes (≥ 50 % e-bikes), install station hardware, setup operating systems, QA testing.	Operator
Launch Operations	Public launch event, community outreach, promotional campaigns.	Cherriots + Salem + Operator
Monitoring and Evaluation	Begin monthly KPI tracking and quarterly progress reporting.	Cherriots
Pilot Evaluation and Adjustment	Review performance; refine pricing, operations, equity programs, and service coverage.	Cherriots + Operator

Long-Term Expansion Planning

As the program matures, system growth should follow a structured, data-driven approach that reinforces connectivity, supports equity, and aligns with ongoing transportation investments. The expansion framework below outlines the path forward for contiguous network growth and consideration of potential satellite service areas.

Expansion Strategies

Contiguous Expansion: Contiguous expansion supports operational efficiency, strong ridership growth, and community familiarity by building on existing system infrastructure and brand recognition. Extending service to nearby neighborhoods allows the program to achieve economies of scale while maintaining high bike availability and predictable service quality.

An expansion model similar to Portland’s Biketown could be supported where the service area is incrementally expanded upon review of current performance, interest from contiguous local neighborhoods, and upon build-out of sufficient bikeshare parking locations that can support organized parking in these areas.

Satellite Expansion: Satellite expansion would allow Cherriots to extend shared micromobility benefits to distinct population centers, equity priority areas, or major trip generators that are not contiguous to the core service area. The risk for this model is that it can result in multiple small systems that do not get the network benefits of system expansion. See Chapter 4 for potential satellite service areas.

The WE-Cycle system in Colorado’s Roaring Fork Valley is an example of a successful satellite system model (see Figure 20). This system works because there is a large commuter and travel demand from bedroom communities such as Basalt and Carbondale travelling into larger employment centers such as Aspen and Glenwood Springs. These communities are connected by very high frequency (at least 15-minute headways) and high-speed BRT service that make bicycling at either end of the journey attractive compared to the cost of owning, operating, and parking a private vehicle. These communities also have short, local travel demands that have strengthened the case and the success of bikeshare in these communities.

FIGURE 20. SCREENSHOT OF WE-CYCLE STATIONS IN THE COMMUNITIES OF EL JEBEL, BASALT, AND WILLITS.



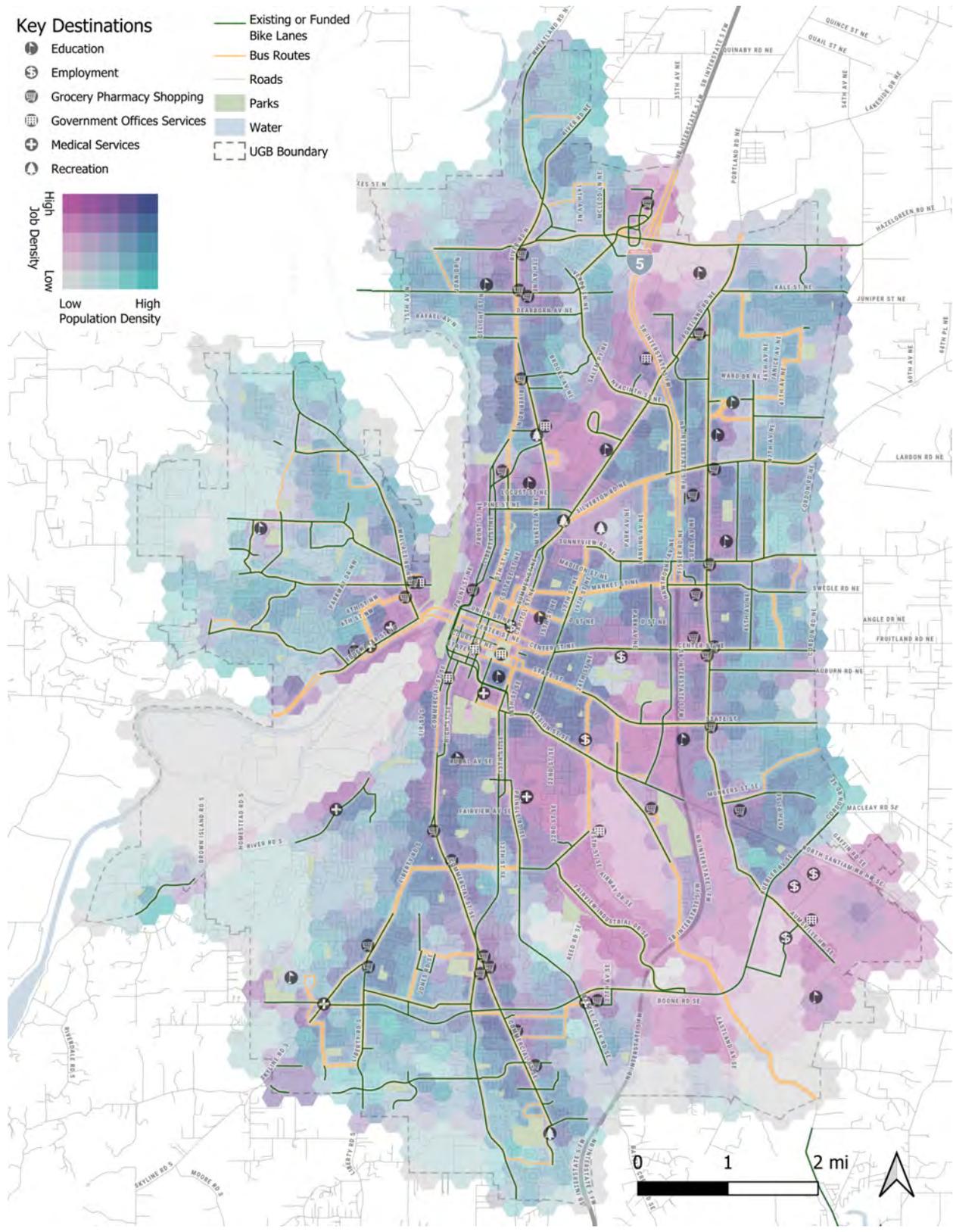
Evaluating Expansion Opportunities

When evaluating whether to expand, Cherriots should consider:

- **Performance-based metrics:** Use ridership, operational, and survey data from the pilot phase to guide future adjustments and growth. Expansion decisions may not follow a rigid schedule and should be based on observed system performance and community response. The first level of system adjustments should focus on station optimization—rebalancing, consolidating, or expanding stations based on usage patterns, rebalancing efficiency, and full/empty events at both the station and system levels. Cherriots and the operator should also evaluate service area or fleet expansion by reviewing key indicators such as ridership density, station utilization rates, and user feedback.
- **Operations:** A contiguous service area minimizes travel distances for maintenance and rebalancing operations. Satellite expansion may require the operator to travel longer distances increasing their service hours (and costs) or to establish separate rebalancing teams and mobile operations to manage distinct service areas.
- **Funding sustainability:** long-term funding sources are needed to provide a solid base for the program. Expansion will increase costs and new funding will need to be found. This could include requesting additional funding from existing sources or exploring opportunities for additional funding from existing or expansion partners, grants, sponsorship, cost-sharing, institutional or other partnerships, or in-kind support.
- **Active transportation infrastructure implementation:** Expansion should consider and follow investments in high-quality bike infrastructure. Expansion planning should consider bikeway and safety projects identified in local and regional plans and capital works programs. For example, the [2023 Transportation System Plan \(TSP\)](#) includes several proposed bike lanes, shared use paths, and potential enhanced bikeways that could support expansion along these corridors.

See Figure 21 for a sample spatial analysis that could be used to support future expansion decisions. Analysis factors include key destinations, existing or funded bike lanes, transit routes, and population and job density.

FIGURE 21: ANALYSIS OF DENSITIES, DESTINATIONS, AND TRANSIT AND ACTIVE TRANSPORTATION:



Key Performance Indicators (KPIs)

KPIs provide a framework for assessing program performance, financial sustainability, equity outcomes, and user satisfaction. Regular monitoring will support adaptive management, enabling timely adjustments to operations, pricing, and outreach strategies based on real-world data. Table 22 includes potential KPIs and data sources for the program, which can be reviewed with the Technical Advisory Committee and future operator. Examples of KPIs tracked by Cascadia Mobility in their 2024 Program Report for the PeaceHealth Rides bikeshare system in Eugene are included in Figure 22 and Figure 23 for comparison.

TABLE 22: KPIs

Category	Potential KPIs	Data source
Ridership and Utilization	Total trips, average trips per bike per day, average trip distance and duration, geographic coverage.	Operator (MDS feed)
Equity and Access	% of low-income users, % of service area in Equity Zones, use of discount pricing, non-smartphone, or cash payment programs.	Operator (manual reports)
System Operations	Fleet availability rate, maintenance turnaround time, rebalancing efficiency, complaint response time, safety performance.	Operator (MDS and manual reports)
Financial Performance	Revenue per trip, operating cost per trip, sponsorship revenue secured.	Operator (manual reports)
Sustainability	% of trips replacing vehicle trips, estimated VMT, CO2, and GHG reduction.	Operator (user surveys)
User Satisfaction	Customer survey rating, complaint volume and resolution rate.	Operator (user surveys and customer service logs)

FIGURE 22: RIDERSHIP KPIS FROM CASCADIA MOBILITY



FIGURE 23: OPERATIONAL KPIS FROM CASCADIA MOBILITY



An example of a KPI reporting template is included with sample data in Table 23 below.

TABLE 23: EXAMPLE KPI TEMPLATE

Category	KPI	Target/Benchmark	Reporting Frequency	Data Source	Performance Summary	Notes/Corrective Actions
Utilization	Trips per bike per day	>1	Monthly	Operator	1.3	Above target

Engagement Plan

Authentic engagement will build familiarity and a sense of ownership in the program, identify service issues that need to be addressed, inform expansion, and support ongoing collaboration with community organizations, local institutions, and users. Table 24 provides an overview of engagement and activities for each phase of implementation.

TABLE 24: ENGAGEMENT OBJECTIVES AND ACTIVITIES

Implementation Phase	Engagement Objectives	Engagement Activities
<p>Pre-Launch</p>	<p>Build early awareness of the program and its benefits for mobility, affordability, and sustainability.</p> <p>Engage residents, employers, and local organizations in the planning and siting process.</p> <p>Prepare the public for the pilot’s rollout through education and visible outreach.</p>	<p>Stakeholder Roundtables: Convene meetings with neighborhood associations, Willamette University, Chemeketa Community College, major employers, advocacy groups, and downtown business associations to refine station siting and outreach priorities.</p> <p>Community Mapping Workshops: Host interactive events—virtual or in-person—to gather input on preferred station locations, access barriers, and community priorities.</p> <p>Brand Reveal and Messaging Campaign: Introduce the program’s name, logo, and branding through social media teasers, local media coverage, and community partner newsletters.</p> <p>Operator and Safety Training Coordination: Coordinate with the operator to train ambassadors and outreach staff, ensuring consistent messaging about safe riding, parking, and program benefits.</p> <p>Press and Partner Toolkit: Provide partner organizations with a shared communications toolkit (logos, talking points, social media content) to amplify awareness.</p>

<p>Launch-Phase</p>	<p>Introduce the system to the public and demonstrate ease of use.</p> <p>Encourage early adoption and safe riding practices.</p> <p>Promote integration with Cherriots' transit services.</p> <p>Promote benefits, discount fare, and other programs to equity populations.</p>	<p>Public launch event: Host a public launch event featuring free trial rides, helmet giveaways, and rider safety clinics.</p> <p>Demo events: Conduct community demonstrations and “learn-to-ride” events prior to and during the launch, hosted in collaboration with Willamette University, Chemeketa Community College, downtown business associations, and major employers. Partner with local bike advocacy groups and neighborhood associations.</p> <p>Marketing Integration: Coordinate with Cherriots' marketing team to integrate micromobility information into existing travel-behavior and transit-education campaigns.</p> <p>Equity outreach: Partner with community-based organizations for equity outreach and low-income program enrollment.</p>
<p>Ongoing Engagement</p>	<p>Maintain community engagement and system visibility.</p> <p>Encourage recurring use and safe behavior.</p> <p>Gather feedback for continuous improvement.</p>	<p>Pop-ups: Maintain quarterly pop-up events at high-traffic community hubs, farmers markets, and transit centers to engage riders and collect feedback.</p> <p>Equity outreach: Work with community-based organizations, affordable housing providers, and social service agencies to promote reduced-fare programs, cash payment options, and non-smartphone access. Establish partnerships with organizations serving historically disadvantaged communities to co-design outreach activities and identify barriers to participation</p> <p>Continued marketing integration: Integrate micromobility messages into seasonal campaigns (e.g., “Ride to Transit Week” or “Car-Free Summer”). Use Cherriots' communication channels—including the Umo app, social media, and rider newsletters—to promote safe riding behavior, trip-planning features, and membership options.</p>
<p>Annual Feedback and Evaluation</p>	<p>Maintain transparency and responsiveness.</p> <p>Use data and community input to guide program evolution.</p>	<p>Surveys: Partner with the operator and/or local jurisdictions to conduct annual user surveys to measure satisfaction, identify improvements, and monitor progress toward equity and sustainability goals.</p> <p>Technical Advisory Committee (TAC) evaluation: Convene the TAC to review performance data and guide future program phases.</p> <p>Dashboard: Publish an annual Program Performance Dashboard summarizing ridership trends, equity outcomes, and community feedback to maintain transparency and accountability.</p>

Appendices

APPENDIX A: PLAN AND POLICY REVIEW

APPENDIX B: SURVEY ANALYSIS

APPENDIX C: OPERATIONAL AND FINANCIAL MODEL ANALYSIS

Appendix A: Plan and Policy Review

Plans and Policy Review

The project team reviewed the following local plans, policies, and regulations to analyze existing policy impacts on a shared micromobility program within the Salem Urban Growth Boundary.

- **2024 Strategic Plan**
- **2024 Community Value Report**
- **2024 Needs Assessment**
- **2024 Rider Survey**
- **2024 LIFT Report**
- **2024 Customer Satisfaction Report**
- **2022 Long Range Transit Plan**

Strategic Plan (2025)

The Strategic Plan includes overarching SAMTD organizational information, such as its Board of Directors, leadership, vision and mission, and Cherriots values. The Plan also includes its 2025 success outcomes and strategies to make progress while addressing evolving needs of the Cherriots service. The plan goes into depth on organizational workplace tactics (such tactics for the Communications Division, Finance Division, Human Resources Division, the Operations Division, etc.), planning tactics, technology and infrastructure tactics, and strategies for implementation.

A micromobility feasibility study is identified as a strategy to enhance local Cherriots service. Shared micromobility could tie in with other tactics, such as:

- Increase access to major destinations by transit
- E-Fare strategic integration
- Brand advocacy program
- Develop a long-range financial plan

Community Value Report (2025)

This Community Value Report summarizes public outreach gathered in fall 2024 via random mailer and online feedback to understand public perceptions around Cherriots services. The report includes public feedback on general use of Cherriots, benchmark data comparing Cherriots to national survey results, and data on trends compared to the 2023 Community Value Report.

Results from the report provide insight on potential gaps that shared micromobility should fill, including the following takeaways:

- People want more routes to serve places they need to go (31 percent).
- People who previously used Cherriots said they stopped because there are no transit stops near their home (22 percent), or no bus routes are conveniently located (18 percent)
- Bus doesn't operate on days or at times I need it (11 percent).
- "Cherriots provides affordable transportation options" was one of the top 3 items people said Cherriots leadership should focus on in the next two years.
- Importance-Satisfaction Analysis found that "Cherriots reduces traffic congestion" was the only item identified as high importance but low satisfaction.

Needs Assessment Report (2024)

The Needs Assessment Report is a biannual report identifying the unmet needs of the Cherriots transit system. The report details current routes and route type, frequency, and performance. It also indicates on-time performance. Included in the report is ACS (2018-2022) demographics by Census block, including population and employment density, low-income, minority, youth, senior, no car households, disability, veteran status, and multifamily households.

The report notes development changes and new signalized intersections in the past two years, and anticipated development and planned signalized intersections. The report does not include past or planned active transportation changes, such as sidewalks or bike lanes.

Key insights potentially related to the role of shared micromobility and riders' service needs include the following:

- Increased route frequency on weekends.
- Increased span of service on weekdays, with preference towards earlier service times.
- Increased span of service on weekends, towards later times.

Rider Survey (2024)

This origin-destination transit report collected onboard intercept survey data to understand travel patterns and riders' decisions for future transit system decisions. The survey collected rider information on their trip origin, their destination, the number of previous and next transfers, and their fare category and type.

Key insights potentially related to the role of shared micromobility, and user experience include:

- 30 percent of respondents speak a language other than English at home (most indicated Spanish)
- Access to a vehicle is limited on weekdays (50 percent of respondents) and on weekends (56 percent)
- 70 percent indicated they do not have a valid drivers license
- Walking is the primary mode to access bus stops and to destinations
- One in five users paid a reduced fare, while 65 percent paid the full fare
- 56 percent of riders wanted an increase in weekend coverage, while 16 percent want the span of service to increase

Cherriots LIFT Survey Findings Report (2024)

Cherriots LIFT service is a paratransit service for eligible riders who need ADA support in their trips and require an origin-to-destination trip (i.e., are not able to use a regular Cherriots Local bus). The LIFT Survey Findings Report focuses on better understanding LIFT riders' satisfaction and traveler behavior. Through a mailer survey, the report gathered demographic information, customer transportation habits and service use, and perception of service. A majority of respondents were female (70 percent) with an income under \$25,000 (56 percent).

The report found that LIFT riders are very satisfied with the service. An area for opportunity, as indicated through an Importance-Satisfaction Analysis, was "Vehicles arrive within scheduled pickup window." This could be a key insight as it relates to shared micromobility for LIFT users. Feedback and insight from users' experiences on LIFT could be both an opportunity and challenge for shared micromobility. As a challenge, shared micromobility requires adaptive shared micromobility vehicles. As an opportunity, it could provide another mobility option for paratransit users.

Customer Satisfaction Report (2024)

This Customer Satisfaction Report collected over 400 responses in fall 2024 from current Cherriots users regarding bus services.

Respondents indicated favorable views on Cherriots customer service. Many who had filed a concern or complaint indicated they were addressed promptly (93 percent) and that customer service representatives were helpful (94 percent). Respondents were also likely to recommend Cherriots' bus service.

Respondents indicated these areas as areas of opportunity for Cherriots to improve service, which could also yield insight to the role of shared micromobility:

- Buses running on time
- Buses are in clean condition
- Feeling safe and secure while waiting for the bus
- Buses operate at the times needed during the day
- Buses operate frequently

Long-Range Transit Plan (2022)

The Long-Range Transit Plan is a 20-year planning document that captures current and future transit needs. The plan includes the vision, mission, and values of Cherriots, a snapshot of rider profiles and travel behaviors, a look into short-, medium-, and long-term future services, and implementation strategies.

The plan includes a strategy to build Cherriots into a Mobility Integrator, including options such as flexible routes, micro-transit, and bike share as a first- and last-mile connector. There are other strategies that could work in tandem with shared micromobility as well, such as:

- Work with service providers to integrate new mobility options.
- Expand program activities to promote bicycle riding and provide training.
- Develop a bus stop typology to design, identify amenities and prioritize improvements for standard bus stops, superstop bus stops, transit mobility hubs, and transit centers.
- Look for opportunities to extend e-fare payment to new and existing services and explore new technologies that make fare payment easier for customers.
- Look for opportunities to use flexible mobility to provide first- and last-mile connections for riders who are traveling throughout the region.
- Work with service providers to integrate new mobility options into Cherriots e-fare payment and trip planning systems.

The report includes potential new service areas, including a matrix on types of services and growing neighborhoods, as well as bus stop types. Bike share is listed as a potential service type in nine out of these 10 new service neighborhoods.

Appendix B: Survey Analysis

SALEM SHARED MICROMOBILITY SURVEY MEMORANDUM

July 3, 2025

To: Kiki Dohman

Organization: Salem Area Mass Transit District (Cherriots)

From: Malia Schilling and Nicole Carrera, Toole Design

Project: Salem Shared Micromobility Study

Re: Salem Shared Micromobility Community Survey Results

This memo provides a comprehensive review of the results gathered through a survey conducted by Cherriots. Community members of the Salem and Keizer region in Oregon were asked to complete a survey to gauge perceptions, interests, and concerns in a potential shared micromobility program. A total of 339 responses were recorded between April and June, 2025. The survey was hosted online and promoted through social media and in-person events. The 15-question survey inquired about travel behaviors and preferences and interest in shared micromobility and pedicabs for the Salem-Keizer region in Oregon.

SURVEY DEMOGRAPHICS

A total of 339 people filled out the survey, with 234 complete responses, 70 partial responses, and 35 disqualified responses. Disqualified respondents did not live, work, or go to school within the project area. All demographic questions were optional, and respondents could also select "prefer not to answer."

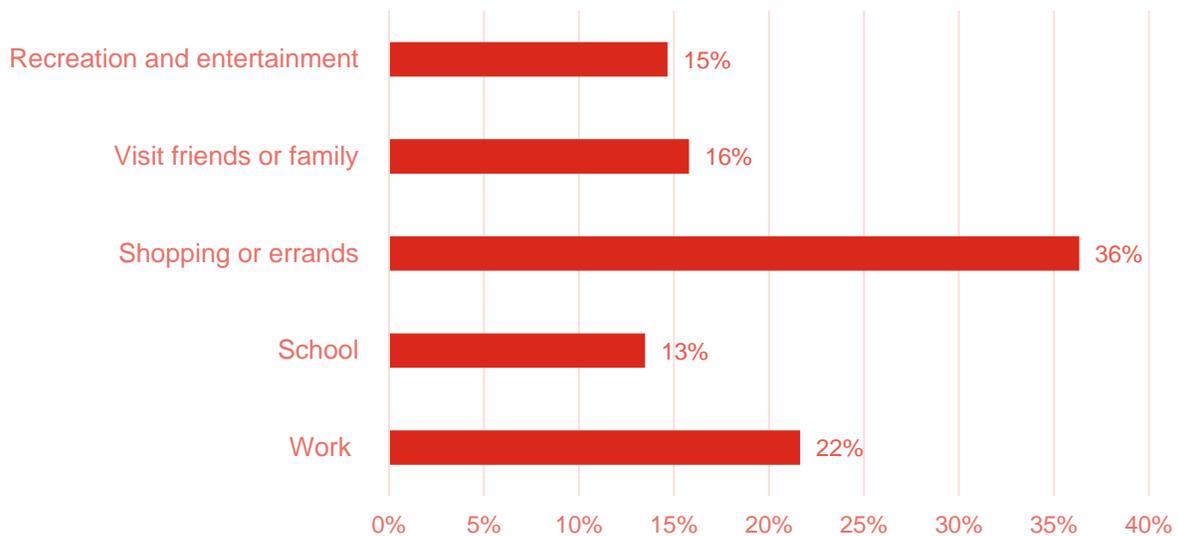
- **Relationship to Project Area:** 83% of respondents live, work, or go to school in Salem; 14% live, work, or go to school in Keizer; 13% of respondents live, work, or go to school in unincorporated Marion County (either Hayesville area or Four Corners area).
- **Gender:** 49% of respondents were female. (n=238)
- **Age:** 30% of respondents were aged 18-34, 26% were aged 35-44, 30% were aged 45-64, and 12% were 65 years or older. (n=237)
- **Ethnicity:** The majority (75%) of respondents were White. 12% were Hispanic/Latino and 11% were other ethnicities. (n=261)
- **Language:** 93% of respondents speak English very well, and 20% speak a language other than English at home.
- **Household Income:** 27% of respondents had household incomes under \$25,000, 12% were between \$25,000 and \$50,000, 24% were between \$75,000 and \$100,000, and 25% had incomes above \$100,000. (n=238)
- **Disability:** 20% of respondents indicated they have a mobility disability (n=278)

KEY TAKEAWAYS

Shared micromobility can fill key mobility gaps, especially for short trips and for residents without their own bike or scooter.

Nearly half of respondents (44%) lack access to a personal scooter or bicycle, underscoring the value of a shared fleet. Many routine trips are well within micromobility range: 36% of shopping or errand trips and 2% of work trips are less than three miles (see Figure 1). 40% of respondents take public transit at least weekly, highlighting the potential for bikeshare or scootershare to provide first-last-mile connectivity to transit.

Figure 1: Percent of Respondent Trips Under 3 Miles



The majority of respondents feel positively about a future shared micromobility program.

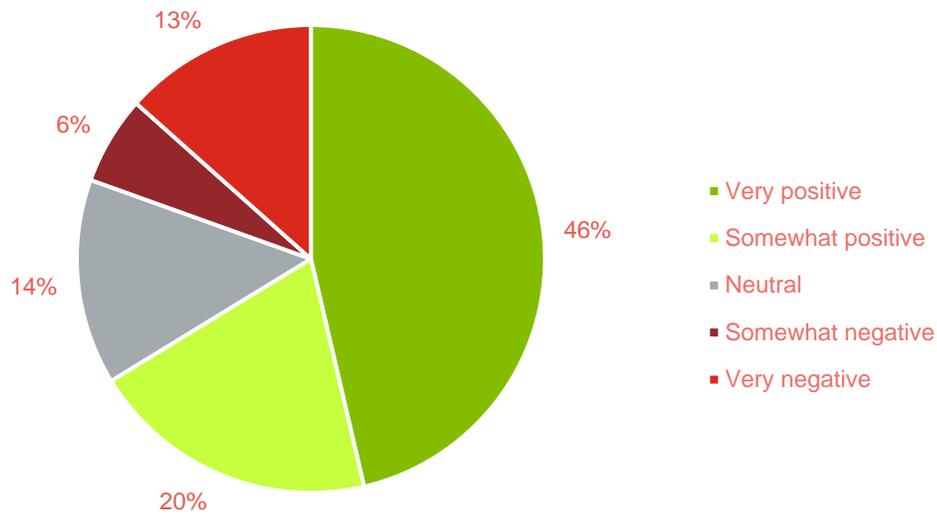
80% of respondents felt neutral to very positive about a potential shared micromobility program, and only 19% felt negatively (see Figure 2). 69% of respondents had not used any type of shared micromobility before.

While there is strong interest in a bikeshare and/or scootershare program, several community members shared their concerns. Some believe infrastructure issues and safety concerns should be addressed in combination with the shared micromobility program, while others believe funds should be dedicated to improving transit services or bike infrastructure before implementing a shared micromobility program.

Specific feedback shared by survey respondents included:

- *“Don’t believe the cost of acquiring and maintenance outweighs the benefit of shared micromobility.”*
- *“I do think it might be a good to first invest in the infrastructure and then add the e-bikes and scooters once the streets no longer resemble 12th St. and bike lanes don’t suddenly end like on State St.”*
- *“While I support a micromobility program in Salem, I don’t think it is more valuable than continuing to expand regular bus service.”*

Figure 2: Responses to “How do you feel about introducing a shared micromobility program in the Salem Keizer region, which would allow for short-term rentals of bikes, e-bikes, and/or scooters?”



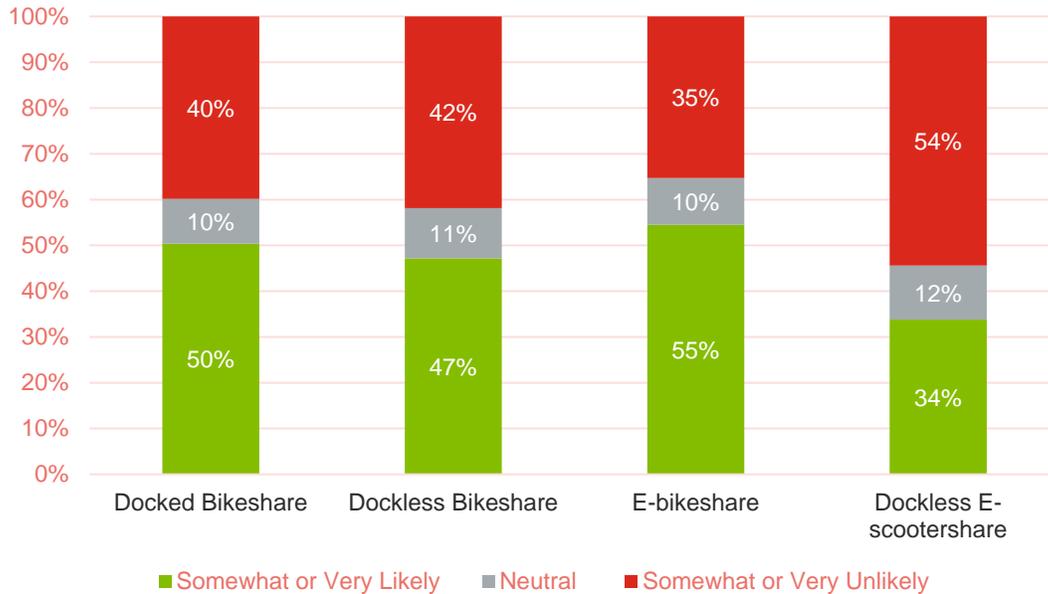
Docked bikeshare is the preferred system type and electric bikes are the preferred vehicle type.

When asked what type of shared micromobility system they are most likely to use, the top two responses were e-bikeshare (55%) and docked bikeshare (50%), while dockless scootershare was the least popular (see Figure 3). Several concerns regarding dockless scooter stations included reckless driving and sidewalk clutter from improper parking that become hazards for pedestrians, especially for community members that are disabled. Riding speeds is also a concern for electric vehicles, so enforcing speed limits on vehicles can be an option to encourage safe riding.

Specific feedback shared by survey respondents included:

- *“I am also concerned about any system which does not use fixed docking or return stations...the fact that many folks will block the sidewalk or other pedestrian pathway at the end of their ride is frustrating.”*
- *“I am concerned about electric bicycles and scooters. I ride them regularly and think they would be very dangerous for anyone to use them because people [can be] reckless and crash. I think if you implement these, they should be restricted to low speeds like 10mph.”*
- *“I’m concerned about people running around on scooters and bikes without helmets. I’m also concerned about inexperienced riders zipping around on the sidewalks (downtown) or trails (Minto) without regard for pedestrians. Currently, most laws related to riding bikes seem to go unenforced.”*

Figure 3: Responses to “How likely are you to use the following shared micromobility options if they were available in the Salem-Keizer region?”



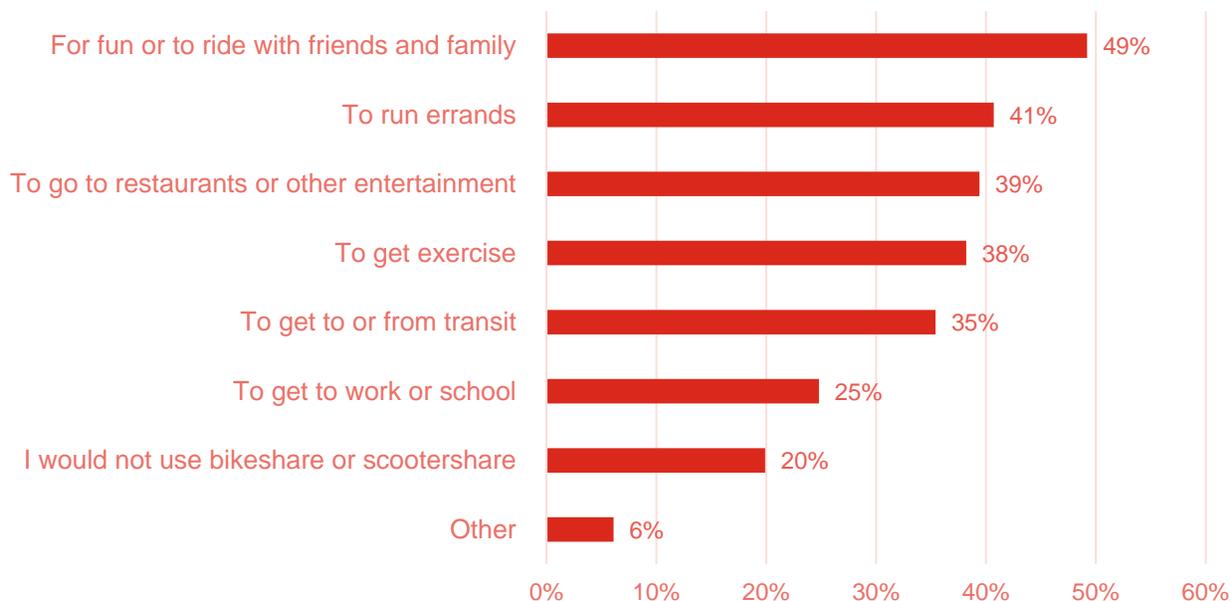
Shared micromobility can improve access to recreation, daily errands, and dining/entertainment.

The most popular potential trip types for shared micromobility included “for fun or to ride with friends and family” (49%), “to run errands” (41%), and “to go to restaurants or other entertainment” (39%). Other reasons survey respondents would use micromobility for included to get exercise (38.2%) and to get to or from transit (35.4%). While it seems that community members have interest in using shared micromobility for leisure, a shared micromobility program can also enhance access to transportation needs. 83% of respondents indicated that they typically walk to get to transit stops or stations.

Specific feedback shared by survey respondents included:

- “Some locations I would like to visit, such as Minto, Park, are nowhere near a bus route.”
- “While I walk great distances all the time it would be nice to have options, and the availability of a bike would be a great alternative!”
- “This is a great idea! I work 4 miles from home and have to walk home on Sundays and holidays because the bus stops too early. I would use this service!”

Figure 4: Responses to “What types of trips would you take using bikeshare or scootershare if it was available in the Salem-Keizer region? (Select all that apply)”



Respondents are worried about theft, vandalism, and destruction of shared micromobility fleets.

Several respondents raised concerns regarding theft, vandalism, and destruction of shared bikes and scooters, and 22% stated that concerns about theft prevent them from riding a personal bike or scooter.

Some respondents note similar shared micromobility programs in nearby cities that were not successful due to issues of theft and destruction of bikes and scooters. Community members wanted to know how these issues would be prevented if a shared micromobility program is implemented.

Specific feedback examples shared by survey respondents include:

- *“Only concern is theft (specifically downtown) and how they would be left at a non-safe area where people can't have access to them when needed”*
- *“I'm really scared of people throwing bikeshare/scootershare vehicles into the Willamette River.”*
- *“I think the likelihood of vandalism; destruction of the bikes/scooters is so high that the program will not be functional/reliable/cost-effective.”*
- *“My fear is that it will be eliminated shortly after implementation as has happened in numerous other cities.”*

Improved active transportation infrastructure, availability of bikes and/or scooters, and low-cost pricing would encourage use of shared micromobility.

The majority of survey respondents (59%) believe that safer bike facilities like protected bike lanes would encourage them to use shared micromobility – see Figure 5. Some respondents reported feeling unsafe using the current bike lanes located along main roads due to heavy vehicular volumes.

Easy availability of bikes or scooters nearby was a critical component of future program success, as 51% of respondents stated it would encourage them to use bikeshare or scootershare – see Figure 5.

Low-cost pricing would also encourage community members to use shared micromobility: 33% of respondents were concerned that rides would be too expensive. Discount programs could be beneficial and advance equitable use of shared micromobility.

The biggest barrier preventing respondents from using bikeshare and/or scootershare is having too many things to carry or to transport (41%) – see Figure 6. A survey respondent shared that “it would be helpful if some bikes had a luggage attachment for running errands.”

Figure 5: Responses to “What would encourage you to use bikeshare or scootershare in the Salem-Keizer region? (Select all that apply)”

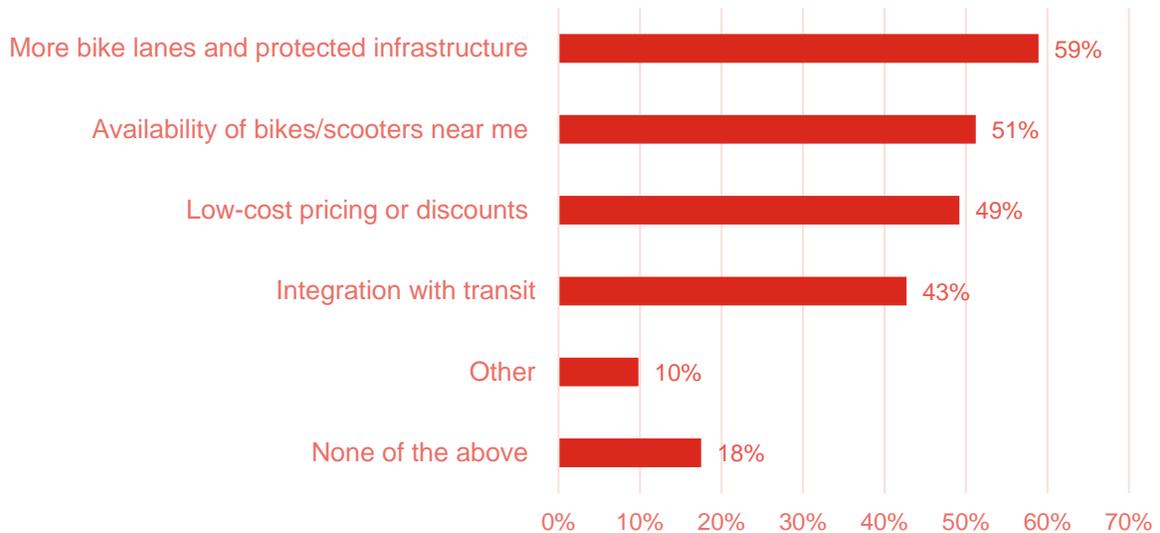
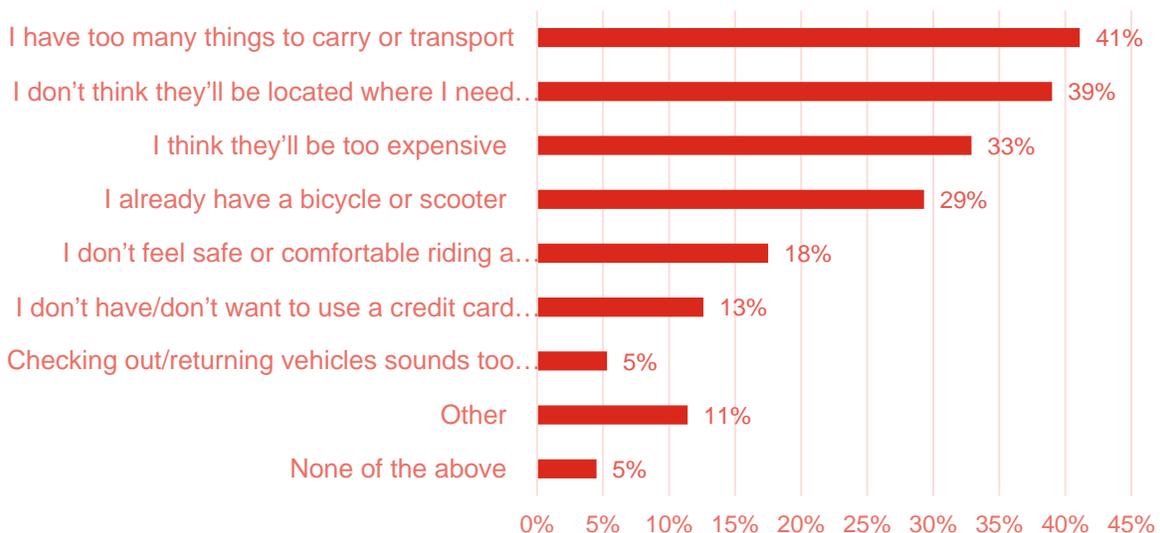


Figure 6: Responses to “What might prevent you from using bikeshare or scootershare if it were available in the Salem-Keizer region? (Select up to three reasons)”

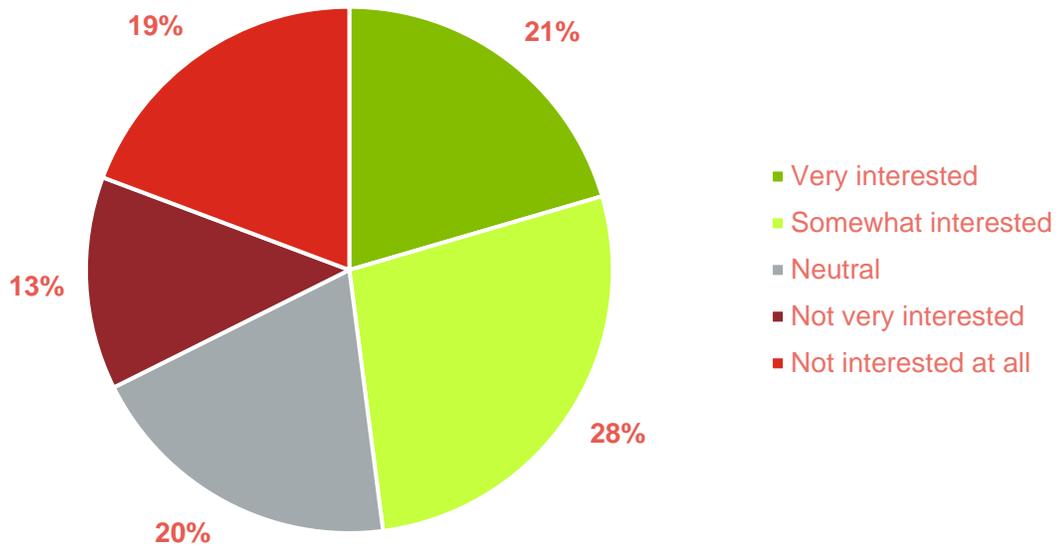


Pedicabs are a potential additional mode to complement existing transportation options.

69% of respondents felt neutral to very interested in seeing pedicab services in the region. One respondent indicated preference for three-wheel vehicle options, but not specifically pedicabs. Another stated: “I love the

concept of Pedicabs in theory, but in my experience in other cities the operators are predatory, aggressively trying to get riders onboard and then charging astronomical prices.”

Figure 7: Responses to “Pedicabs (sometimes called rickshaws) are three-wheeled vehicles operated by a human driver, often with electric-assist, that provide short passenger trips in city centers, at special events, or for tourism. How interested would you be in seeing pedicab services in the Salem-Keizer region?”



Appendix C: Operational and Financial Analysis

MEMORANDUM

December 9, 2025

To: Kiki Dohman, Salem Area Mass Transit District
From: Malia Schilling and Adrian Witte, Toole Design
Project: Salem Shared Micromobility Feasibility Study

Re: Operational and Financial Model Analysis

This memo provides an overview of three potential scenarios for a future shared micromobility system in the Salem-Keizer region:

- **Low-resource scenario:** A privately owned and operated system with zero subsidy provided by Cherriots.
- **Medium-resource scenario:** A privately owned and operated system with an operational subsidy provided by Cherriots.
- **High-resource scenario:** A Cherriots-owned system with a third-party private operator.

This memorandum includes an analysis of the benefits and challenges of each scenario as well as guidance for procurement, program requirements, a financial analysis, and review of equitable access opportunities.

This memorandum also includes a discussion of potential operational models as well as opportunities and challenges for a bike lending library program as an alternative to a shared micromobility program.

Low-Resource Scenario: Zero-Subsidy System

Scenario Overview: Benefits and Considerations

In the low-resource scenario, one private vendor would be selected to own and operate the shared micromobility system. This scenario is the fastest to launch and carries low financial risk as it involves no capital or operating costs for Cherriots or the local jurisdictions. Private operators can deploy fleets quickly, meaning this is likely the shortest timeline option.

However, without public agency investment, private operators will assess the market to determine if potential revenues will sustain capital and operating costs or if there are other strategic reasons to apply for the program (e.g., proof of concept for a newer operator, piloting a different type of vehicle, strategic entry into a nearby market, etc.).

Smaller cities were a strategic target for shared micromobility program growth coming out of the pandemic as companies vied for market share across the country. However, growth in these markets has slowed and smaller cities need to carefully consider their offerings to attract operators.

Some smaller cities have struggled to find operators to apply for their program. For example, Aurora was the first city in Colorado to host a dockless bikeshare program but has since struggled to attract operators, while the program in Denver has grown significantly. Smaller markets are also more likely to see operators depart for financial reasons, especially in communities that do not allow e-scooters (which tend to have a higher return on investment for operators). For example, Bird cancelled its 150-bike dockless bikeshare program in Burlington, VT because of costs exceeding revenue. In 2022, Spin pulled out of all markets where multiple operators were allowed to provide shared micromobility services, citing low consumer demand and unsustainable operating costs. Industry consolidation has also disrupted service in many U.S. cities; 2023 saw multiple operators close leaving many municipalities without a shared micromobility program.

Procurement

For this scenario, Cherriots would develop the terms of the shared micromobility program, enter into an agreement with participating local jurisdictions, and work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way. Cherriots could convene interested jurisdictions in a working group to ensure regulations and program terms are unified across the region and to give them a voice in ongoing program governance and decision-making. The program can be codified as a permit or license program where private operators apply to provide shared micromobility services in a defined geographic area. Criteria would need to be developed to evaluate and select a single or select number of operators from multiple candidates that may apply for the permit.

Program Requirements

To attract interest from private operators, program requirements should remain intentionally flexible while still setting clear operating expectations. By keeping requirements concise and performance-based rather than prescriptive, the region can protect public space and rider safety without deterring potential vendors.

Table 1: Low-Resource Scenario Program Requirements

Operations	Description
<p>Fleet type and size</p>	<p>E-scooters typically have the highest return on investment for operators and would likely need to be a part of the program to attract a potential operator.</p> <p>The program can require a minimum e-scooter fleet and allow companies to scale vehicle numbers up or down with seasonal and ridership changes. Additional vehicles could be allowed with the achievement of certain ridership or other performance metrics.</p>
<p>Technology and infrastructure needs</p>	<p>The operator would be responsible for all technology and infrastructure needs, including the rider app and payment gateway, vehicles with onboard GPS, cloud servers and open data feeds (GBFS/MDS), geofencing and parking-compliance software, batteries and charging equipment, a local warehouse for storage and repairs, spare parts, and vehicles and staff required for rebalancing and maintenance.</p>
<p>Service area</p>	<p>The service area should be co-designed with the selected vendor, and could include a small pilot area or an entire jurisdiction. If starting with a smaller zone, the service area should prioritize denser areas (Downtown Salem, the Capitol Mall, Willamette University, and Cherriots’ core transit hubs) where short trip lengths and concentrated origins/destinations will</p>

Operations	Description
	support ridership and sufficient revenue to sustain operations. Lower-density neighborhoods will have lower demand and revenues such that incentives may be needed to encourage expansion into areas such as West Salem or Keizer.
Parking and redistribution logistics	<p>Without additional funding, parking management will rely on low-cost treatments rather than more expensive docking stations. These include software-based controls like geofencing to digitally designate parking areas, no-ride zones, and no parking zones, promoting the use of existing bike racks, and the furniture zone for parking vehicles.</p> <p>Cherriots and/or the local jurisdiction should maintain enough capacity to review performance data, process complaints, and work with operators to correct mis-parked vehicles. The permit can be written to levy fines for non-compliance, mandate “lock-to” requirements, and require digital parking management strategies. Public agencies can also support the program through investment of public funds or reinvestment of operator fees into parking areas and bike corrals.</p> <p>The operator covers all rebalancing expenses and will need to swap batteries or collect e-scooters for recharging and/or repair. Because labor, mileage, and battery swaps are costly, operators prioritize high-usage areas unless subsidies make wider coverage worthwhile.</p>

Financial Analysis

Costs

In this scenario, all costs beyond public agency staff time to manage the program fall to the private operator. However, the time commitment for staff can vary depending on the complexity of the program. For example, the City of Spokane has one full-time staffer who spends 25% of their time overseeing the privately owned and operated dockless scootershare program, while a 6-month dockless e-scootershare program in King County, WA in 2020 cost \$112,640 in staff time. If the operator does not provide a dashboard of analytics, Cherriots or local jurisdictions may need to contract with a third-party data aggregator to evaluate the program against KPIs.

In this scenario, public agencies still provide a vital partnership role in supporting the program. This can come in the form of continued investment in high comfort, convenient, and connected bike facilities, build out of bike parking corrals and bike racks, and promoting the program through existing media, events, and programs. Additional public support can help fund areas of the program that have lower return on investment for operators such as increased service levels in lower density (and lower ridership areas).

Table 2: Low-Resource Scenario Cost Responsibilities

Cost Category	Responsibility		
	Local Jurisdictions	Cherriots	Private Operator
Program administration	Staff time to manage compliance	Staff time to manage contract	Staff time to operate the program. Correction or payment for any fines related to program non-compliance
Fleet management (operations, maintenance, software, customer service)	None	None	Staff time, warehouse, vehicle, and other costs to manage the fleet including repairs, rebalancing, recharging, etc.
Vehicles	None	None	All vehicle capital, maintenance, and replacement costs
Parking areas	Staff time to identify virtual and physical parking areas	N/A	Implement virtual parking areas
Evaluation	Staff time, potential subscription to third-party data aggregator	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers
Insurance	None	None	Varies, but usually includes providing General Liability Insurance and Automobile Liability Insurance

User Pricing

In this scenario, the operator sets user pricing within the parameters outlined in the permit application. Most dockless operators follow a similar formula of a flat unlock fee (usually around \$1) and a per-minute fee. NACTO reported that the average cost of a one-way trip on a dockless e-scooter was around \$6.00 in 2023.¹ Operators may also offer day passes or low-income plans, but these are voluntary unless the permit explicitly requires them.

Because there is no public financial support in this model, Cherriots and local jurisdictions have less leverage to dictate pricing and discounts. Pricing is primarily a market decision, giving vendors flexibility to experiment with promotions or dynamic rates.

¹ NACTO. (2024). Shared Micromobility in 2023. https://nacto.org/wp-content/uploads/Shared-micro-in-2023-snapshot_FINAL_July22-2024.pdf

Revenues

Communities operating this type of program often charge fees for the right to use the public right-of-way. This is typically some combination of an application fee and a per vehicle or per trip fee. Some cities also establish fines for non-compliance with service levels; see Figure 1 for a summary of the range of fee types and amounts charged by cities across North America. These fees are important to offset public agency costs to manage the program. However, setting these fees too high can be a barrier to attracting or retaining an operator. To counteract this, some cities have been more overt about how these fees will be used to support the program - reinvested these fees into improvements that benefit the program (e.g., parking infrastructure or supporting programs) or pivoted to require upfront parking investments rather than fees to help build out parking infrastructure (such as in Denver).

Figure 1: Shared Micromobility Program Permit Fees across North America

Agencies charge a variety of fees as part of shared micromobility permits:



Source: NABSA 2023 State of the Industry Report

Advertising and sponsorship are not typical for a privately owned and operated dockless micromobility program. These operators are typically national brands preferring to keep their company branding front and center.

Equitable Access

Most private operators provide discount programs for low-income individuals, outreach, and other basic programs to increase access to the program. However, without additional funding, Cherriots and the local jurisdictions will have less leverage to require more robust equity plans such as deeper discount fares, minimum service levels in identified equity areas, adaptive bike programs, or additional outreach programs. Operators may choose not to apply if these are requirements.

Medium-Resource Scenario: Subsidized Operations

Scenario Overview: Benefits and Considerations

In the medium-resource scenario, Cherriots would issue a contract to a turn-key private operator and commit an annual subsidy that covers all operating costs and is tied to clear service and equity targets. As in the low-resource scenario, the private operator would retain ownership of all equipment and is responsible for capital costs.

Public subsidies for operations lower the operator's break-even point, making a Salem-Keizer program more attractive to draw more operator competition. The level of financial support will provide the agency with more leverage over program decisions such as the fleet mix between dockless e-scooters and e-bikes, equity requirements, first/last-mile integration with Cherriots, and higher service levels. In this scenario, Cherriots would need to budget for their financial contribution and must administer a more complex performance-based contract. If ridership underperforms, Cherriots may need to boost the subsidy, renegotiate service levels, or rebid the contract. If service needs to be terminated, this is relatively low risk for Cherriots as the equipment is owned and paid for by the operator.

Procurement

Similar to the low-resource scenario, Cherriots would enter into an agreement with interested local jurisdictions, work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way, and develop terms to include in a request for proposals (RFP) and contract with a private operator. Cherriots would lead a competitive procurement process on behalf of participating cities and would be responsible for funding operations and managing the contract with the private operator. Turn-key vendors such as Tandem Mobility or Drop Mobility usually quote a single all-inclusive annual fee per bicycle that covers operational costs (software, maintenance, customer service, rebalancing, battery swapping, etc.) and liability insurance.

Program Requirements

Table 3: Medium-Resource Scenario Program Requirements

Operations	Description
<p>Fleet type and size</p>	<p>The fleet mix could include dockless e-scooters, e-bikes, and/or pedal bikes with designated virtual and/or physical parking areas.</p> <p>Fleet size requirements should be defined in relation to the service area: The Institute for Transportation and Development Policy suggests targeting 10-30 bikes per 1,000 residents, and dockless e-scooter operators have recommended providing least two e-scooters per 1,000 residents for convenient rider access.² Fleet size can be flexible and incentivized based on program goals. For example, fleet maximums can be increased if the system is exceeding three trips per vehicle per day or if equity requirements are exceeded.</p>
<p>Technology needs</p>	<p>The operator would be responsible for all technology and infrastructure needs, including the rider app and payment gateway, vehicles with onboard GPS, cloud servers and open data feeds (GBFS/MDS), geofencing and parking-compliance software, batteries and charging equipment, a local warehouse for storage and repairs, spare parts, and vehicles and staff required for rebalancing and maintenance.</p>
<p>Service area</p>	<p>The initial service area should be designed with the selected operator, concentrating first on denser areas (e.g., Downtown Salem, the Capitol Mall, Willamette University, and Cherriots' core transit hubs) where short trip lengths and concentrated origins/destinations will support ridership.</p> <p>Service area expansion would be dependent on additional operating budget to expand the fleet, e.g., to provide service to West Salem and Keizer.</p>
<p>Parking and redistribution logistics</p>	<p>Depending on the operator, parking management could include geofenced parking areas and no-ride zones, physical parking areas consisting of a painted outline, decals, and flex posts in the curbside lane or sidewalk furniture zone, or bike racks and bike corrals. Local agencies can support the program through investment and buildout of parking areas, bike racks, and bike corrals.</p> <p>Cherriots and/or the local jurisdiction will be responsible for reviewing performance data, processing complaints, and working with the operator to correct mis-parked vehicles.</p> <p>Redistribution, rebalancing, recharging and other operating costs would be the responsibility of the operator per the terms of the contract.</p>

² Yanocha, D., Mason, J., Patlán, M., Benicchio, T., Alfred, I., & Laksmana, U. (2018). The Bikeshare Planning Guide.

Financial Analysis

Costs

In this scenario, Cherriots bears the operational costs, while the private operator provides the vehicles.

Table 4: Medium-Resource Scenario Cost Responsibilities

Cost Category	Cost Responsibility		
	Local Jurisdictions	Cherriots	Private Operator
Program administration	Staff time to manage compliance	Staff time to manage contract	Staff time to manage contract and program (built into per vehicle cost charged to Cherriots).
Fleet management (operations, maintenance, software, customer service)	None	All costs (usually charged on a per-vehicle basis at approximately \$1,800-\$3,000 *)	All costs built into the per vehicle cost charged to Cherriots
Vehicles	None	None	All vehicle capital, maintenance, and replacement costs
Parking areas	Staff time to identify virtual and physical parking areas	Procurement of contractor to install parking areas	None
Evaluation	Staff time	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers
Insurance	None	None	Varies, but usually includes General Liability Insurance and Automobile Liability Insurance

* based on publicly available contracts from Tandem Mobility and Drop Mobility

User Pricing

In this scenario, the operator sets user pricing within the parameters outlined in the contract. By providing funding, Cherriots has more input and can work with operators to develop discount programs for priority populations (e.g., low-income, senior, student, etc.).

Many turnkey operators offer rates per-ride as well as memberships. For example, Baton Rouge Bikeshare (operated by Tandem Mobility) charges \$6.99 for the first 30 minutes under its “pay as you go” option, or \$14.99 for a monthly membership with unlimited rides under 15 minutes (additional ride time is charged at \$0.30/min). Redwood Bikeshare in Sonoma County, CA (operated by Drop Mobility) costs \$0.25/minute under the “pay as you go” option, and \$20/month for 30 minutes of free ride time per day (additional ride time is charged at \$0.25/min).

Revenues

Revenues for this program can come from user fees (pay-as-you go rides, monthly/annual memberships, etc) along with advertising and sponsorships.

Sponsorships can help offset recurring costs while also fostering partnerships with healthcare providers, universities, utilities, and major employers, positioning the system as a shared investment in sustainability and community well-being. In this scenario, as the operator owns all equipment, Cherriots can impose content standards or negotiate a percentage of gross sales or a flat annual payment, but the operator will likely exercise final decision-making power over what is allowed on its assets.

Cherriots and local jurisdictions can coordinate with the operator to determine potential sponsorship opportunities. See Figure 2, Figure 3 and Figure 4 for example sponsorship packages from Ride4Smilies, a bikeshare system in Fort Smith, AR with 40 bikes across four stations.

Figure 2: Ride4Smilies Tier 1 Sponsorship Package

Tier 1 Sponsorship



Package Details

Sponsorship Tiers	Details	Price Per Year
Tier 1 Title Sponsor	<ul style="list-style-type: none"> Program naming rights Full branding on 40+ bikes (frame, basket, fender) and station sign fronts Custom 1/4 ad panel on 3 station sign backs 1 custom station location placement within service area 40 employee memberships 40 free ride coupons 	\$140,000
Custom Package	<p>Don't see exactly what you're looking for? Connect with Tandem Mobility about your sponsorship goals & budget</p>	





Figure 3: Ride4Smilies Tier 2 Sponsorship Package

Tier 2 Sponsorship

Package Details

Sponsorship Tiers	Details	Price Per Year
Tier 2 Founding Sponsor	<ul style="list-style-type: none"> Branding on 20 bike baskets or fenders Custom ¼ ad panel on 1 station sign back 20 employee memberships 20 free ride coupons 	\$75,000
Tier 2 Corporate Sponsor	<ul style="list-style-type: none"> 1 custom station location on your campus, within or connected to the current service area Branding on 5 bike baskets or fenders Custom ¼ ad panel on your 1 station sign back Unlimited employee memberships Unlimited free ride coupons 	\$50,000
Tier 2 Equity Sponsor	<ul style="list-style-type: none"> Equity pricing for all public users Tap card program engagement event/initiative Unlimited employee memberships Unlimited free ride coupons 	\$50,000

Figure 4: Ride4Smilies Tier 3 Sponsorship Package

Tier 3 Sponsorship

Package Details

Sponsorship Tiers	Details	Price Per Year
Tier 3 Bike Sponsor	<ul style="list-style-type: none"> Branding on 5 bike baskets or fenders * 5 employee memberships 5 free ride coupons <p>* Pending Tier 1/Tier 2 sponsor commitments.</p>	\$20,000
Tier 3 Station Sponsor	<ul style="list-style-type: none"> Custom ¼ ad panel on station sign back * 10 free ride coupons <p>* Pending Tier 1/Tier 2 sponsor commitments.</p>	\$5,000 per station

Equitable Access

With a higher level of investment, Cherriot's may be able to work with an operator to provide more robust equity programs such as:

- **Discounted pricing:** Baseline discount requirements can live inside the master operating contract, and bulk-pass purchases, or deeper fare discounts can be layered on through simple contract amendments or purchase orders, letting the agency scale the subsidy year-by-year without reopening the full agreement. For example, Bike Share ICT in Wichita, KS provides a discounted student membership of \$20/year, a \$10 savings over standard annual memberships.
- **Multilingual outreach & community ambassadors:** Additional funding can support the agency or the operator in working with local CBOs for pop-up events, helmet fittings, and in-language education.
- **Adaptive vehicles:** Additional funding can support creation of a separate adaptive bikes (or trikes) program.

High-Resource Scenario: Publicly-Owned System

Scenario Overview: Benefits and Considerations

In the high-resource scenario, Cherriots is the system owner and primary funder of the shared micromobility program and contracts with a third-party to operate the program. Cherriots would be responsible for all capital and operating costs. This will provide Cherriots full control over program decisions such as branding, fleet type, parking management, equity requirements, transit integration, and service levels.

This scenario has the most potential for long-term service, brand control, and organized parking management but requires the highest financial commitment to provide capital and ongoing funding.

Procurement

Similar to the other scenarios, Cherriots would enter into an agreement with interested local jurisdictions, work with those jurisdictions to develop regulations for the use of shared micromobility vehicles in the public right-of-way, and develop terms to include in a request for proposals (RFP). Cherriots would lead a competitive procurement process on behalf of participating cities for an equipment vendor (for the vehicles and stations) and for a third-party operator and be responsible for paying for service and managing these contracts. If federal funds are utilized to procure equipment, Cherriots may need to follow federal procurement requirements such as Buy America requirements.

Program Requirements

Table 5: High-Resource Scenario Program Requirements

Operations	Description
Fleet type and size	<p>The type of system is at the discretion of Cherriots as the owner of the system. A docked bikeshare system would provide dedicated parking locations, eliminate sidewalk clutter, and guarantee users a predictable place to find a bike. This would also allow Cherriots to brand the program and integrate it into their existing trip planning, fare payment, and other programs.</p> <p>Fleet size and station density requirements should follow similar guidelines to the medium-resource scenario.</p>
Technology needs	Same as low and medium-resource scenarios.
Service area	<p>The initial service area will depend on the available capital budget for bikes and stations. Docked bikeshare systems are typically a higher unit cost than dockless or hybrid programs. This may result in a smaller number of bikes and a smaller service area.</p> <p>Station density is critical with higher densities correlating to higher market penetration and increased ridership. Research compiled by NACTO shows that riders need to see a station within a 3-5 minute walk everywhere within the</p>

Operations	Description
	service area, and gaps larger than that sharply depress ridership and undermine equity goals. ³ Service area expansion should be contiguous.
Parking and redistribution logistics	<p>A station-based system largely solves parking management issues if every trip must begin and end at a fixed dock. Real-time dock telemetry lets the operator monitor “full” and “empty” alerts. Stations can also be solar powered or connected to the electrical grid to help recharge e-bikes (or e-scooters). The industry estimates significant recharging cost savings if 20%-30% of stations are electrified.</p> <p>Redistribution and rebalancing would be the responsibility of the third-party operator per the terms of the contract. Docks and stations introduce additional maintenance and repair needs. However, they are also more predictable for rebalancing rather than having to find dockless vehicles all over the city.</p>

Financial Analysis

Costs

Costs for this scenario depend on the type of system employed. For docked bikeshare, a station can cost \$30,000- \$60,000 to purchase and install, so deploying 40 stations for a 400-bike launch could cost over \$2 million before bikes and kiosks.⁴ Pedal bikes can start at approximately \$300 each, while e-bikes can be more than triple that cost. Cherriots must also budget for annual operating costs and plan for long-term equipment replacement (the average lifespan of a bikeshare bike is three to five years)⁵. Operating costs can be significant: the Roaring Fork Bikeshare system spent \$1.6 million on operations in 2023 for a system of 420 bikes and 81 stations.

Changes to the system can create additional costs. Docked systems are modular and movable but less flexible than dockless systems. Relocating a station requires construction permits and utility work (if electrified).

³ NACTO. (2015). NACOT Bikeshare Equity Practitioner’s Paper #1.

⁴ Clean Mobility Options. (2023). Mobility Project Implementation Toolkit.

⁵ Yanocha, D., Mason, J., Patlán, M., Benicchio, T., Alfred, I., & Laksmana, U. (2018). The bikeshare planning guide.

Table 6: High-Resource Scenario Cost Responsibilities

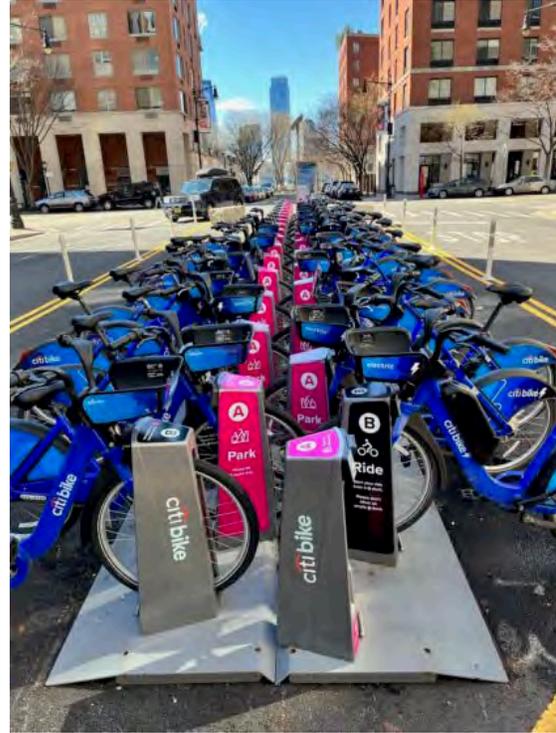
Cost Category	Cost Responsibility		
	Local Jurisdictions	Cherriots	Private Operator
Program administration	Staff time	Staff time to oversee program and manage program	None
Fleet management (operations, maintenance, software, customer service)	None	All costs	All costs reimbursed per the operating contract with Cherriots
Equipment (vehicles, stations)	None	All costs	None
Parking areas	Staff time to permit stations	Staff time / installation costs	None
Evaluation	Staff time	Staff time	Real-time GBFS feed + MDS policy/compliance API; cloud servers.
Insurance	None	Liability insurance	Varies, but usually includes General Liability Insurance and Automobile Liability Insurance.

User Pricing

In this scenario, Cherriots has total user pricing control, which allows the agency to align pricing with transit fares, provide discounted pricing to priority groups, and make dynamic adjustments to pricing as-needed. All ride and membership payments can flow directly into an agency-controlled account.

Revenues and Funding Opportunities

Because Cherriots owns the physical and digital real estate, it can set advertising/sponsorship policies and keep 100% of revenue or share a portion with the operator as an incentive for sales performance. Sponsorship packages can include branded wraps on vehicles, logos on station signage, and digital ads on kiosks or in-app platforms. With full branding rights, Cherriots can pursue various sponsorship and advertising mechanisms. For example, Citigroup is a title sponsor of the bikeshare program in New York City at \$70.5 million over 10 years and has full branding on bikes, docking stations, and the name of the system (Citibike). In Milwaukee, non-profit bikeshare operator Bublr offers signage sponsorship starting at \$250/month for a sign at one docking station. Sponsorship and advertising requires staff time to find sponsors and coordinate content that would be the responsibility of Cherriots and local jurisdictions.



*Left: Milwaukee Bublr Bikeshare station sponsored by Sierra Club;
Right: Citibike Station in New York City*

A publicly owned shared micromobility system can leverage state and federal grant funding. These are more often available to go towards capital costs including the purchase of vehicles, docking stations, kiosks, and other infrastructure. Potential grant funding opportunities include:

- Congestion Mitigation and Air Quality Improvement Program (CMAQ): CMAQ funding is allotted to MPOs based on formulaic distributions, who can determine further project selection requirements. Bikeshare infrastructure is eligible for CMAQ funding and application should be coordinated with the Salem Keizer Area Transportation Study (SKATS).
- Transportation Alternatives: Transportation Alternatives funding is allotted through the state's capital improvement plan (STIP), which is developed 3+ years in advance of projects receiving funding. SKATS receives a direct allotment of the funding and can determine further selection requirements. Bikeshare infrastructure is potentially eligible for Transportation Alternatives funding but requires coordination with SKATS.
- ODOT Innovative Mobility Program (IMP): IMP funds can support both capital and operational costs for shared micromobility programs.

Equitable Access

Public ownership of the system enables Cherriots to embed equity objectives and provide more robust equity programs similar to and beyond those described in the medium-resource scenario. Equity programs can also be more easily bundled with other Cherriots outreach and marketing efforts.

Bicycle Lending Libraries

Overview

A bicycle lending library provides free or low-cost access to bicycles for longer-term borrowing, typically ranging from a few days to several months. Unlike traditional bikeshare programs that focus on short trips, lending libraries support long-term use for recreation, commuting, running errands, etc. They provide mobility for individuals without reliable access to a vehicle or to supplement public transit options.

Lending libraries can be operated by public agencies, non-profits, or community-based organizations, often in partnership with transit agencies, schools, or housing providers. They may use refurbished donated bikes, new bikes, or a mix. Check-out points can be provided at centralized hubs, mobile pop-ups, or partner sites such as community centers and libraries. Table 7 provides an overview of current active bike lending libraries in Oregon – all currently provide e-bikes for participants.

Table 7: Active Bike Lending Libraries in Oregon

Location	Funding Source	Description
Washington County	Westside Transportation Alliance	The non-profit WashCo Bikes and the Westside Transportation Alliance run an “ e-bike trial program ” for employees at Nike and Intel. Employees receive an e-bike for one month for \$25 and can purchase a discounted e-bike after the trial period ends. The trial program also includes free maintenance, bicycle accessories, safety demos, and training.
Tigard	Portland General Electric’s Drive Change Fund (via Oregon Department of Environmental Quality)	“ Power to the Pedal ” is a city-run free e-bike lending library currently being piloted at two affordable housing locations. Residents must be 18 years old and can check out an e-bike from a secure room or locker.
Portland	Metropolitan Family Service	The Forth E-Cargo Bike Library is a program in partnership with Metropolitan Family Service that provides a free trial of e-cargo bikes for up to seven days.
Douglas County	ODOT Transportation Options Grant	The HADCO eBike Lending Library provides free access to e-bikes and e-tricycles to affordable housing residents in Douglas County, Oregon. Residents can check out bikes in three-hour increments.
Eugene	University of Oregon	University of Oregon students and employees can rent an e-bike for up to two weeks through the university’s E-Bike Lending Library . Participants are also invited to participate in a research study around the use of e-bikes.

Benefits and Challenges

Table 8: Bicycle Lending Library Benefits and Challenges

Benefits	Challenges
<p>Long-term access: Offers longer-term access to bikes for people who can't afford to buy one or who want to try biking before investing.</p> <p>Community-focused: Lending libraries are often run through local partners (libraries, schools, housing sites), strengthening community trust and engagement.</p> <p>Supports skill-building and rider confidence: Longer loan periods allow new riders to gain comfort and practice riding.</p> <p>Flexible implementation: Can operate from community centers, libraries, pop-up hubs, or mobile vans—making the model adaptable to local context.</p>	<p>Siting and storage: Lending libraries typically require a secure, accessible location (such as a community center, library, or mobility hub) where bikes can be stored, checked out, and maintained. A brick-and-mortar facility enables consistent service and provides space for user support, safety trainings, and minor repairs but requires staffing. Establishing a fixed site may require partnerships with public facilities or community organizations, and can entail costs for space, utilities, and equipment.</p> <p>Staffing: Community facing programs require staff to manage checkouts, maintain the fleet, and assist users with fitting equipment or questions.</p> <p>Limited immediate access: These programs take longer to set up than on-demand shared micromobility programs. These are also less spontaneous for users who must plan ahead to check out a bike.</p>

Operational Models

A 2025 Portland State University report reviewing lending libraries detailed two operational models for lending libraries⁶:

- **Community resource libraries** prioritize providing low-cost or free bikes as a community transportation option. They usually target low-income or historically underserved communities. Unrestricted community resource programs allow anyone in the community to use the lending library, while restricted programs limit access to residents or those affiliated with a specific group or organization.
- **Try before you buy libraries** provide riders with the opportunity to borrow a bike for a limited period of time and exist to support users in making a purchasing decision. The library organizer usually partners with a local bike shop or a manufacturer to offer multiple bikes for riders to try out.

Multiple administration models exist, but over 75% of lending libraries are operated by non-profits or local government entities. The Portland State University report found that partnerships with bike shops and community organizations are critical to program success.

⁶ MacArthur, J., Miller, J., & Swain, I. (2025). E-bike Lending Libraries: Trends and Practices in The United States.

BOARD MEETING MEMO – AGENDA ITEM 7.A

To: Board of Directors
From: Bobbi Kidd, Strategic Initiatives Administrator
Thru: Allan Pollock, General Manager
Date: February 26, 2026
Subject: Fiscal Year 2026 Quarter 2 (FY26 Q2) Strategic Plan Report

ISSUE

Shall the Board receive the FY26 Q2 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 Q2. 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

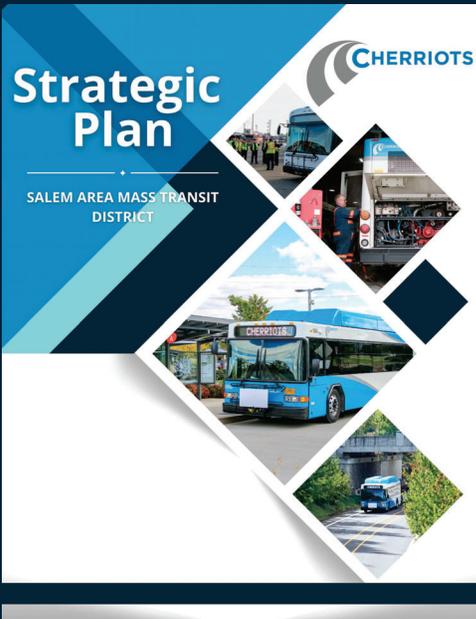
The FY 2026 budget includes funds for implementation of the Strategic Plan.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



Strategic Plan Q2 Board Report Fiscal Year 2026

February 26, 2026

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 Cherriotics Committee Alignment



FINANCIAL SUSTAINABILITY

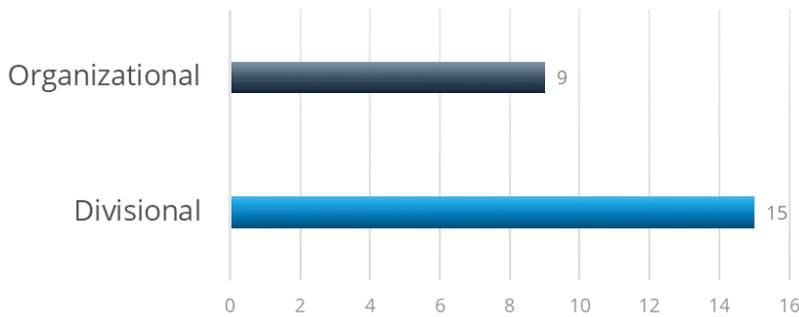
- Establish District Financial Policies
- Strategic Grant and Funding Framework for Capital Investment Plan

CHERRIOTS Goal Highlights

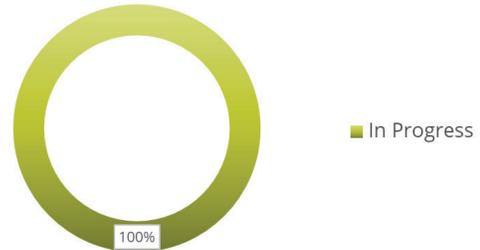
Let's hear from the Goal Owners!



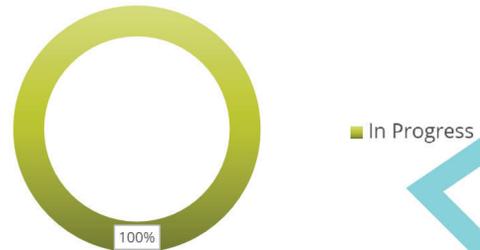
FY2026 STRATEGIC PLAN GOALS



ORGANIZATIONAL GOAL STATUS



DIVISIONAL GOAL STATUS



- FY26 Q3 goal work is underway!
- Modernization of Transit's Value Working Groups
 - Safety and Security
 - Financial Stability
 - Connectivity
 - Environmental Stewardship
- Finalizing goals for FY27



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: February 26, 2026
Subject: FY2026 Quarter 2 (FY26 Q2) Performance Report

ISSUE

Shall the Board receive the FY26 Q2 Performance Report?

BACKGROUND AND FINDINGS

The second quarter of FY26 (October 1 – December 31, 2025) showed system-wide ridership that remained almost unchanged from the same period last year. Among local routes, Route 22 remained the lowest in overall productivity but showed great improvement, with ridership up 26% and productivity (boardings per revenue hour) up 25%, showing a more pronounced increase on weekends. The District completed 99.97% of all scheduled trips, demonstrating exceptional reliability and consistent service delivery. Meanwhile, Umo electronic fare payment usage rose to 43% of fixed-route boardings. 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 Cherrriots Local service during this period was 87.9%, exceeding the District target of 85% by 2.9 percentage points. Late departures accounted for only 8.3%, meeting the District goal of 15% or less. Early departures were 3.8%, which remains above the target but represents a substantial improvement from 10.2% in FY25 Q2. The District should focus on improving service reliability on its highest-ridership routes. Route 11 demonstrates strong demand and productivity but continues to experience reliability challenges, while Route 21 combines high ridership and the highest productivity with on-time performance exceeding the target.

The Youth Zero Pass program, launched in September 2022, accounted for 24.9% of the total ridership during this quarter. Youth ridership increased by 1% (2,641 rides) on Cherrriots Local service and 1% (28 rides) on Cherrriots Regional service compared to FY25 Q2. Following the introduction of the youth ID verification policy in October 2024, this quarter marks the first year-over-year increase in youth ridership. This suggests the program is becoming more standardized and is being implemented in an orderly and consistent way.

The District's 10 Battery Electric Buses (BEB) collectively drove a total of 81,256 miles in FY26 Q2, showing progress for the fleet. The use of BEBs resulted in a reduction of 3,575 lbs. of greenhouse gases (GHGs)—the equivalent of removing 86 cars from the road for an entire year. The average fuel economy was 2.26 kWh per mile, which is significantly better than the Altoona average of 2.5 kWh per mile, indicating strong operational efficiency.

The Vanpool program, organized and subsidized by Cherriots Commuter Options (CO), serves commuters across Marion, Polk, and Yamhill counties. In FY26 Q2, the District supported 38 active vanpools, providing transportation for 215 commuters across a diverse range of sectors, including agriculture, industrial trades, and federal government. The program offers a more environmentally sustainable and efficient commuting option for regional workers.

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. The data for these measures are derived from adjusted Trapeze schedules, vehicle fare boxes, passenger counting systems, the trip reservation platform (Via Transportation, Inc.), and staff-tracked measures.

The total and daily average data for weekdays, Saturdays, and Sundays in Attachment A are compared to the same time period of the previous fiscal year, FY25 Q2, when data is available. Cherriots Local and paratransit (LIFT) services are available seven days a week. Cherriots Regional service is available Monday through Saturday, and Shop and Ride service is available Monday through Friday.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

Fiscal Year 2026 Quarter 2 Performance Report

Presented by:
Shofi Ull Azum
Chief Planning and Development Officer



System Performance Highlights: FY26 Q2

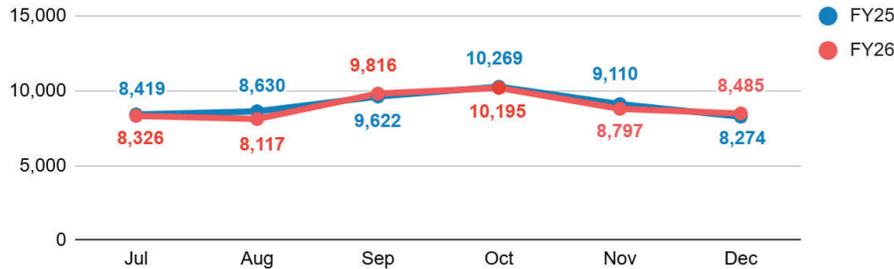
- **908K** total boardings systemwide
- Ridership remained stable year-over-year
- **99.97%** of planned service delivered
- **OTP** exceeded target on Local and Regional Systems
- Major capital and technology projects are advancing

Key takeaway: System performance remains strong despite ridership plateau

System Performance - Ridership Trends

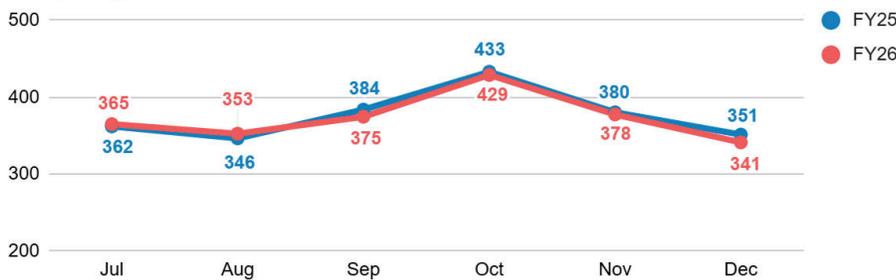
Local Average Daily Boardings per Month

Comparing FY25 and FY26



Regional Average Daily Boardings per Month

Comparing FY25 and FY26



- Fixed route accounts for **91%** of all trips
- Local service drives system demand
- December showed **2.6%** daily ridership **growth** YoY
- Veterans Day ridership increased **52.6%**

Key takeaway:

Demand is holding steady and growth tied to targeted service enhancements.

System Performance - Route Productivity

Weekdays:

- Exceeded productivity target: Routes 21, 19, 16, 23 and 7
- On the verge of target: Routes 4, 3 and 40X

Saturday:

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

Sunday:

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

Key Takeaways:

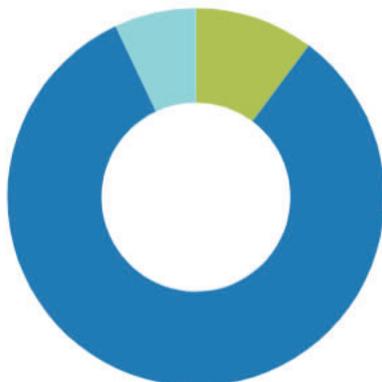
- **All** Local Coverage Routes increased productivity on Saturdays
- **77.8%** Local Coverage Routes increased productivity on weekdays

System Performance - Productivity

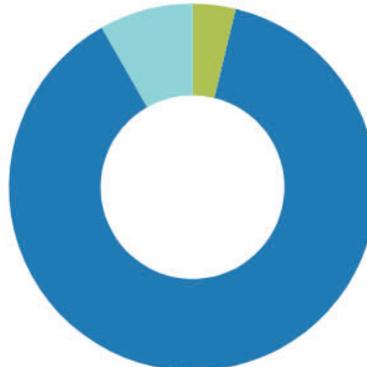
- System-wide boarding per Revenue Hour (RH): **11.7**
- Highest ridership gain: **Route 21 (+5,632)**
(Honorable mention: Route 5, 4, 12)
- Best On-Time Performance: **Route 26 (95.6%)**
(Honorable mention: Route 27, 7, 17)
- Most productive route: **Route 21 (Rides/RH:22.6)**
(Honorable mention: Route 19, 4, 3)
- **Overall best performing route: Route 21**
(OTP: 89.0%; Rides/RH: 22.6; Ridership gain: +5,632)

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

FY25 Q2



FY26 Q2



Key takeaway:

Service reliability continues to improve systemwide

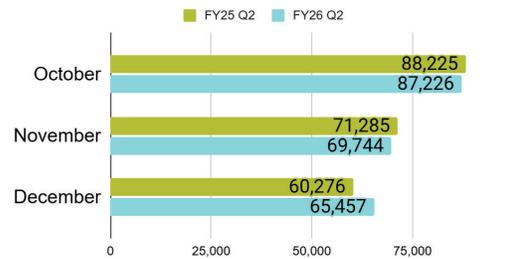
● Early:10.2%
● On-Time:82.8%
● Late:7.0%

● Early:3.8%
● On-Time:87.9%
● Late:8.3%

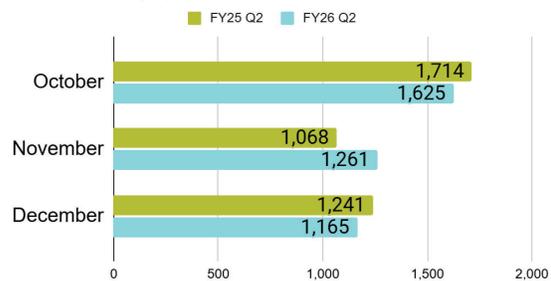
Snapshot of Youth Zero Pass Program

- Marked the first year-over-year **increase** in youth ridership, after Implementing Youth identity verification requirements in October 2024.
- **226K+** youth trips
- YOY Youth ridership increased:
Local Service: **2,641 (+1%)**
Regional Service: **28 (+1%)**
- Youth riders account for **24.9%** of all rides

Quarterly Youth Boardings - Cherriots Local
Total Increase: 2,641(1%)



Quarterly Youth Boardings - Cherriots Regional
Total Increase: 28 (1%)



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%)
FY26 Q2	84%	2.40	0	1.12	0	100%

FY26 Q2 Service at a Glance:

- **25,992** trips delivered in FY26 Q2 (YOY: **+2.4%**)
- Shared Rides Rate: **67%**
- Average Ride Rating: **4.9/5.0**

Snapshot of Vanpool Program

TO Program Spotlight Award

- Total Vanpool subsidy: **\$63,849**
- Vanpool passenger trips:
26,132
- YOY Vanpool passenger trips increase:
+4,080 (+18.5%)

FY26 Q2 Vanpool Performance Metrics	
Max Operating Vanpools	38
# of Unique Riders	215
# of Passenger Trips	26,132
Vehicle Revenue Miles	125,045
Vehicle Revenue Hours	3,233
Average Occupancy Rate	70%
Percentage of Subsidy per Vanpool (Goal is less than 50%)	39%

Safety and Reliability Trends

- Preventable accidents per 100K miles travelled (**Goal: <2** per 100K miles)
 1. Local: 1.31
 2. Regional: 1.52
 3. LIFT: 3.09
- Road calls per 10K miles traveled (**Goal:<1** per 10K miles)
 1. Local: 0.89
 2. Regional: 0.45
 3. LIFT: 0.43

Battery Electric Bus Performance Trends

“The average fuel economy was 2.26 kWh/mile, about 9.6% more efficient than the Altoona benchmark of 2.5 kWh/mile.”

FY26 Q2 BEB Performance Metrics	
Total Distance Driven (mile)	81,256
Average Distance Traveled per Bus per Day (mi/day)	88
Average Regeneration Rate	32.2%
Net GHGs Avoided (lbs.)	3,575
Cars Taken Off the Road for One Year	86
Average Fuel Economy (kWh/mi)	2.26

Major Achievements & Milestones

- District received ToGo Award (Vanpool)
- Umo adoption: 43.2% Local trips and 39% Regional trips
- Major projects kick off: ESTC, Fare system replacement, maintenance shop software & KTC gate project
- Significant progress with APC data cleansing
- 10 BEBs entered production at Gillig and expected delivery in early 2026.

Looking Ahead FY26 Q3

- Reliable stop level APC data by route and time of day
- Completion of Cherriots shared micromobility study
- Begin microtransit feasibility study and implementation plan
- Final O-D survey Report



FISCAL YEAR 2026

QUARTER 2 PERFORMANCE REPORT

October 1 – December 31, 2025



OCTOBER 2025

- District hosted a Keizer Greeters event to present the Service Enhancement Plan, during which attendees actively provided feedback.
- Planning staff attended the NW Transit Exchange to collaborate with peer transit agencies across the Pacific Northwest.
- The Swiftly/Hopthru project was formally kicked off, with project planning and interdepartmental coordination underway.
- All 20 charging dispensers are now installed at Del Webb and ready to use.

NOVEMBER 2025

- District was recognized with the TO Program Spotlight Award for its Vanpool program at the OTA Conference, where staff also participated in professional engagement and knowledge-sharing activities to support continued program success
- KTC gate project kicked off. Construction is scheduled for early 2026

DECEMBER 2025

- Board approved the East Salem Transit Center Site Selection and Title VI Analysis projects, authorizing staff to move forward with evaluating potential locations.
- "Fare collection system replacement" and "Maintenance shop software" project kicked off
- 10 Cherriots BEBs entered production at Gillig and anticipated delivery in early 2026.

System Summary FY26 Q2

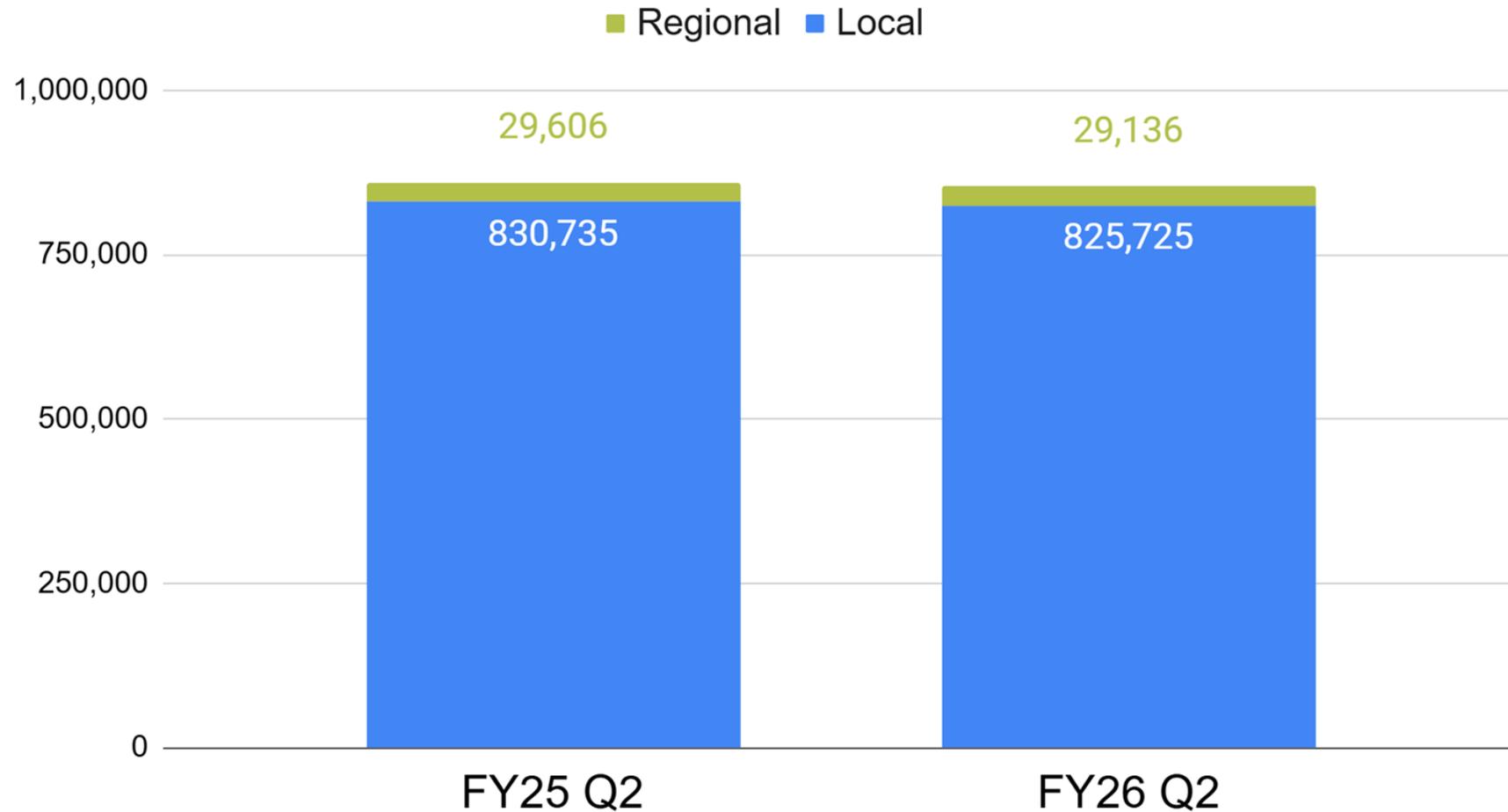


The table below provides a high-level summary of boardings, revenue miles, and revenue hours in Quarter 2 of Fiscal Year 2026 (FY26 Q2) compared to the same period of the previous fiscal year. Total boardings kept nearly unchanged, with the largest share coming from Cherriots Local bus service. Revenue hours increased by 0.4% and revenue miles rose by 1.9% compared to FY25 Q2.

Key Indicators	Fixed-Route		Paratransit (LIFT)	Dial-a-Ride (Shop and Ride)	Vanpool	FY26 Q2	FY26 YTD	% Change from FY25 Q2
	Local	Regional						
Total Boardings	825,725	29,136	25,992	1,116	26,132	908,101	1,795,211	-0.1%
Percent of Total Boardings	90.9%	3.2%	2.9%	0.1%	2.9%	--	--	--
Revenue Miles	671,974	131,696	141,033	6,731	125,045	1,076,479	2,186,897	0.4%
Boardings per Revenue Mile	1.2	0.2	0.2	0.2	0.2	0.8	0.8	-0.5%
Revenue Hours	55,112	5,969	12,711	634	3,233	77,659	157,526	1.9%
Boardings per Revenue Hour	15.0	4.9	2.0	1.8	8.1	11.7	11.4	-1.9%



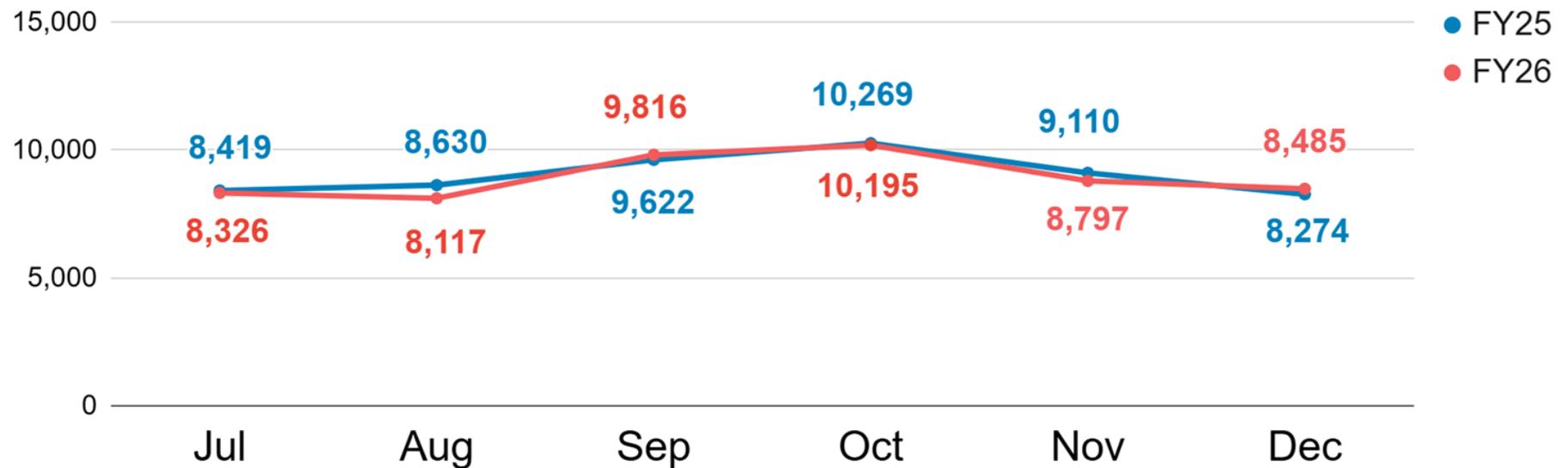
Total Fixed-Route Boardings





Cherriots Local service ridership remained stable during FY26 Q2, with minimal variance between FY25 and FY26 in October and November. In December, average daily boardings increased by roughly 2.6% year-over-year.

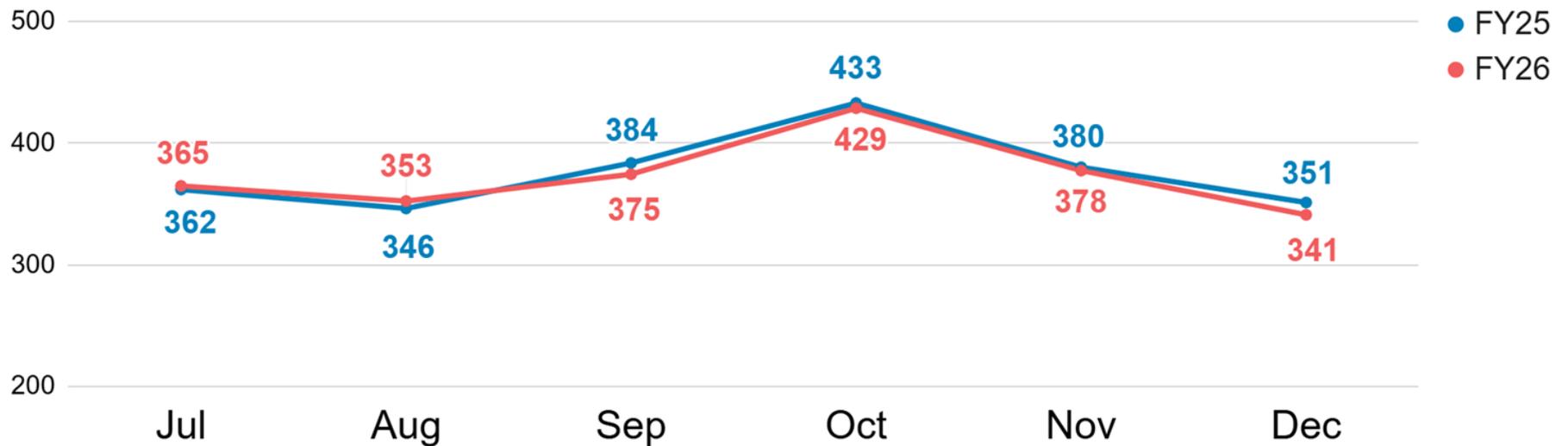
Local Average Daily Boardings per Month Comparing FY25 and FY26





Regional ridership remained stable in the second quarter of FY26, with minimal variance between FY25 and FY26.

Regional Average Daily Boardings per Month Comparing FY25 and FY26



Route Productivity FY26 Q2



The 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.

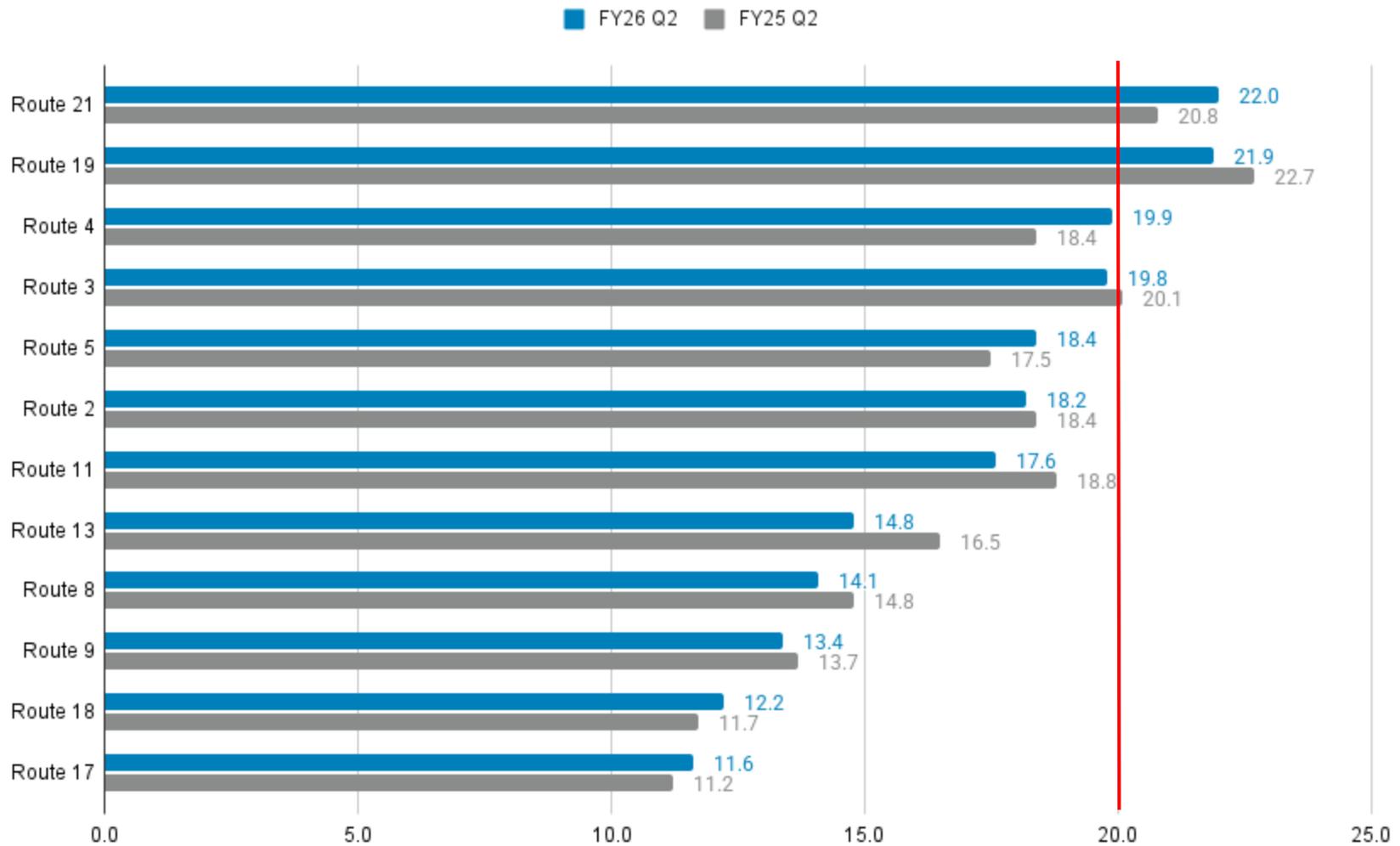
- Corridor routes – Routes that operate on major transit pathways, including the **Core Network**, that connect to areas of major growth, employment, and activity centers. They typically operate at higher frequencies than Coverage routes.
 - Target: 20 boardings per revenue hour
- Coverage routes – Routes 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 Q2 |

Weekday Boardings per Revenue Hour
Local Bus Service - Corridor Routes



Target: 20 Boardings

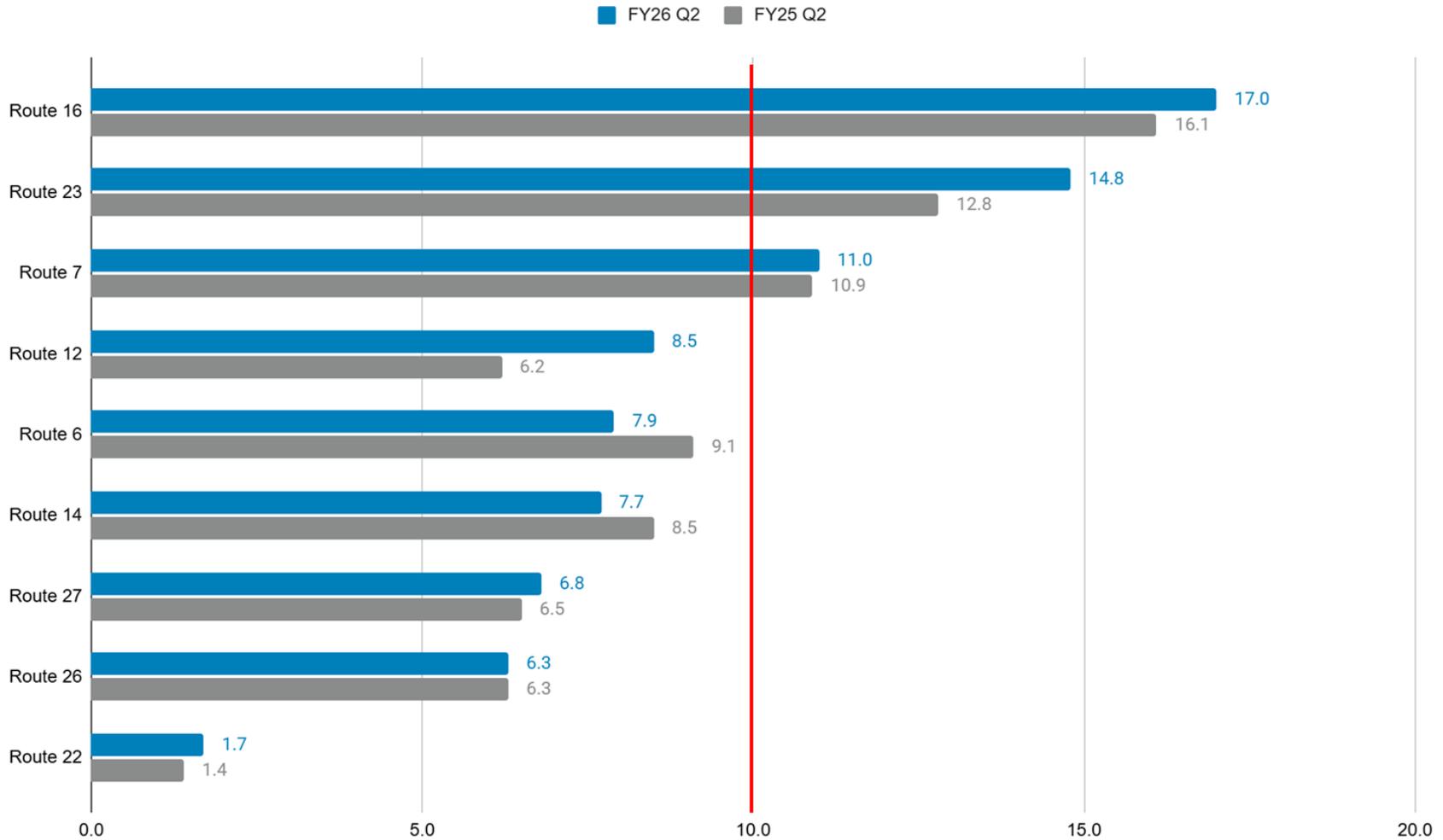


Route Productivity FY26 Q2 |

Weekday Boardings per Revenue Hour
Local Bus Service - Coverage Routes



Target: 10 Boardings

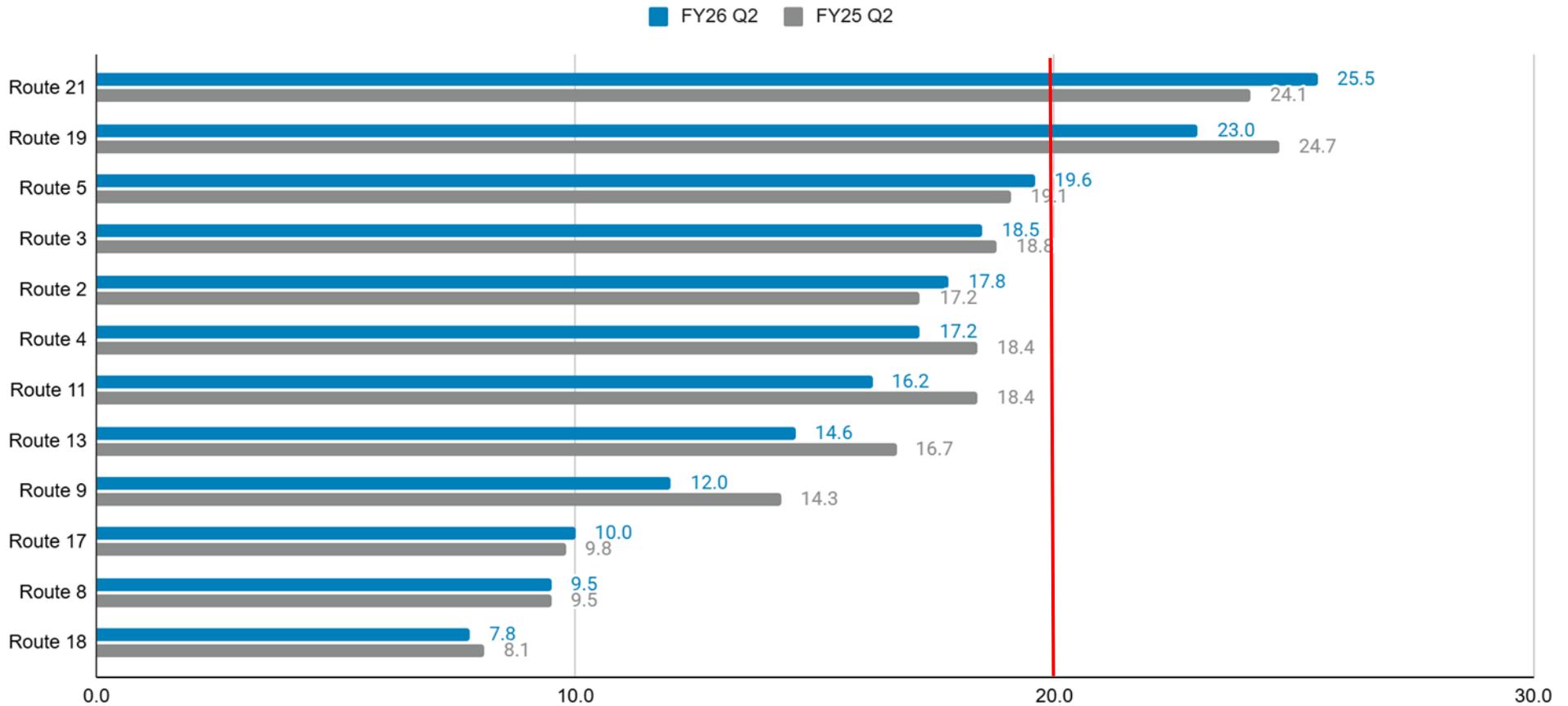


Route Productivity FY26 Q2 |

Saturday Boardings per Revenue Hour
Local Bus Service - Corridor Routes



Target: 20 Boardings

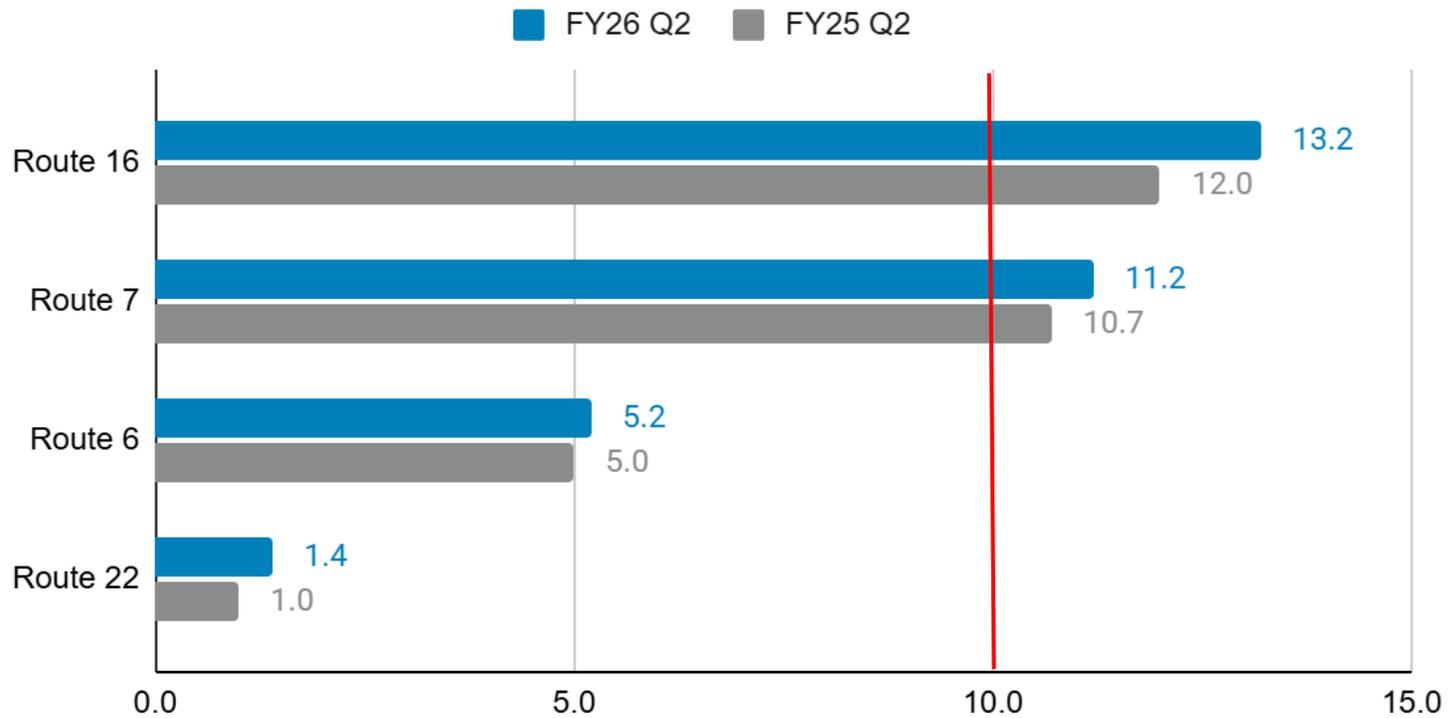


Route Productivity FY26 Q2 |

Saturday Boardings per Revenue Hour
Local Bus Service - Coverage Routes



Target: 10 Boardings

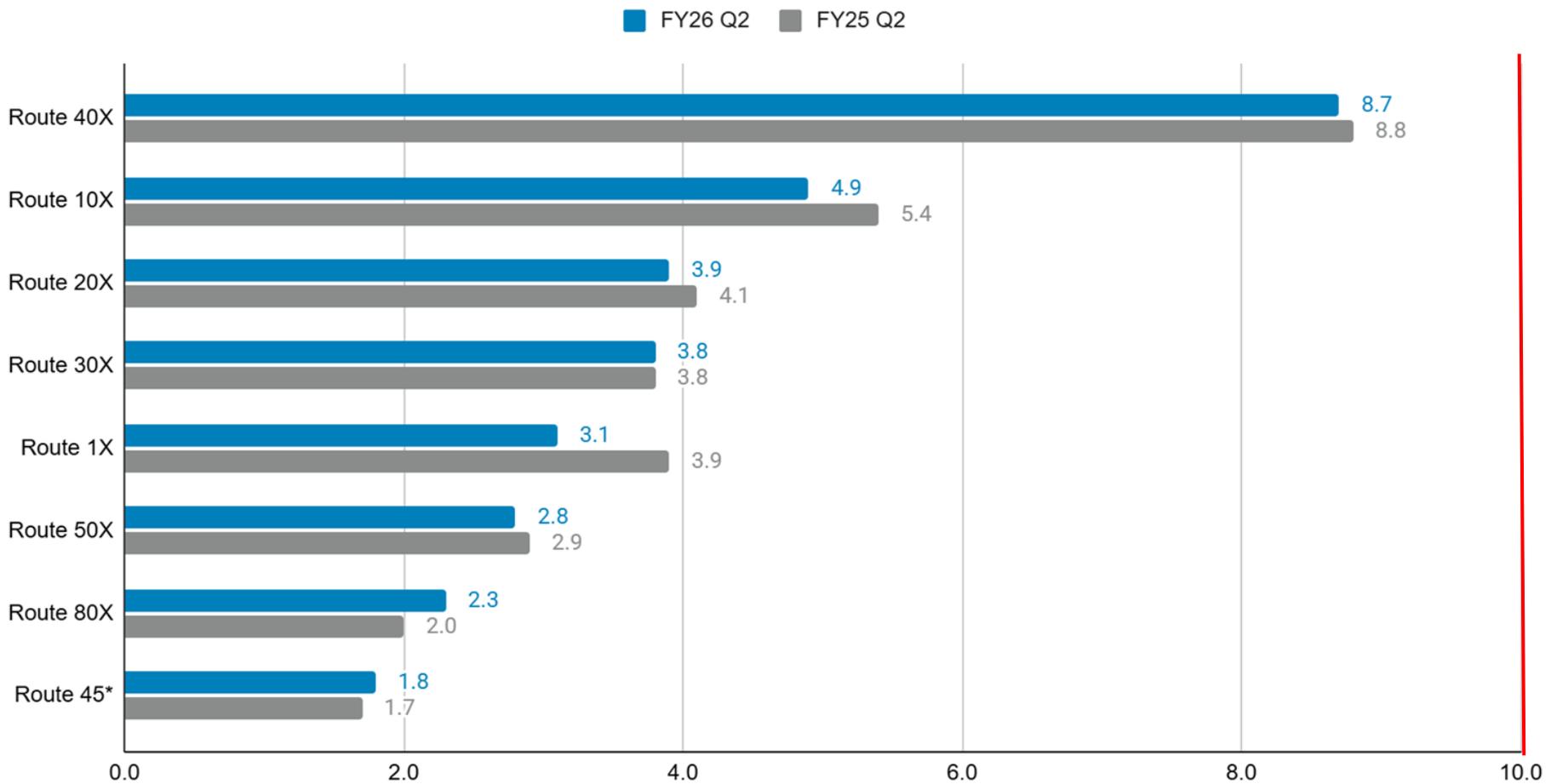


Route Productivity FY26 Q2 |

Weekday Boardings per Revenue Hour
Regional Bus Service



Target: 10 Boardings (*Target: 5 Boardings)

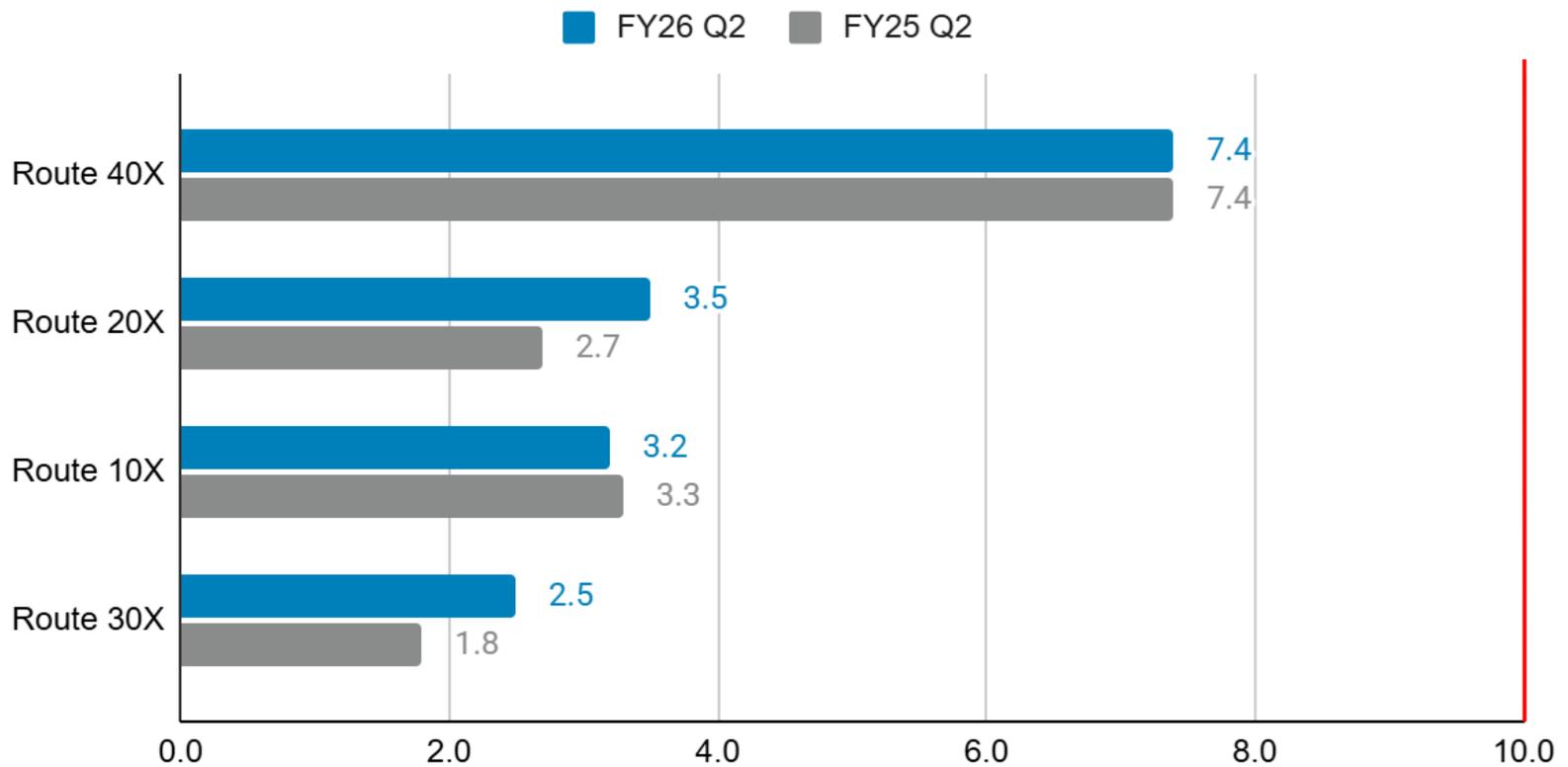


Route Productivity FY26 Q2

Saturday Boardings per Revenue Hour
Regional Bus Service



Target: 10 Boardings

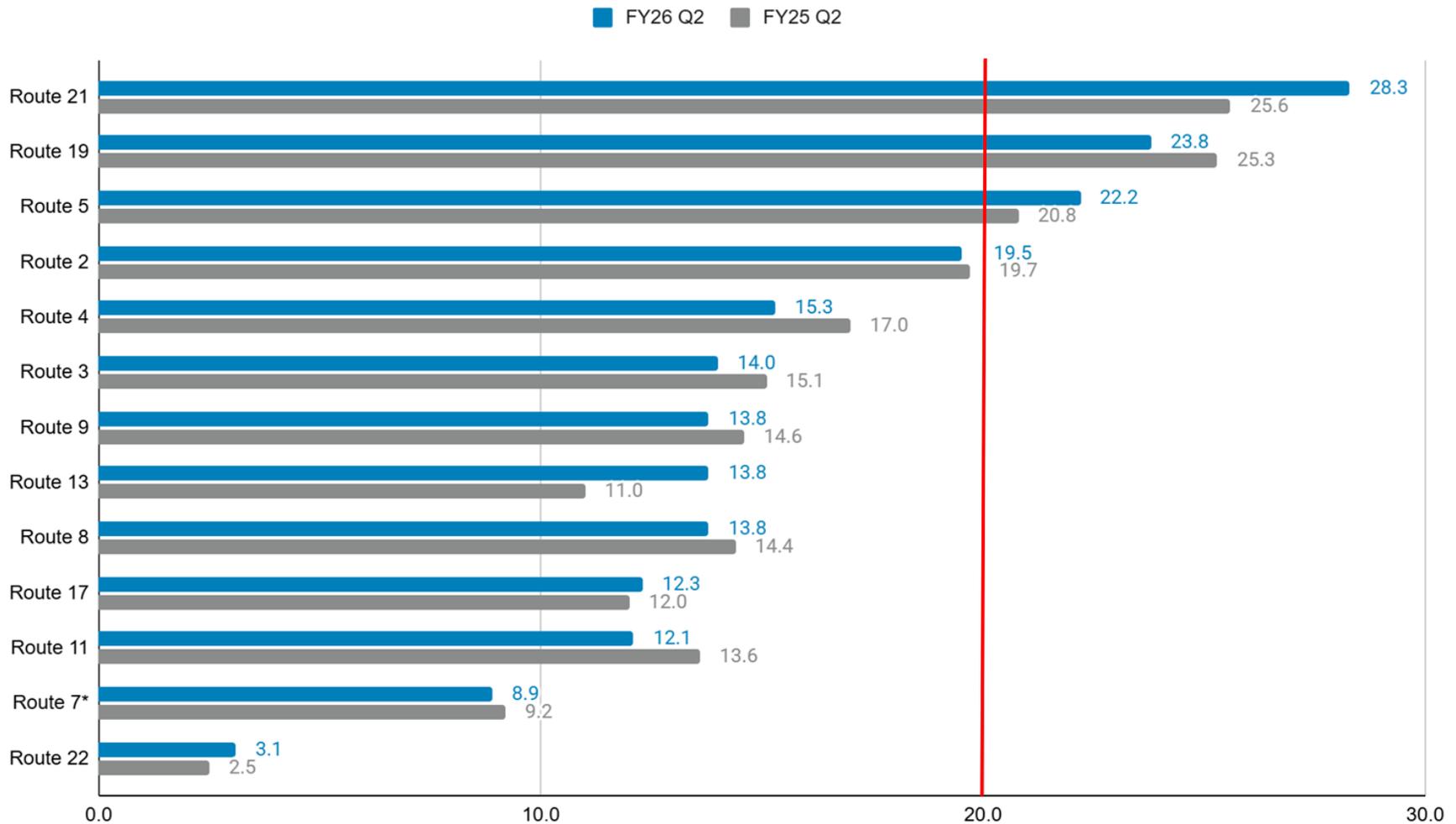


Route Productivity FY26 Q2 |

Sunday Boardings per Revenue Hour
Local Bus Service - All Routes



Target: 20 Boardings (*Target: 10 Boardings)



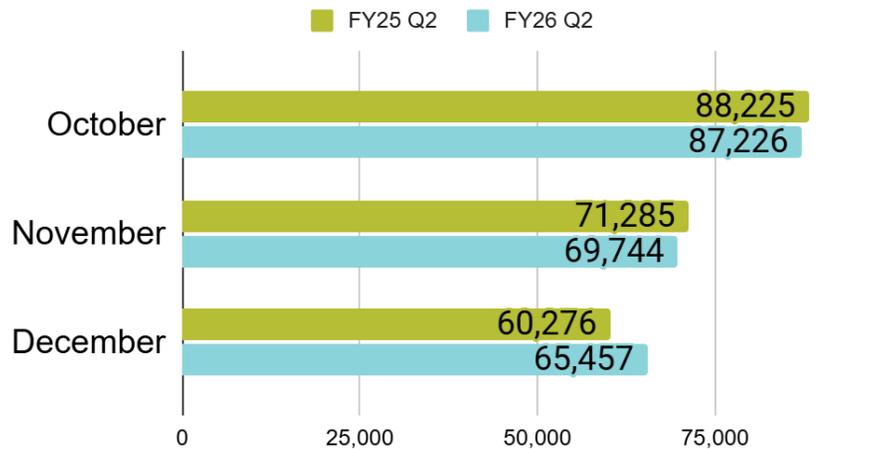
Snapshot of Youth Zero Pass Program FY26 Q2



Cherriots provides rides to youth ages zero to 18 at no cost to them. In FY26 Q2 youth ridership reached 222,427 on Cherriots Local buses and 4,051 on Cherriots Regional buses. In FY26 Q2, youth ridership across Cherriots Local and Cherriots Regional services increased by 1% year over year. This growth was driven by an increase of 2,641 in local ridership and an increase of 28 in regional ridership. The program will cultivate the next generation of Cherriots riders, ensuring future growth and sustainability.

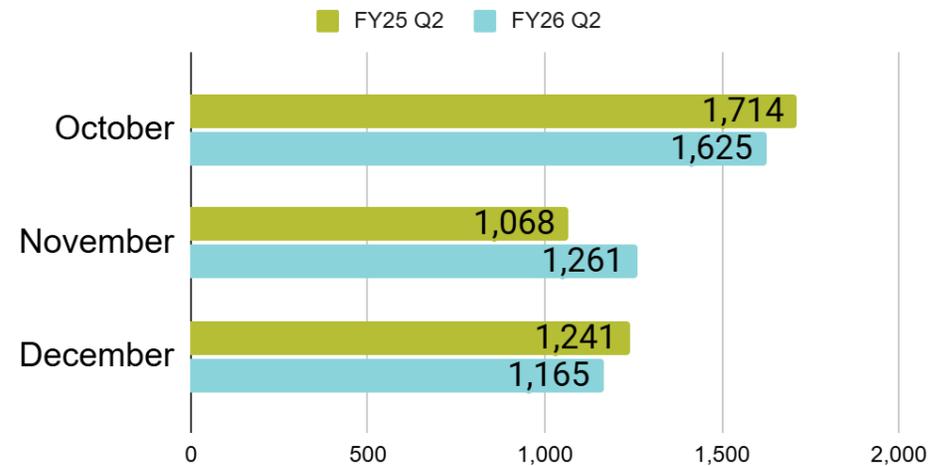
Quarterly Youth Boardings - Cherriots Local

Total Increase: 2,641(1%)



Quarterly Youth Boardings - Cherriots Regional

Total Increase: 28 (1%)



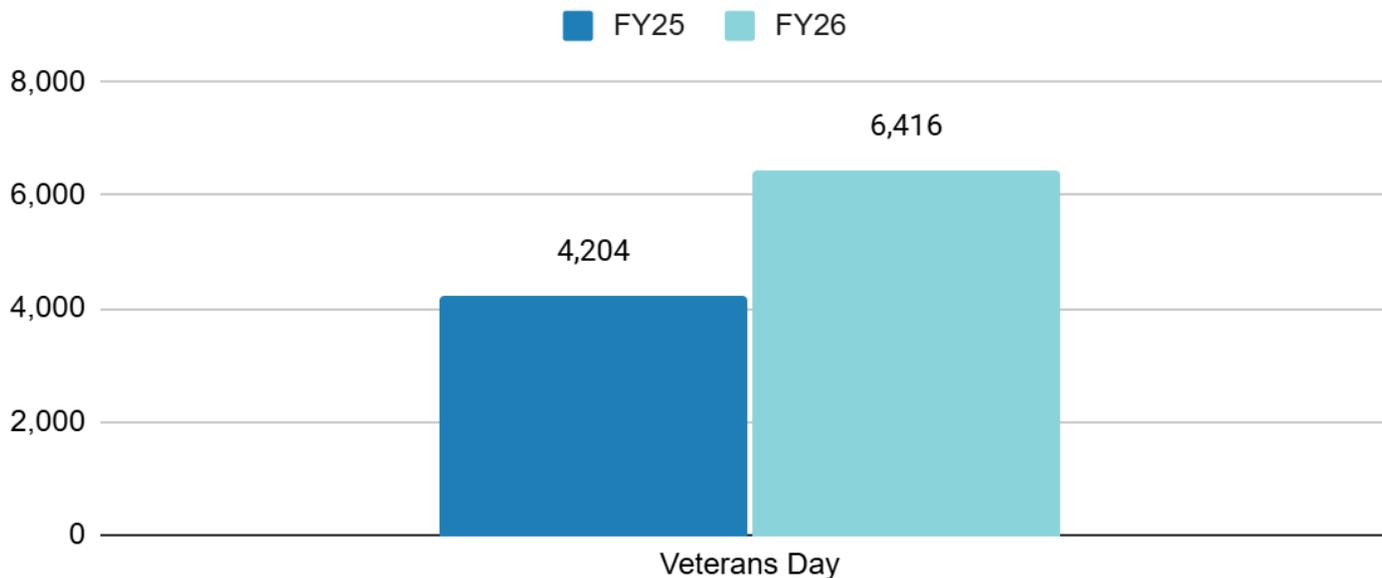
Holiday Service Ridership FY26 Q2



Holiday service began in 2021 as part of the A Better Cherrits service change plan made possible by the Statewide Transportation Improvement Fund. In FY26 Q2, holiday service boardings were 6,416. Veterans Day is the only holiday with service falling within Q2 this year. Beginning in FY26 Q1, holidays have operated at the Saturday service level, compared to the Sunday service level in the prior year. As a result, Veterans Day ridership increased by 52.62% year over year, representing an additional 2,212 boardings.

Total Holiday Boardings

Holidays have been operating at the Saturday service level since FY26 Q1.



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:

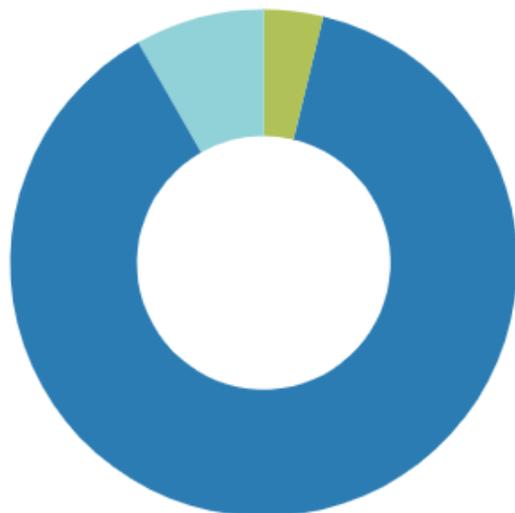
- **Early** - when a bus departs from a time point anytime before the scheduled time.
Goal: 0%
- **On time** - when a bus departs from a time point anywhere between 0 to 5 minutes after the scheduled time.
Goal: 85% or higher
- **Late** - when a bus departs from a time point more than 5 minutes after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

On-time Performance | FY26 Q2 System Level OTP



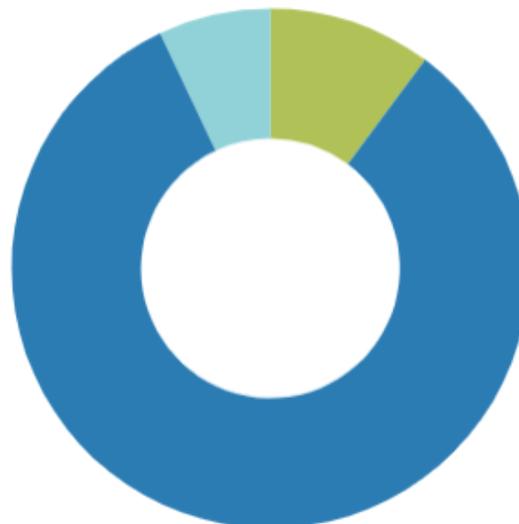
In FY26 Q2, the Cherriots Local system achieved 87.9% on-time performance, exceeding the 85% target and improving 5.12 percentage points from FY25 Q2. Late departures were 8.24%, and early departures decreased to 3.79% from 10.2%. The Cherriots Regional system achieved 86.7% on-time performance, 1.7 points above target, with only 6.8% late and 6.5% early departures.

FY26 Q2 Local OTP



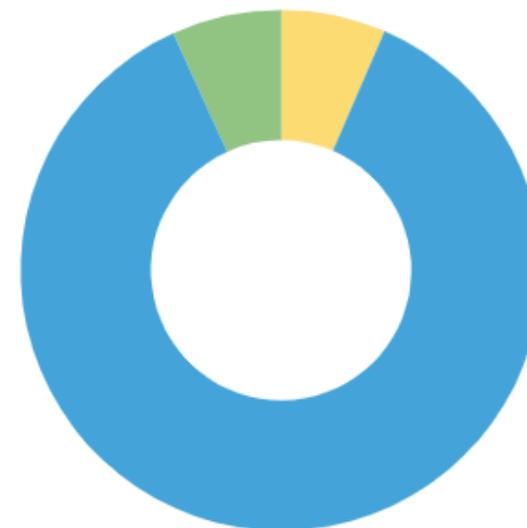
- Early:3.8%
- On-Time:87.9%
- Late:8.3%

FY25 Q2 Local OTP



- Early:10.2%
- On-Time:82.8%
- Late:7.0%

FY26 Q2 Regional OTP



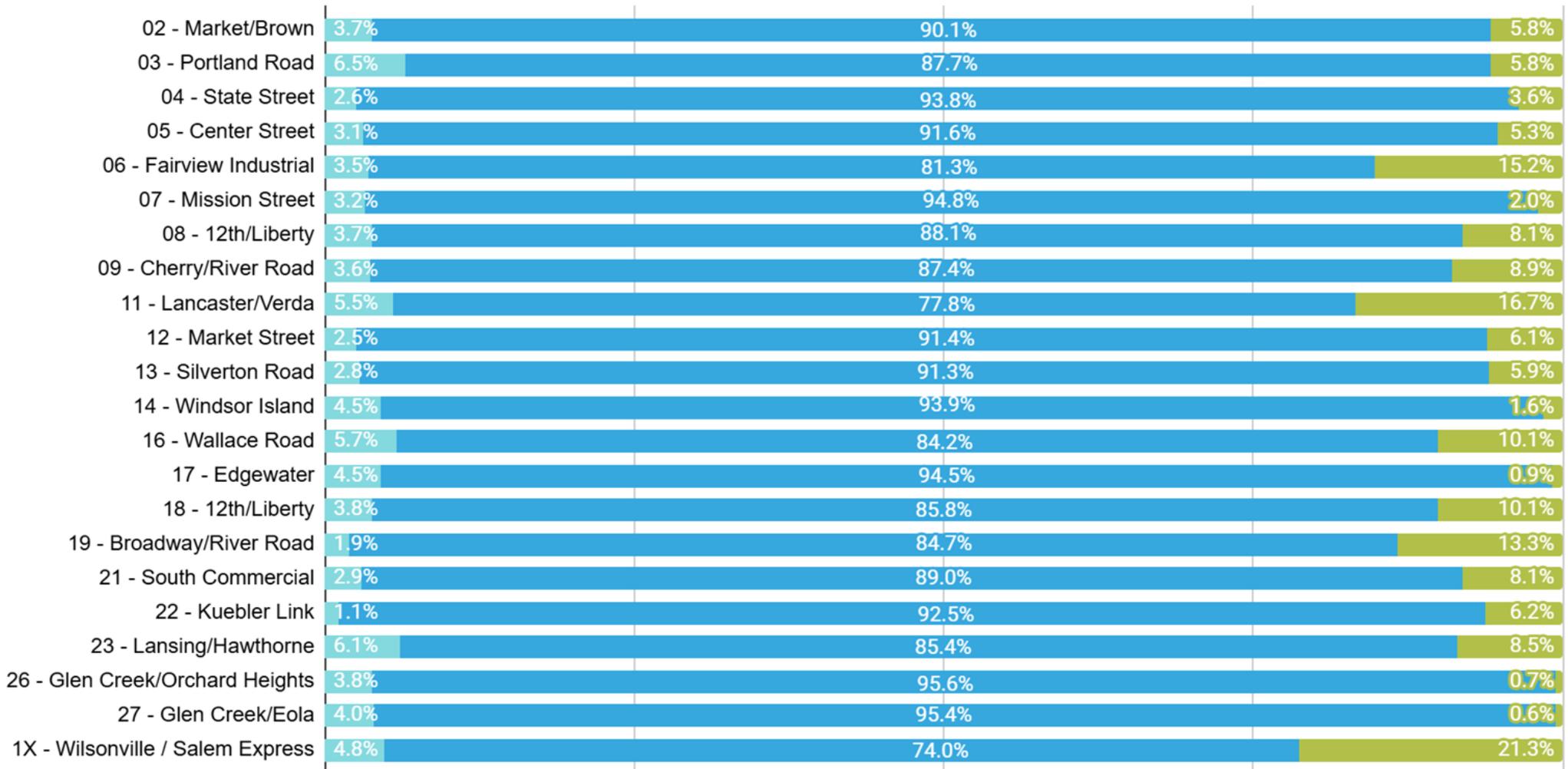
- Early:6.5%
- On-Time:86.7%
- Late:6.8%

On-time Performance

FY26 Q2 Route Level OTP for Cherrlots Local



Early On-Time Late

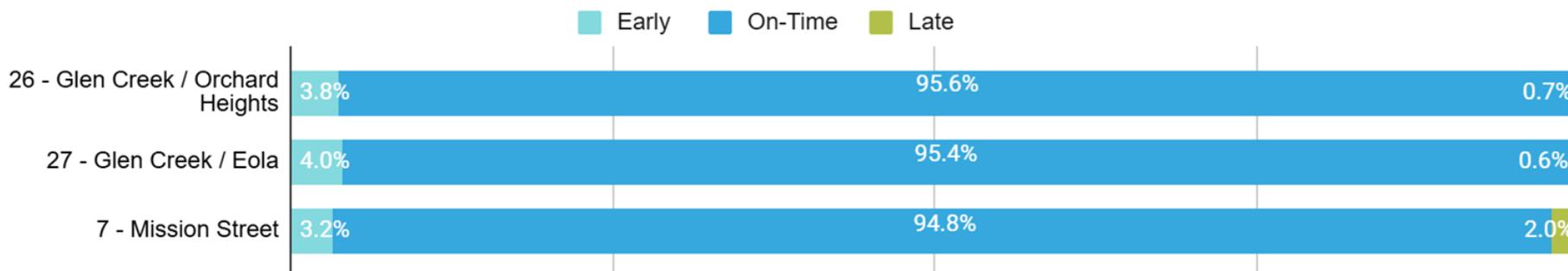


On-time Performance

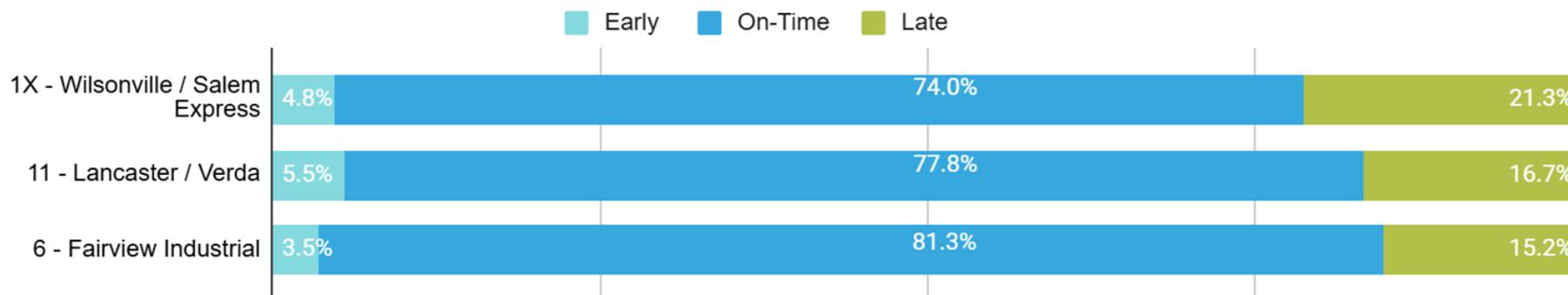
FY26 Q2 Route Level OTP for Cherriots Local



The top three performing Cherriots Local routes in FY26 Q2 were Route 26 Glen Creek/Orchard Heights ; Route 27 Glen Creek / Eola; and Route 7 Mission Street.



The bottom three performing Cherriots Local routes in FY26 Q2 were Route 1X Wilsonville / Salem Express; Route 11 Lancaster / Verda ; and Route 6 Fairview Industrial. These on-time percentages are well below target and the early and late departures need to be greatly improved. Route 6 has been reviewed by Planning staff, and schedule adjustments will be implemented as part of the May service changes. Route 11 and Route 1X will be reviewed for the September service changes.

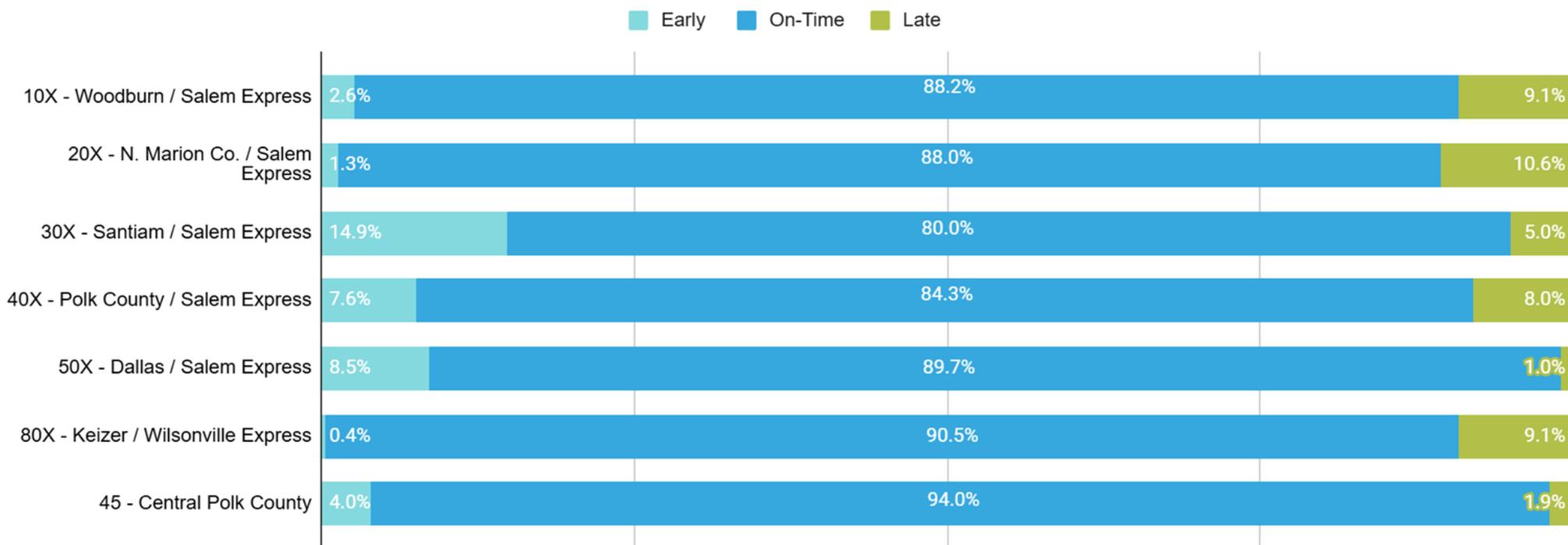


On-time Performance |

FY26 Q2 Route Level OTP for Cherriots Regional



In FY26 Q2, on-time performance across Cherriots Regional routes showed limited variation, with most routes exceeding the 85% target. The exceptions were the 30X Santiam / Salem Express and the 40X Polk County / Salem Express. Route 45 Central Polk County achieved the highest performance at 94%, while Route 30X recorded the lowest performance at 80.0%.



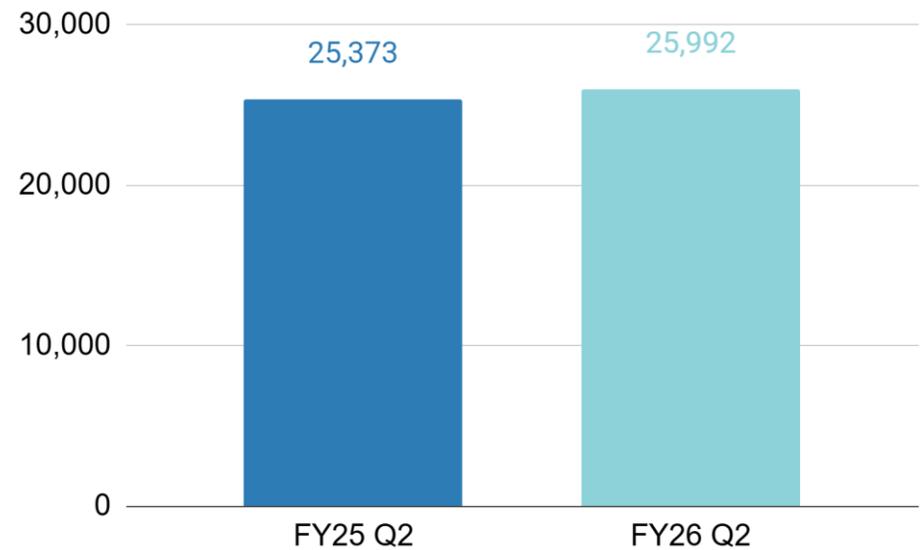
Cherriots LIFT Trends: FY26 Q2



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 presents Key Performance Indicators (KPIs) for FY26 Q2. LIFT rides per revenue hour were 2.40, slightly below the target of 2.75, but improved from 2.11 in FY25 Q2. LIFT on-time performance was 84%, below the 91% performance target. The decline was primarily attributable to increased operator absenteeism due to illness, which resulted in missed shifts. In response, the contractor has increased operator staffing levels to mitigate these impacts. On-time performance is expected to improve in the next quarter.

Total LIFT Boardings



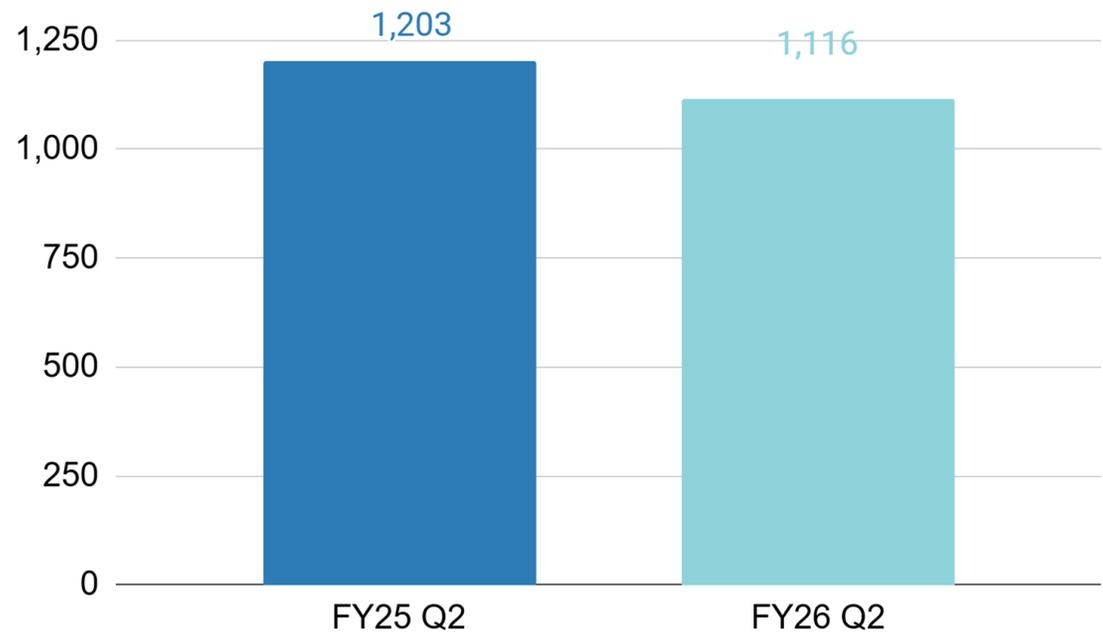
Cherriots LIFT - Key Performance Indicators	On-Time Performance (Goal: 91%)	Rides/Rev Hr (Goal: 2.75)	ADA Trips Denied (Goal: 0)	Complaints / 1,000 trips (Goal: < 2)	ADA Complaints (Goal: 0)	% Rides < 60 minutes (Goal: 75%)	Shared Rides Rate	Average Ride Rating
FY26 Q2	84%	2.40	0	1.12	0	100%	67%	4.9

Cherriots Shop and Ride Trends: FY26 Q2



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 a.m. to 5 p.m. Trips are not guaranteed on Cherriots Shop and Ride as they are on Cherriots LIFT. Shop and Ride ridership in FY26 Q2 remained stable year over year, with levels comparable to FY25 Q2.

Total Shop and Ride Boardings



Snapshot of Customer Engagement: FY26 Q2



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 meeting or exceeding most customer experience goals. The only exception is average call length, which is slightly above the three-minute target by five seconds.

Cherriots Call Center - Key Performance Indicators	Total calls received	% Calls Answered in < 3 minutes (Goal: 97%)	% Calls Answered in < 5 minutes (Goal: 100%)
FY26 Q2	11,801	98%	100%

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	21 seconds	4 seconds	3:05
LIFT	19 seconds	4 seconds	2:35

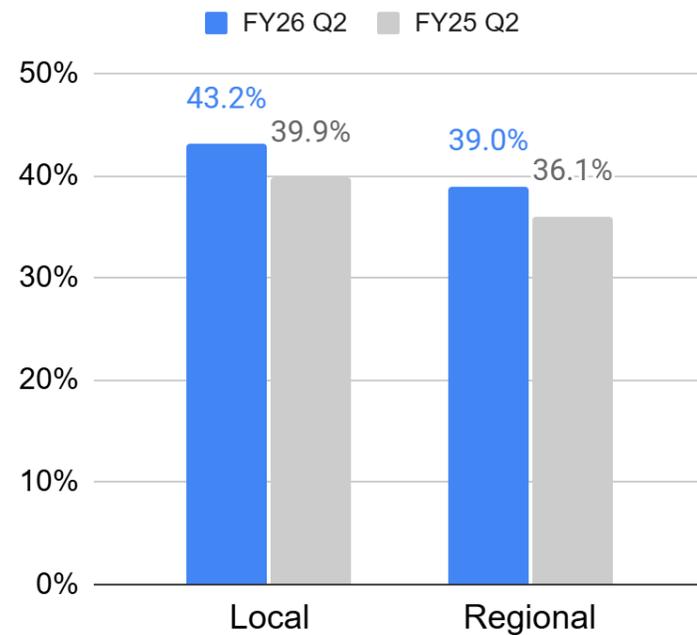
Snapshot of Marketing Engagement



Cherriots launched Umo, a reloadable electronic fare payment system, in August 2023. Rider adoption continues to grow as the system is promoted across the service area. In FY26 Q2, Umo was used for 43.2% of local bus trips and 39.0% of regional trips, up from 39.9% and 36.1% in FY25 Q2, reflecting the success of staff-driven outreach efforts.

Cherriots marketing efforts reached a substantially larger audience than in the prior year, prompting a strategic shift toward maintaining high-quality engagement as visibility increased. During the quarter, 319 posts generated 317,126 impressions, with a 3.4% engagement rate. Marketing activity increased significantly compared to FY25 Q2, when 98 posts were published. November delivered the highest visibility with 185,109 impressions, driven by an intensive posting schedule supporting the Bus-tache November campaign. While November led in reach, October achieved the highest engagement rate at 4.30%, indicating stronger interaction with non-campaign content. The decline in engagement rate from 5.6% to 3.4% likely reflects expansion to a broader, more casual audience.

E-fare Trip Percentage



FY26 Q2 Social Media Engagement Metrics			
	Posts	Impressions	Engagement Rate
October	93	89,663	4.3%
November	158	185,109	3.1%
December	68	42,354	2.8%
Q2	319	317,126	3.4%

Snapshot of Vanpool Program: FY26 Q2



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. Cherriots 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, Cherriots supports and subsidizes 38 active vanpools, serving a total of 215 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 Q2, Cherriots provided \$63,849 in subsidies, covering approximately 39% of the total operating cost per vanpool.

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

FY26 Q2 Vanpool Performance Metrics	
Max Operating Vanpools	38
# of Unique Riders	215
# of Passenger Trips	26,132
Vehicle Revenue Miles	125,045
Vehicle Revenue Hours	3,233
Average Occupancy Rate	70%
Percentage of Subsidy per Vanpool (Goal is less than 50%)	39%

Safety and Reliability Trends: FY26 Q2



Safe and reliable service is important for Cherrits to deliver and for customers to experience. Two measures used to evaluate the safety and reliability of Cherrits 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, Cherrits services met or exceeded performance targets across all measures in FY26 Q2, with the exception of LIFT service preventable bus collisions, which were 0.13 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 Q2 Total Preventable Accidents	FY26 Q2 Total Miles*	FY26 Q2 Preventable Bus Collisions per 100,000 Miles	FY26 YTD Preventable Bus Collisions per 100,000 Miles
Local	9	689,493	1.31	1.26
LIFT	3	141,033	2.13	1.69
Shop and Ride	0	6,731	N/A**	0
Regional	2	131,696	1.52	1.88
*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 Q2 Count of Road Calls	FY26 Q2 Vehicle Miles Traveled	FY26 Q2 Road Calls per 10,000 Miles	FY26 YTD Road Calls per 10,000 Miles
Local	66	741,979	0.89	0.85
LIFT	7	161,857	0.43	0.47
Shop and Ride	0	9,339	N/A**	0
Regional	7	155,701	0.45	0.32
**Total miles did not exceed 100,000; calculation is not applicable.				

Preventive Maintenance and Major Bus Cleanings: FY26 Q2



Additional factors contributing to the reliability and safety of Cherrits services are preventive maintenance (PM) inspections and clean buses. Cherrits goal for completing PM inspections on time and cleaning all available Local buses each month is 100%. In FY26 Q2, all Local, LIFT, Regional, and Shop and Ride buses were inspected on time. Additionally, 204 Local buses scheduled for cleaning were completed, achieving a 99.5% completion rate.

FY26 Q2 Preventive Maintenance Inspections On-time Performance (Goal: 100%)			
Service	# Completed	# Completed Outside Limits	Percent On-time
Local	134	0	100.0%
LIFT	28	0	100.0%
Shop and Ride	2	0	100.0%
Regional	24	0	100.0%

FY26 Q2 Major Bus Cleanings* (Goal: 100%)			
Service	Total # of Buses Available**	Total # of Cleanings Completed	Percent Completed
Local	205	204	99.5%
<i>*This metric is only tracked for Cherrits Local buses.</i>			
<i>**Anywhere from 60 to 66 buses were available to clean every 30 days</i>			

Battery Electric Bus Trends: FY26 Q2



The Battery Electric Bus (BEB) fleet has been introduced on Route 11 Lancaster / Verda to create Cherriots first Zero Emissions Corridor. There has been progress in deploying the BEB fleet. In the second quarter of fiscal year 2026, the fleet of 10 BEBs collectively traveled 81,256 miles. On average, each BEB traveled 88 miles per day, reflecting stable utilization levels throughout the quarter. The average regeneration rate for the BEBs was 32.2%, which exceeded the maximum of the typical range of 10%-30%. In FY26 Q2, the deployment of BEBs reduced greenhouse gas (GHG) emissions by approximately 3,575 pounds—equivalent to removing 86 cars from the road for an entire year. The average fuel economy for this quarter was 2.26 kWh per mile, which reflects strong energy efficiency and is well within the expected performance range (typically 1.5–2.5 kWh/mi).

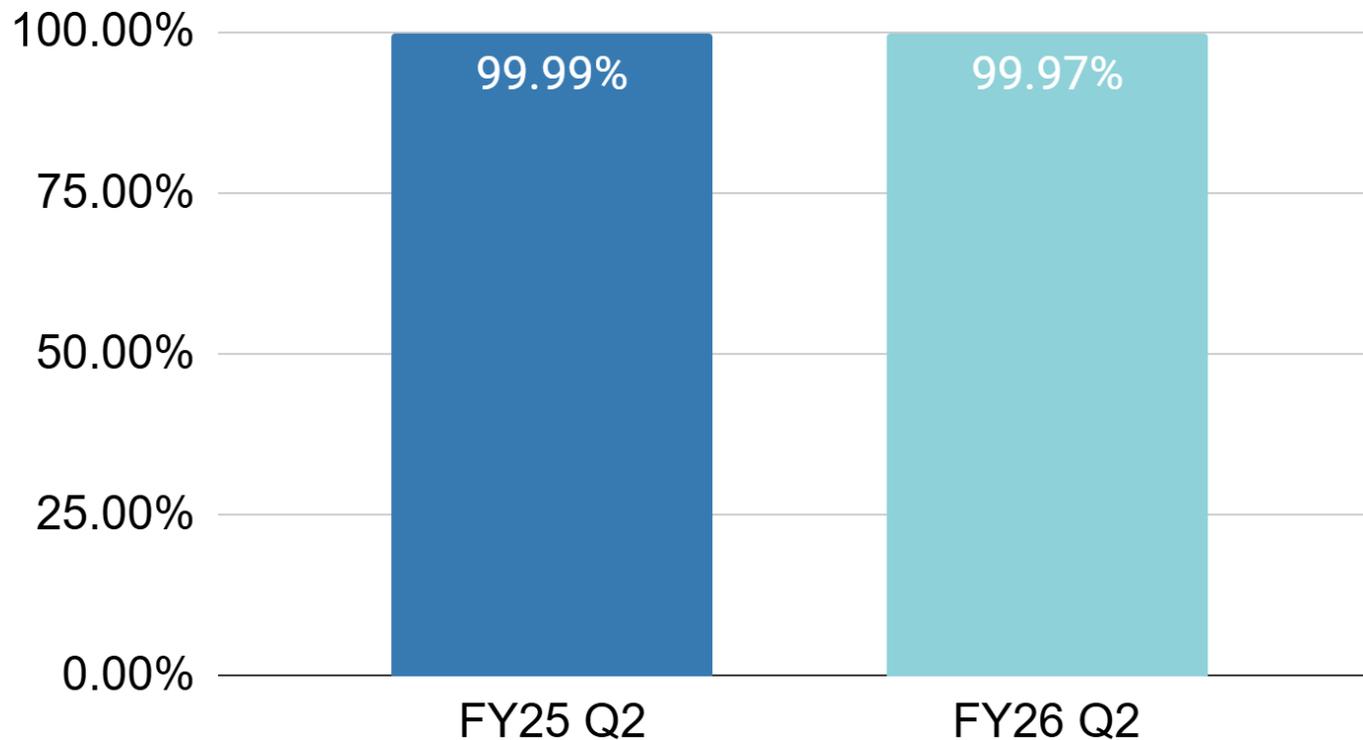
FY26 Q2 BEB Performance Metrics	
Total Distance Driven (mile)	81,256
Average Distance Traveled per Bus per Day (mi/day)	88
Average Regeneration Rate	32.2%
Net GHGs Avoided (lbs)	3,575
Cars Taken Off the Road for One Year	86
Average Fuel Economy (kWh/mi)	2.26

Local Service Delivery Performance: FY26 Q2



In FY26 Q2, the planned vehicle revenue hours for Cherriots Local service amounted to 55,130, with actual vehicle revenue hours recorded at 55,112, representing 99.97 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 Q2.

Percentage of Scheduled Service Delivered



Appendix A. FY26 Q2 Data Tables



Cherriots Quarterly Performance Report for FY 26 Q2 (October 2025 - December 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 Q2			Ridership / Revenue Hour	Ridership	Changes from FY 25 to FY 26 for Q2			Ridership / Revenue Hour	Ridership	Changes from FY 25 to FY 26 for Q2							
				Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership					
LOCAL BUS SERVICE																					
2 - Market / Brown	90.14%	18.2	68,936	0.3%	-1.0%	-0.7%	17.8	6,348	0.8%	3.4%	-12.9%	19.5	3,289	0.0%	-1.1%	-1.1%					
3 - Portland Road	87.67%	19.8	40,205	0.0%	-1.6%	-1.6%	18.5	3,602	0.0%	-1.9%	-3.3%	14.0	2,371	0.0%	-6.9%	-6.9%					
4 - State Street	93.84%	19.9	41,342	0.1%	7.9%	8.0%	17.2	3,418	0.0%	-6.8%	4.9%	15.3	2,642	-0.6%	-10.1%	-10.6%					
5 - Center Street	91.59%	18.4	67,920	0.4%	4.7%	5.1%	19.6	6,980	0.6%	2.6%	-2.2%	22.2	3,749	0.0%	6.9%	6.9%					
6 - Fairview Industrial	81.27%	7.9	11,420	1.5%	-12.8%	-11.6%	5.2	1,432	0.0%	4.2%	-12.3%										
7 - Mission Street	94.75%	11.0	17,054	0.1%	0.8%	0.9%	11.2	2,123	0.5%	4.9%	7.8%	8.9	1,442	0.0%	-2.8%	-2.8%					
8 - 12th / Liberty	88.14%	14.1	23,282	0.5%	-4.3%	-3.9%	9.5	2,708	1.1%	-0.2%	-13.9%	13.8	2,330	0.0%	-4.5%	-4.5%					
9 - Cherry / River Road	87.44%	13.4	26,127	0.1%	-1.9%	-1.8%	12.0	2,406	0.0%	-16.5%	-21.3%	13.8	2,416	0.0%	-5.6%	-5.6%					
11 - Lancaster / Verda	77.78%	17.6	120,155	-1.2%	-6.7%	-7.9%	16.2	11,554	-1.0%	-11.7%	-12.9%	12.1	7,773	-1.1%	-11.3%	-12.3%					
12 - Hayesville Drive	91.39%	8.5	7,893	-0.1%	36.8%	36.6%															
13 - Silverton Road	91.27%	14.8	30,266	0.0%	-10.1%	-10.1%	14.6	2,616	1.7%	-12.3%	-14.5%	13.8	2,291	0.0%	25.9%	25.9%					
14 - Windsor Island Road	93.92%	7.7	7,397	-0.3%	-9.5%	-9.8%															
16 - Wallace Road	84.15%	17.0	10,752	0.3%	5.6%	5.9%	13.2	1,490	0.0%	10.0%	8.4%										
17 - Edgewater Street	94.51%	11.6	37,702	0.4%	3.0%	3.4%	10.0	3,515	0.9%	1.9%	0.6%	12.3	2,082	0.0%	2.3%	2.3%					
18 - 12th / Liberty	85.83%	12.2	19,825	1.4%	4.1%	5.6%	7.8	2,216	0.0%	-3.2%	-12.7%										
19 - Broadway / River Road	84.73%	21.9	78,816	0.4%	-3.5%	-3.1%	23.0	8,016	0.3%	-6.9%	-11.2%	23.8	4,028	0.0%	-5.8%	-5.8%					
21 - South Commercial	88.96%	22.0	80,752	0.3%	5.8%	6.1%	25.5	8,879	0.3%	5.7%	3.3%	28.3	4,791	0.0%	10.6%	10.6%					
22 - Kuebler Link	92.53%	1.7	5,107	1.0%	22.4%	23.6%	1.4	797	0.0%	43.6%	70.7%	3.1	521	0.0%	26.5%	26.5%					
23 - Lansing / Hawthorne	85.41%	14.8	13,907	-0.2%	15.8%	15.5%															
26 - Glen Creek / Orchard Heights	95.60%	6.3	3,117	0.2%	0.2%	0.4%															
27 - Glen Creek / Eola	95.42%	6.8	3,569	0.0%	4.7%	4.7%															
Total	88.16%	15.3	715,544	0.1%	-0.4%	-0.3%	13.8	68,100	0.2%	-2.7%	-6.8%	14.9	39,725	-0.3%	-1.8%	-2.0%					
LOCAL COMMUTER EXPRESS ROUTE																					
1X - Wilsonville / Salem Express	73.97%	3.1	2,356	0.0%	-18.6%	-18.6%															
Cherriots Local Totals	87.92%	15.1	717,900	0.1%	-0.5%	-0.3%	13.8	68,100	0.2%	-2.7%	-6.8%	14.9	39,725	-0.3%	-1.8%	-2.0%					
REGIONAL SERVICE																					
10X - Woodburn / Salem Express	88.18%	4.9	5,250	-0.6%	-8.6%	-9.1%	3.2	301	-2.1%	-4.0%	-25.1%										
20X - N. Marion Co. / Salem Express	88.03%	3.9	3,342	-0.9%	-3.4%	-4.3%	3.5	412	0.0%	30.8%	17.0%										
30X - Santiam / Salem Express	79.98%	3.8	2,730	0.1%	-1.8%	-1.6%	2.5	238	1.1%	41.8%	43.4%										
40X - Polk County / Salem Express	84.31%	8.7	12,334	-0.2%	-0.5%	-0.7%	7.4	1,376	0.5%	-0.5%	-14.1%										
50X - Dallas / Salem Express	89.66%	2.8	1,043	-0.3%	-2.4%	-2.7%															
80X - Keizer / Wilsonville Express	90.51%	2.3	1,025	0.0%	17.3%	17.3%															
Cherriots Regional Express Totals	85.35%	5.3	25,724	-0.3%	-2.3%	-2.6%	4.7	2,327	0.0%	6.9%	-7.7%										
Regional Deviated Fixed Route																					
45 - Central Polk County	93.98%	1.8	1,085	-0.2%	7.1%	6.9%															
Cherriots Regional Totals	86.59%	4.9	26,809	-0.3%	-1.9%	-2.3%															
Dial-a-Ride (Cherriots Shop and Ride Totals)	NA	1.8	1,116	-14.8%	8.9%	-7.2%											NA**	NA*			
Cherriots LIFT Totals	84.00%	2.1	23,027	10.3%	-7.5%	2.0%	1.9	1,523	17.5%	-9.0%	6.4%	1.9	1,442	26.9%	-16.8%	5.6%	3.09	0.43			

*Total miles did not exceed 10,000; calculation is not applicable.
 **Total miles did not exceed 100,000; calculation is not applicable.



BOARD MEETING MEMO – AGENDA ITEM 7.C

To: Board of Directors
From: Peggy Greene, Budget & Grants Manager
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: February 26, 2026
Subject: FY2026 Quarter 2 (FY26 Q2) Financial Report

ISSUE

Shall the Board receive the FY26 Q2 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 ([Attachment A](#)) also shows a comparison of budget to actual.

General Fund Revenues:

Passenger Fares are currently at 48% of the annual budget.

We have received 94% 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 99% of the annual budget. We had a one-time implementation credit for our insurance that was received in Quarter 1 and state accident insurance credit in Quarter 2.

Interest on Investments is at 46% of the annual budget.

In total, General Fund Revenues are at the 53% of the annual budget.

General Fund Expenditures:

The Total Operating Expenditures of the General Fund are under budget at 46% of the total annual budget. All divisions in the General Fund are below the anticipated 50% of total budget.

Transportation Programs Fund Revenues:

Passenger Fares are at 37% of annual budget.

Federal Funds are currently at 52% of the annual budget.

State STIF Funds are currently at 33% of budget for the Transportation Programs Fund.

State Funds are slightly below the budget for Quarter 2 at 45%.

Transportation Programs Fund Expenditures:

The Total Transportation Programs Fund expenditures are at 45% of annual budget. All programs are in line with budget.

Capital Project Fund Revenues:

Total Capital Revenues in the Capital Project Fund are 10% of the annual budget at the end of Quarter 2.

Capital Project Fund Expenditures:

Overall, the Capital Project Fund expenditures are 7% of the annual approved budget. Expenditures this quarter are mainly for technology replacements.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

Attachment A – Financial Overview

Salem Area Mass Transit District					
Quarter 2 2025-26 Financial Report					
General Fund Revenues/Resources and Expenses/Requirements Summary					
	Actual	Budget @ 12/31/25	FY 2025-26 Adopted Budget	% of Budget	
1	Operating Revenues/Resources				1
2	\$ 1,207,152	\$ 1,270,196	\$ 2,540,392	48%	2
3	76,906	64,492	128,984	60%	3
4	2,263,711	3,543,372	7,086,744	32%	4
5	2,372,312	3,380,767	6,761,534	35%	5
6	204,136	102,614	205,227	99%	6
7	15,247,189	8,139,446	16,278,892	94%	7
8	2,006,928	5,507,124	11,014,248	18%	8
9	1,034,765	1,116,665	2,233,330	46%	9
10	167,621	222,500	445,000	38%	10
11	\$ 24,580,721	\$ 23,347,176	\$ 46,694,351	53%	11
12	Operating Expenses/Requirements				12
13	\$ 484,188	\$ 559,651	\$ 1,119,302	43%	13
14	1,768,527	1,967,263	3,934,525	45%	14
15	507,094	645,952	1,291,903	39%	15
16	748,561	790,467	1,580,934	47%	16
17	950,751	1,006,615	2,013,230	47%	17
18	15,351,918	16,111,747	32,223,493	48%	18
19	529,308	737,740	1,475,479	36%	19
20	1,095,351	1,532,551	3,065,102	36%	20
21	827,549	924,720	1,849,439	45%	21
22	\$ 22,263,247	\$ 24,276,704	\$ 48,553,407	46%	22

Transportation Programs Fund Revenues/Resources and Expenses/Requirements Summary					
	Actual	Budget @ 12/31/25	FY 2025-26 Adopted Budget	% of Budget	
1	Transportation Fund Revenues/Resources				1
2	\$ 129,530	\$ 176,659	\$ 353,318	37%	2
3	2,388,568	2,289,799	4,579,597	52%	3
4	1,248,028	1,886,970	3,773,940	33%	4
5	1,055,044	1,170,390	2,340,779	45%	5
6	53,192	44,450	88,900	60%	6
7	\$ 4,874,362	\$ 5,568,267	\$ 11,136,534	44%	7
8	Transportation Program Fund Expenses/Requirements				8
9	\$ 842,016	\$ 974,057	\$ 1,948,114	43%	9
10	44,713	63,603	127,206	35%	10
11	4,813,000	5,239,906	10,479,811	46%	11
12	248,230	385,984	771,968	32%	12
13	\$ 5,947,959	\$ 6,663,550	\$ 13,327,099	45%	13

Capital Project Fund Revenues/Resources and expenses/Requirements Summary					
	Actual	Budget @ 12/31/25	FY 2025-26 Adopted Budget	% of Budget	
1	Capital Revenues/Resources				1
2	\$ 1,649,842	\$ 11,964,405	\$ 23,928,809	7%	2
3	1,297,044	2,525,266	5,050,532	26%	3
4	\$ 2,946,886	\$ 14,489,671	\$ 28,979,341	10%	4
Capital Expenses/Requirements Summary by Division					
5	\$ 440,855	\$ 4,695,020	\$ 9,390,040	5%	5
6	2,011,007	14,316,902	28,633,803	7%	6
7	291,287	1,050,462	2,100,924	14%	7
8	\$ 2,743,149	\$ 20,062,384	\$ 40,124,767	7%	8

BOARD MEETING MEMO – AGENDA ITEM 7.D

To: Board of Directors
From: Policy Standardization Team
Thru: Allan Pollock, General Manager
Date: February 26, 2026
Subject: Board Policy Review and Update

ISSUE

Shall the Board receive updated Board policies for review and future approval?

BACKGROUND AND FINDINGS

The Policy Standardization Team (PST) was formed in August 2024 to establish a consistent, comprehensive approach to policy development and review. The team consists of:

- Bobbi Kidd, Strategic Initiatives Administrator (Team Lead)
- Crisandra Williams, Executive Assistant to the Deputy General Manager
- Kirra Pressey, Executive Assistant to the General Manager

The team works closely with Deputy General Manager Trimble and the Executive Leadership Team.

The purpose of the PST is to standardize policy format and language, modernize terminology, and review policies through a lens of fairness, accessibility, and organizational consistency. The team ensures that policies remain governance-level documents and do not drift into procedural or operational instruction, which are more appropriately addressed through standard operating procedures.

In addition to substantive review, the team maintains a policy tracking log that identifies references to internal documents, position titles, divisions, and external legal citations. This tracking process ensures that policies remain accurate and are updated promptly as organizational structures, roles, or regulatory requirements change.

The PST, in collaboration with General Manager Pollock and Legal Counsel, has completed review of the following Board policies:

- 101 – Records Officer Designee
- 102 – Records Retention Schedule Implementation
- 103 – Electronic Mail Record Retention
- 104 – Language Assistance
- 105 – Civil Settlements and Compromises
- 106 – Vehicle Acquisition

- 107 – Special Services for Local Events
- 108 – Public Participation Process for Proposed Fare Increases and/or Transit Service Reductions
- 109 – Urban Service Design Principles
- 113 – Designation of GM Pro Tempore
- 116 – General Manager’s Performance Evaluation and Compensation Change
- 117 – Advertising on District Property
- 118 – Core Network
- 119 – Transit Asset Management
- 120 – Environmental Sustainability Policy Statement
- 121 – Board Compensation
- 122 – Board Travel Policy

Policies 101–103 will be submitted to the State Archivist for approval prior to Board adoption.

Policy 117 (Advertising on District Property) is recommended for rescission.

Next Steps

The PST plans to bring these policies forward for formal Board action at the March 26, 2026, Board Meeting. For the Board’s review in advance of that meeting, both redline and clean versions of each policy are being provided.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



SALEM AREA MASS TRANSIT DISTRICT

POLICY: RECORDS OFFICER DESIGNEE	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 101	
EFFECTIVE:	

101.01 PURPOSE

To ensure compliance with Oregon Administrative Rules (OAR) Chapter 166 relating to Counties and Special Districts, which requires the designation of a Records Officer to organize and coordinate records scheduling, retention, storage, and destruction. This policy also ensures that the District maintains proper procedures for the management, security, and accessibility of its records.

101.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. GENERAL RULES

1. The District complies with OAR Chapter 166, which require the designation of a Records Officer. The District's **TBD** shall serve as the Records Officer, responsible for overseeing the District's records management, including scheduling, retention, storage, security, and lawful disposition of records.
2. District staff shall coordinate with the Records Officer to ensure records are managed in accordance with applicable laws.

101.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: RECORDS OFFICER DESIGNEE	ADOPTED/APPROVED BY:
BOARD OF DIRECTORS GENERAL ADMINISTRATIVE POLICY NO. 101	_____
EFFECTIVE:	President, District Board of Directors Date _____

101.01 PURPOSE

To ensure compliance with Oregon Administrative Rules (OAR) Chapter 166 relating to Counties and Special Districts, which requires the designation of a Records Officer to organize and coordinate records scheduling, retention, storage, and destruction. This policy also ensures that the District maintains proper procedures for the management, security, and accessibility of its records, issued by the Archives Division of Oregon's Office of the Secretary of state mandates that, "...to insure the preservation of public records of value, each state or local agency should designate a 'Records Officer' to organize and coordinate records scheduling, retirement, storage, and destruction." The State Archivist will provide training and assistance for "Records Officers".

Commented [KP1]: Per Legal: Please note that this amended policy will need to be submitted to the State Archivist prior to implementation pursuant to ORS 192.018 (along with any other public record retention policies).

101.02 POLICY

A. APPLICATION INTRODUCTION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. Oregon Revised Statute (ORS) 192.105(2)(a) requires that a "Records Officer" be designated to coordinate records management programs and to serve as a liaison with the State Archivist.

B. GENERAL RULES

1. The District complies with OAR Chapter 166, which require the designation of a Records Officer. In compliance with State laws and implementing rules, The District's TBD Director of Human Resources shall serve be designated as the District's Records Officer, responsible for overseeing and shall have responsibility for the District's Records management, including scheduling, retention, storage, security, and lawful disposition of records Center.
1. The Director of each Division shall designate a staff person to be responsible for monitoring the archiving and destruction of Division records. Each Division shall have control of their own records until they are submitted to the District's Records Center. Records shall then be under the management for the Records Officer.
2. The Records Officer shall designate an on-site staff person to be responsible for granting access to the locked archived records area and to monitor retrieval, copying, review, and return of documents to guarantee the security of the District's records. Designated Division District staff shall records staff shall be responsible for monitoring archiving and destruction of their records in coordination with the Records Officer to ensure records are managed in accordance with applicable laws.-

101.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: RECORDS RETENTION AND MANAGEMENT	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 102	
EFFECTIVE:	

102.01 PURPOSE

To ensure the protection, retention, and availability of District records essential to the continued operation or reconstitution of the District during and after an emergency, and to safeguard the legal, fiscal, and historical interests of the District.

102.02 POLICY

APPLICATION

A. All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. GENERAL RULES

The District complies with Oregon Revised Statutes (ORS) 192.005 to 192.170 and Oregon Administrative Rules (OAR) Chapter 166, State Archivist’s General Schedule for Counties and Special Districts, governing the creation, retention, management, and disposition of public records. Records related to programs or projects funded by federal grants are retained in compliance with applicable federal requirements, including but not limited to 2 CFR 200.334 and Federal Transit Administration (FTA) Circular 5010.1F, Chapter 3.

102.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: RECORDS RETENTION SCHEDULE IMPLEMENTATION AND MANAGEMENT	ADOPTED APPROVED BY:
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 102	
EFFECTIVE:	_____ President, District Board of Directors Date

102.01 PURPOSE

To ensure the protection, retention, and availability of District records essential to the continued operation or reconstitution of the District during and after an emergency, and to safeguard the legal, fiscal, and historical interests of the District.

It is important that records essential to the continued functioning or reconstitution of the District in the event of a catastrophe or during and after an emergency be protected in order to continue operations and to protect the rights and interests of the District.

Records Retention Scheduling allows original and older documents, as well as photos and scrapbooks, to be sent to the State Archives Division for permanent storage in a climate-controlled environment. Records stored at the Archives Building become the open public records property of the Archives Division and can be viewed by the public.

A records retention schedule has been created for each District Division listing the current applicable document retention requirements. The time requirements in OAR 166 are minimum times, and the record retention schedule is suspended in the event of an audit or litigation.

Commented [KP1]: Per Legal: Please note that this amended policy will need to be submitted to the State Archivist prior to implementation pursuant to ORS 192.018 (along with any other public record retention policies).

102.02 POLICY

A. APPLICATION INTRODUCTION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. GENERAL RULES

The District complies with is subject to Oregon Revised Statutes (ORS) 192.005 to 192.170 and Oregon Administrative Rules (OAR) Chapter 166, State Archivist's General Schedule for Counties and Special Districts, governing with regard to the creation, retention, management, and disposition of public records retention. Records related to programs or projects funded by a Federal grants are retained subject to the retention in compliance with applicable federal requirements, including but not limited to periods specified in 2 CFR 200.334 and Federal Transit Administration (FTA) Circular 5010.1B, Chapter 3, Chapter 18, or to retention requirements of specific Federal Acts.

Commented [KP2]: This read like a manual

1. ~~In addition to OAR 166, Division Records Retention Schedules shall be used to ensure compliance with current State laws and rules.~~
2. ~~Documents with a retention time of more than ten (10) years shall be microfilmed and stored off-site in a safe deposit box, while hard copies shall remain in the District's Records Center. Records to be microfilmed shall be sent to a microfilming service annually.~~
3. ~~Eligible historical records and documents shall be transferred to the Archives Division for permanent storage after ten (10) years. Remaining documents shall be stored in a safe and accessible District Records Center, and a computer data base shall be created to document and track archived records.~~
4. ~~District Division Directors are responsible for appointing a Records person on their staff to be responsible for monitoring archiving and destruction of records in coordination with the Records Officer, and for ensuring that records and files are managed in compliance with State laws and implementing rules.~~

Commented [KP3]: After discussing with GM - perhaps all of this should live outside the policy, in a procedure as it is subject to change frequently. Thoughts?

102.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: ELECTRONIC-MAIL RECORD RETENTION POLICY	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 103	
EFFECTIVE:	

103.01 PURPOSE

To ensure the retention, management, and accessibility of District email records in accordance with public records law, including Oregon Revised Statute (ORS) Chapter 192 and Oregon Administrative Rules (OAR) Chapter 166.

103.02 POLICY

APPLICATION

A. All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

GENERAL RULES

- B.
1. All email communication related to District business, other than “ephemeral email” (as defined below) shall be retained by the District within its authorized cloud-based email system, with archives maintained on District servers. “Ephemeral email” may be deleted when read.
 2. Employees are responsible for retaining email communications, including attachments, that constitute public records in accordance with applicable records retention schedules and records management requirements.

Division Chiefs are responsible for ensuring that filing and records management systems include electronic records, including email, and for instructing employees on the appropriate use of these systems in compliance with state law and District policy.

103.03 DEFINITIONS

A. ELECTRONIC-MAIL (EMAIL)

B. Defined as any memo, letter, note, report, or communication between individuals and groups that is stored and/or transmitted in a format that requires an electronic device to capture and access. Most of the time, email is a public record as defined in ORS 192.005(5), for purposes of retention and disposition, and ORS 192.314 for purposes of inspection.

EPHEMERAL EMAIL

Messages that do not document District business, programs, or functions and do not need to be retained for compliance or operational purposes.

Examples of Ephemeral Email include, but are not limited to:

- Routine meeting invitations or calendar confirmations where no substantive District business is discussed.
- Transmittal messages such as “Please see attached,” where the attached document is retained in the appropriate records system.
- Duplicate copies of emails maintained elsewhere as the official record.
- Courtesy copies (cc) received for informational purposes only, where the recipient is not responsible for action or retention.
- Personal messages unrelated to District business.
- System-generated notifications (e.g., automated alerts, read receipts, spam, out-of-office replies).

- END -

DRAFT



SALEM AREA MASS TRANSIT DISTRICT

POLICY: ELECTRONIC-MAIL RECORD RETENTION POLICY	APPROVED-ADOPTED BY: _____ Date
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 103	
EFFECTIVE:	

103.01 **PURPOSE**

~~To ensure the retention, management, and accessibility of District email records in accordance with public records law, including Oregon Revised Statute (ORS) Chapter 192 and Oregon Administrative Rules (OAR) Chapter 166.~~

~~As public records under Oregon Revised Statute (ORS) 192, District email is subject to inspection and disclosure upon request and to scheduled retention and disposition as authorized by Oregon Administrative Rules (OAR) Chapter 166 applicable to Counties and Special Districts as issued by the Archives Division of the Office of the Secretary of State.~~

~~Public employees have an obligation to apply the appropriate record retentions and to provide access to email that is both sent and received in email systems in connection with the transaction of public business in compliance with the public records law.~~

~~Typically, email messages pertain to an agency program or function and they should be filed with the records supporting the program or function.~~

Commented [KP1]: Per Legal:
[Please note that this amended policy will need to be submitted to the State Archivist prior to implementation pursuant to ORS 192.018 \(along with any other public record retention policies\).](#)

103.02 **POLICY**

A. APPLICATION INTRODUCTION

~~All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.~~

~~**Electronic-mail (email) is defined as any memo, letter, note, report, or communication between individuals and groups that is stored and/or transmitted in a format that requires an electronic device to capture and access. Most of the time, email is a public record as defined in ORS 192.005(5), for purposes of retention and disposition, and ORS 192.410(4) for purposes of inspection.**~~

B. GENERAL RULES

- ~~All email communication related to District business, other than "ephemeral correspondence email" (as defined below) shall be retained by the District within printed and filed in hard copy form and the electronic copy shall be deleted, its authorized cloud-based email system, with archives maintained on District servers. "Ephemeral correspondence email" may be deleted when read.~~

~~Employees are This responsibility for retaining email communications, including attachments, that constitute public records in accordance with applicable records retention schedules and records management requirements, shall be at the individual desktop level. The hard copy email shall be filed with the records supporting the program or function, or in one of the other correspondence categories described in OAR 166 relating to Special Districts, when they do not relate directly or obviously to an agency program. Hard copies of email are subject to the same retention requirements as the records with which they are filed in accordance with OAR 166.~~

- ~~2. Records enclosed or attached to emails shall be filed according to their function and content, and shall have the same retention as the records with which they are filed.~~
- ~~3. Internet subscription mailing list communications [listserv] shall not be considered public records under the terms of ORS 192.005(5) and/or 192.410(4) unless there is obvious cause to do so.~~
- ~~4.2. District Division Chiefs/Directors are responsible for ensuring that the development of filing and records management systems include electronic records, including email, and for instructing employees on the appropriate use of these systems in compliance with state law and District policy. systems which include email, and are responsible for instructing employees on appropriate use of these systems.~~

Commented [KP2]: May need legal to look at this - I don't think this is correct.

Commented [KP3]: Also not correct - looks like it was renumbered in 2017 to 192.311 (7) and this also makes no sense to me - for what we are trying to say.

Commented [KP4]: IF our policy is that we keep every email which I'm pretty sure it is - are these ones necessary?

103.03 DEFINITIONS

A. ELECTRONIC-MAIL (EMAIL)

~~Defined as any memo, letter, note, report, or communication between individuals and groups that is stored and/or transmitted in a format that requires an electronic device to capture and access. Most of the time, email is a public record as defined in ORS 192.005(5), for purposes of retention and disposition, and ORS 192.314 for purposes of inspection.~~

Commented [KP5]: Again, these are both wrong

Commented [KP6R5]: Legal Adjusted to the Correct.

B. EPHEMERAL EMAIL

~~Messages that do not document District business, programs, or functions and do not need to be retained for compliance or operational purposes.~~

~~Examples of Ephemeral Email include, but are not limited to:~~

- ~~• Routine meeting invitations or calendar confirmations where no substantive District business is discussed.~~
- ~~• Transmittal messages such as "Please see attached," where the attached document is retained in the appropriate records system.~~
- ~~• Duplicate copies of emails maintained elsewhere as the official record.~~
- ~~• Courtesy copies (cc) received for informational purposes only, where the recipient is not responsible for action or retention.~~
- ~~• Personal messages unrelated to District business.~~
- ~~• System-generated notifications (e.g., automated alerts, read receipts, spam, out-of-office replies).~~

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None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: LANGUAGE ASSISTANCE	ADOPTED BY: _____
BOARD OF DIRECTORS POLICY NO. 104	
EFFECTIVE:	
	President, District Board of Directors Date

104.01 PURPOSE

To set clear guidelines that ensure equitable access to District services and information for all community members including individuals with limited English proficiency, and to provide guidance for language assistance in compliance with federal regulations, including Title VI of the Civil Rights Act of 1964, 49 USC §5307(c)(1)(i), 42 USC §2000d et seq, Federal Transit Laws, 49 USC 53, 49 CFR §1.51, and 49 CFR part 21. See FTA circular 4702.1B dated October 1, 2012 for details.

104.02 POLICY

APPLICATION

A. All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. GUIDELINES

1. LANGUAGE ASSISTANCE DETERMINATIONS

- a. As part of its Title VI Program update (every three years), the District shall review minority population percentages within Marion and Polk Counties and the percentage of minority ridership on Cherriots local and regional routes.
- b.

If a non-English-speaking population exceeds five percent (5%) or 1,000 individuals, whichever is less, of the total county population or system ridership, staff shall prepare a report to the Board recommending a language assistance plan to address translation and communication needs.

- c.
- d. In accordance with the Federal Transit Administration (FTA) Safe Harbor Provision, providing written translations of vital documents for each eligible language group meeting the threshold demonstrates compliance with federal requirements.

2. Languages that meet the applicable threshold under Section B.1.b of this policy shall receive targeted language assistance appropriate to the population served and the nature of District services.

LANGUAGE CONTACT LIST

The District shall maintain contact lists for media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b of this policy to ensure effective dissemination of public notices and information.

MARKETING AND COMMUNICATION MATERIALS

Educational and informational materials, including but not limited to system maps, schedules, flyers, newsletters, and service advisories, shall be translated into languages meeting the applicable threshold under Section B.1.b of this policy, as appropriate to the service area and audience.

3. a. Materials that primarily present slogans, branding, or graphics without substantive information do not require translation. Determination shall be based on whether content is necessary for individuals to understand, access or use District services.

PLANNING ACTIVITIES

- b. Legal notices, public hearing or forum notices, and news releases related to planning activities shall be distributed to media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b of this policy.
4. a. Interpreters shall be made available upon request for public meetings and all legally-required public hearings. Requests should be submitted at least 48 hours in advance of the meeting or hearing to ensure availability. The District will make reasonable efforts to accommodate requests received with less notice.
- b. Notices shall be provided to media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b for all federally required public input activities.
- c.

ADMINISTRATIVE FUNCTIONS

5. a. District regulations, codes of conduct, legal notices, job announcements, procurement opportunities, and other vital administrative documents shall be translated into languages meeting the applicable threshold under Section B.1.b of this policy.
 - b. Board meeting agendas shall include instructions for public participation in languages meeting the applicable threshold under Section B.1.b of this policy .
 - c. Interpreters shall be made available, upon request, at all publicly-noticed Board meetings. Requests should be submitted at least 48 hours in advance of the meeting or hearing to ensure availability. The District will make reasonable efforts to accommodate requests received with less notice.
 - d.
6. a. Webpage content containing vital service information, including but not limited to fares, system usage, facility information, and service details, shall be accessible in languages meeting the applicable threshold under Section B.1.b of this policy.
 - b.

ASSISTANCE IN OTHER LANGUAGES

The District shall maintain access to professional translation services to support additional languages spoken in Marion and Polk Counties.

Targeted outreach or marketing in other languages may be implemented based on population needs and service priorities.

104.03 DEFINITIONS

None.

- END -

DRAFT



SALEM AREA MASS TRANSIT DISTRICT

POLICY: LANGUAGE ASSISTANCE	APPROVED-ADOPTED BY:
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 104	
EFFECTIVE:	_____ President, District Board of Directors Date

104.01 PURPOSE

To set clear guidelines that ensure ~~maximum equitable~~ access to ~~District services and information for all community members including individuals with limited English proficiency, and to provide guidance for language assistance in compliance with federal regulations, including Title VI of the Civil Rights Act of 1964, 49 USC §5307(c)(1)(i), 42 USC §2000d et seq, Federal Transit Laws, 49 USC 53, 49 CFR §1.51, and 49 CFR part 21. See FTA circular 4702.1B dated October 1, 2012 for details, about Cherriots' services and to remove barriers that may result from language differences.~~

Commented [KP1]: Need to double check
Commented [KP2R1]: Legal Reviewed

104.02 POLICY

A. APPLICATION

~~All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. All matters related to guide how District Officers and staff provide language assistance as is required by Federal regulations contained in 49 USC §5307 (c)(1)(i), Title VI of the Civil Rights Act of 1964, 42 USC §2000d et seq, Federal Transit Laws, 49 USC 53, 49 CFR §1.51, and 49 CFR part 21. See FTA circular 4702.1B dated October 1, 2012 for details.~~

Commented [KP3]: Need to double check

B. GUIDELINES

1. LANGUAGE ASSISTANCE DETERMINATIONS

- a. ~~The District shall, a~~s part of its Title VI Program update ~~process~~ (every three years), ~~the District shall~~ review minority population percentages within Marion and Polk Counties, ~~and as well as the~~ percentage of minority ridership on Cherriots local ~~fixed route~~ and regional ~~routes, express buses~~.
- b. ~~If, in the process of such reviews,~~ a ~~specific~~ non-English-speaking ~~minority~~ population exceeds five percent (5%) or 1,000 individuals, whichever is less, of the total ~~Marion and Polk C~~ounty population, ~~or five percent (5%) or 1,000 individuals, whichever is less, of total~~ system ridership, staff shall prepare a report to the Board ~~recommending a denoting this information and defining a~~ language assistance plan ~~that evaluates the need for to address~~ translation and communication ~~needs, improvements, and describes a program to address that need~~.
- c. ~~In accordance with t~~he Federal Transit Administration's (FTA) Safe Harbor Provision, ~~providing written translations of vital documents for each eligible language group~~

Commented [KP4]: Allan had asked if this was specifically referenced in Title VI and it is not however it is derived from FTA guidance & best practice: https://www.thedmpgroup.com/cmsdocuments/Proposed_Title_VI_Circular4702.1B.pdf?utm_source=chatgpt.com

meeting the threshold demonstrates compliance with federal requirements stipulates that, "if a recipient provides written translation of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient's written translation obligations."

- d. SAMTD will address the Spanish and Russian languages that meet the applicable threshold under Section B.1.b of this policy -populations shall receive targeted language assistance appropriate to the population served and the nature of District services, with additional language assistance that will include the publication of the Title VI Notice to the Public in these languages.

At present, the Spanish and Russian-speaking communities are the only populations exceeding the five percent or 1,000 individuals threshold noted above.

A biannual rider survey is one way to inform the District of the riders' ability to speak English.

2. LANGUAGE CONTACT LIST

The District shall ~~develop and maintain~~ contact lists for Spanish and Russian language media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b of this policy to ensure effective dissemination of public notices and information. ~~contact lists, including the primary Spanish and Russian language print and airwave media and community organizations that serve Hispanic / Latino and Russian persons within Marion and Polk Counties.~~

3. MARKETING AND COMMUNICATION MATERIALS PROGRAMS

- a. Educational and informational materials, Marketing materials that are educational or informative in nature shall be prepared and made available in Spanish. Cherriots Regional marketing materials shall be made in English, Spanish and Russian languages. Examples including but not limited to of this type of material include system maps, route schedules, flyers, email newsletters, and service advisories, shall be translated into languages meeting the applicable threshold under Section B.1.b of this policy, as appropriate to the service area and audience.

- b. Marketing materials that primarily simply present a slogans, branding, or a graphics image, and do not have any informative content without substantive information, do not as a matter of policy need to be duplicated in Spanish or Russian languages require translation. The standard to determine shall be if a translation is needed will be based upon whether content is or not the information presented in the marketing piece is necessary for individuals to understand, access how to use the Cherriots system, or use District services to take advantage of opportunities presented by the system.

Commented [KP5]: Policies should state requirements and standards, not reproduce regulatory text verbatim

- Quoting federal guidance can date the policy if language changes
- Plain, summarized language is more readable and enforceable

Commented [KP6]: Legal said: [Should this be more general to state that non-English exceeding 5%? What if Spanish and Russian fall below the 5% threshold and no longer need to receive this?](#)

Commented [KP7]: While Spanish-language materials are required under this policy, the District currently relies on informal translation methods, including free online tools and bilingual staff. We should discuss whether this approach adequately supports accuracy, quality, and compliance expectations, and whether more formal translation resources should be considered.

Commented [KP8]: Legal said: [Should this also include any other language that might later meet the 5% threshold?](#)

~~Marketing pieces not required to be produced in Spanish or Russian language versions include simple posters, exterior bus ads, bus passes, collateral items such as pass holders or key chains, or schedule information which is limited to times and street names.~~

~~Ads produced for cable TV marketing are not required to be prepared in Spanish or Russian language versions. However, for programs that offer benefits to riders, cable TV spots shall contain a tag line or graphic, in Spanish and Russian, which tells where to find Spanish and Russian language information about the program and its benefits.~~

Commented [KP9]: I don't think this is necessary - b/c above it we specifically say if what should be translated.

4. PLANNING ACTIVITIES

~~The District's planning activities include route and schedule analysis, system evaluation, ridership studies and analysis, and strategic planning. On occasion, public forums or hearings are conducted to invite input on these kinds of topics from persons in the District area.~~

- a. ~~Legal notices, and public hearing or forum notices on such planning meetings, and any news releases related to planning activities on such topics, will~~ shall be distributed to Spanish media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b of this policy. ~~and Russian language media on the required contact list.~~
- b. ~~The District should provide English-Spanish and/or English-Russian interpreters, if staff is, shall be made available upon request, for public planning meetings and forums. An interpreter shall be made available for and~~ all legally-required public hearings. Requests should be submitted at least 48 hours in advance of the meeting or hearing to ensure availability. The District will make reasonable efforts to accommodate requests received with less notice.
- c. ~~Notices shall be provided to media outlets and community organizations serving language groups that meet the applicable threshold under Section B.1.b for all federally required public input activities, will be provided to media on the District's Spanish and Russian language contact lists of all federally required planning activities which require public input.~~

5. ADMINISTRATIVE FUNCTIONS

~~In the conduct of the District's responsibilities, there are a number of statutory and administrative functions that require effective communications with the residents of Marion and Polk Counties. Such communications must be accessible to Spanish and Russian speaking persons.~~

- a. ~~District regulations, and public codes of conduct, legal notices, job announcements, procurement opportunities, and other vital administrative documents shall be translated into languages meeting the applicable threshold under Section B.1.b of this policy. shall be prepared and made available in Spanish and Russian language versions. Additionally, any legal notice that is distributed and is of interest to the~~

~~general population shall be sent to the Spanish and Russian language media contact lists.~~

~~b. All District job announcements, invitations for bid, and requests for proposal shall be distributed to the Spanish and Russian language media contacts. Board meeting announcements and agendas will also be sent to Spanish and Russian language media contacts.~~

~~c.b. Board meeting agendas shall include written instructions in Spanish and Russian on meeting procedures and how to provide for public participation in languages meeting the applicable threshold under Section B.1.b of this policy comment at Board meetings and hearings.~~

~~d.c. Interpreters (An English-Spanish and/or English-Russian interpreter(s)) shall be made available, upon request, at all publicly-noticed District Board meetings. Requests should be submitted at least 48 hours in advance of the meeting or hearing to ensure availability. The District will make reasonable efforts to accommodate requests received with less notice.~~

~~e.d. The District's web-page content containingshall include information in Spanish and Russian vital service information, including but not limited to. A Spanish link shall include material on fares, system usage, facility information, and service details, shall be accessible in languages meeting the applicable threshold under Section B.1.b of this policy, and riding regulations, how to use the Cherriots system, facilities and services available to Cherriots riders, and how to access more detailed information in Spanish and Russian.~~

6. ASSISTANCE IN OTHER LANGUAGES

~~The District is aware that there are a number of languages spoken within the area, including other Indo-European tongues, Chinese, Vietnamese, and other Asian and Pacific Island languages. An analysis of the 2011-15 American Community Survey five year estimate (U.S. Census) data indicates that the Hispanic population represents 25 percent of Marion and Polk County residents. Seven percent (29,600 individuals) of the Limited English Proficient (LEP) population speaks Spanish and 0.4 percent (1,800 individuals) speak Russian. All other LEP persons total 1.1 percent of Marion and Polk Counties population.~~

~~a. The District shall maintain access to professional translation services to support additional languages spoken in Marion and Polk Counties. In its customer service functions, the District will retain telephonic language assistance services from a professional translating service, to provide customer service and information in multiple languages.~~

~~b. Targeted outreach or marketing in other languages may be implemented based on population needs and service priorities. The District may choose to target information or marketing materials to selected minority groups in the area, in languages other than English, Spanish, and Russian.~~

Commented [KP10]: Legal said: Should this also include any other language that might later meet the 5% threshold?

Commented [KP11]: Should I add "upon request"

Commented [KP12]: This is a little more flexible and less on-demand - do we like this better?

104.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: CIVIL SETTLEMENTS AND COMPROMISES	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 105	
EFFECTIVE:	

105.01 PURPOSE

To define the Board of Directors' role in overseeing civil settlements and compromises, ensuring accountability and prudent use of public funds in accordance with District governance and applicable law.

105.02 POLICY

APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

GENERAL RULES

- B.
 - 1. Expenditure of public funds to settle or avoid claims and litigation is within the functions and duties of the General Manager and authorized designees, as provided in ORS 267.140. The Board of Directors is ultimately accountable to the public for District fiscal decisions and shall provide oversight of civil settlements and compromises as described in this policy.
 - 2. The General Manager and their authorized designees, legal counsel, and the District's insurers (including assigned insurance defense counsel) shall collaborate to protect and advance the interests of the District and the public in all claims and lawsuit. Claims are administered and may be resolved in accordance with Resolution #01-16 as well as District Policy 414 – Purchase Approval Authority.
 - 3. The General Manager may settle or compromise claims within the limits established in Resolution #01-16 and Policy 414 – Purchase Approval Authority, provided the General Manager legal counsel and/or insurer agree that settlement is appropriate.
 - 4. The Board shall receive a periodic verbal report, in executive session, on pending litigation and claims that could lead to litigation, including the District's assessment of each claim and any contemplated settlements.
 - 5. The General Manager shall notify the Board President if a payment exceeding \$50,000 is contemplated.

105.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: CIVIL SETTLEMENTS AND COMPROMISES	ADOPTED APPROVED BY: _____ President, District Board of Directors Date
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 105	
EFFECTIVE:	

105.01 PURPOSE

To define the Board of Directors' role in overseeing civil settlements and compromises, ensuring accountability and prudent use of public funds in accordance with District governance and applicable law with the respect to oversight of civil settlements and compromise.

105.02 POLICY

A. APPLICATION INTRODUCTION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. Expenditure of public funds to settle or avoid claims and litigation is within the functions and duties of the General Manager as specified in ORS 267.140, and General Manager designees. The Board of Directors is ultimately accountable to the public for District fiscal decisions, and therefore will oversee civil settlements and compromises as hereinafter described.

B. GENERAL RULES

1. Expenditure of public funds to settle or avoid claims and litigation is within the functions and duties of the General Manager and authorized designees, as provided in ORS 267.140. The Board of Directors is ultimately accountable to the public for District fiscal decisions and shall provide oversight of civil settlements and compromises as described in this policy.
2. The General Manager and their authorized designees, General Manager designees (safety and Loss Control Specialist and directors), legal counsel, and the District's insurers (including assigned insurance defense counsel), shall work collaboratively to protect and advance the interests of the District and the public wherever in all claims or and lawsuit, against the District or its employees is asserted. Claims are administered and may be resolved in accordance with Resolution #01-16 as well as District Policyies 414 - Purchase Approval Authority and 415.
3. The General Manager may settle or compromise claims within up to the limits established set forth in Resolution #01-16 and s well as District Policyies 414 - Purchase Approval Authority and 415, provided if the General Manager and the District's legal C counsel and/or insurer agree that settlement it is appropriate to do so.
4. At least quarterly, tThe Board shall will receive a periodic verbal report, in executive session, on concerning pending litigation and claims made which that could lead to litigation, including. The report will be in executive session and relate the District's

Commented [KP1]: Do we need examples in parenthesis?

Commented [KP2]: There is no longer a policy 415 - is there something that should take its place?

~~understanding of the merits assessment~~ of each claim and any ~~analyses of settlement~~ contemplated ~~settlements by either the District or plaintiff, if any.~~

4.5. The General Manager ~~shall notify~~ will inform the Board President ~~if in the event~~ a payment ~~in excess of~~ \$50,000 is contemplated.

105.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: VEHICLE ACQUISITION POLICY	ADOPTED BY: _____
BOARD OF DIRECTORS POLICY NO. 106	
EFFECTIVE:	
	President, District Board of Directors Date

106.01 PURPOSE

To establish clear guidelines for evaluating and selecting vehicles for District purchase in a manner that supports operational needs, fiscal responsibility, environmental sustainability, and the long-term transition to a zero-emissions fleet.

106.02 POLICY

APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

GENERAL RULES

- B. 1. ZERO-EMISSIONS FLEET TRANSITION
 - Staff shall develop and maintain a Zero-Emissions Bus Replacement Plan to guide the transition the District's bus fleet to a 100 percent zero-emission fleet.
 - During the interim transition period, staff shall utilize a fleet combination of at least two (2) different fuel types whenever possible and practical.
 - a. If diesel fueled vehicles are selected, biodiesel with a minimum B20 rating shall be used, and R99 shall be used whenever possible.
 - b. Maintaining a fleet utilizing at least two (2) fuel types reduces operational risk associated with fuel shortages, price volatility, economic conditions, and natural disasters affecting fuel availability.
 - c. Staff shall demonstrate a long-term fleet management strategy incorporating zero-emissions buses.
 - d. Staff shall evaluate current and projected resources required to support the transition and implementation of zero-emissions buses.
 - e. Staff shall consider applicable policies and legislation that may impact relevant technologies.
 - f. Staff shall periodically evaluate the existing and future facility needs required to support a fully zero-emissions fleet.
 - g. Staff shall develop and maintain partnerships with utility providers and alternative fuel suppliers.

Staff shall periodically assess workforce impacts, including skill gaps and training needs associated with the transition to zero-emissions buses.

VEHICLE SELECTION CONSIDERATIONS (REVENUE AND NON-REVENUE)

In determining vehicle purchases, staff will consider factors including, but not limited to:

- h. Environmental Protection and Sustainability – Prior to procurement, staff shall engage appropriate stakeholders to assess vehicle needs and prioritize low- and no-emission vehicles consistent with the District’s sustainability commitment.
- 2. Operational Demand – Vehicle selection shall consider passenger capacity, vehicle length, and service integration requirements.
 - a. Fuel Economy – Lifecycle cost per mile shall be evaluated to determine financial impact.
 - b. Reliability – Staff shall evaluate reliability using data from peer agencies operating similar vehicles under comparable conditions. For emerging technologies, available developmental data shall be reviewed.
 - c. Infrastructure Needs – Costs associated with implementing and supporting new technology shall be factored into overall vehicle cost.
 - d. Fuel Availability & Cost – Accessibility, delivery reliability, and future fuel costs shall be considered.
 - e. Training Requirements – Additional training needs for vehicle operation and maintenance shall be evaluated.
 - f. Employee Support – Staff shall provide appropriate education, tools, and support to employees and contractors to support successful implementation of this policy
 - g. Vehicle Support – Availability of parts and service shall be considered.
 - h. Air Quality – Greenhouse gas emissions associated with vehicle production and operation shall be evaluated.
 - i. Partnerships – Partnerships shall be developed with local, state, and federal entities advancing climate and sustainability initiatives.

106.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: VEHICLE ACQUISITION POLICY	APPROVED-ADOPTED BY:
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 106	_____
EFFECTIVE:	President, District Board of Directors Date

106.01 PURPOSE

To ~~establish set~~ clear guidelines ~~for evaluating and to facilitate the decision making process when~~ selecting vehicles for ~~District purchase in a manner that supports operational needs, fiscal responsibility, environmental sustainability, and the long-term transition to a zero-emissions fleet~~ future purchase.

106.02 POLICY

A. APPLICATION

~~All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. For all matters related to future vehicle purchases by Salem Area Mass Transit District (SAMTD).~~

B. GENERAL RULES

1. ZERO-EMISSIONS FLEET TRANSITION

Staff shall develop and maintain a Zero-Emissions Bus ~~(ZEB) Replacement Rollout~~ Plan to ~~guided~~ designed to the transition the District’s bus fleet to ~~a a-100% percent~~ zero-emission fleet ~~by 2040~~.

Commented [KP1]: Replacement?? Double Check

~~During in~~ the interim ~~transition~~ period, ~~staff shall utilize during the transition to a Zero-Emissions fleet,~~ a fleet combination of at least two (2) different fuel types ~~should be utilized~~ whenever possible and practical.

- a. If diesel fueled vehicles are selected, ~~the usage should be~~ biodiesel with a minimum B20 rating ~~shall be used, and; but~~ R99 ~~shall be used~~ whenever possible.
- b. Maintaining a fleet ~~that utilizes~~ ~~at least~~ two (2) ~~different~~ fuel types ~~will reduce~~ ~~operational~~ the risks and impacts when there are associated with fuel shortages, price ~~volatility~~ increases, ~~unfavorable~~ economic conditions, and natural disasters ~~that may~~ affecting fuel availability.
- c. Staff ~~shall will~~ demonstrate a long-term fleet management ~~plan with a~~ strategy incorporating ~~Zzero-Ee~~missions B buses into the fleet.
- d. Staff ~~shall will~~ evaluate ~~the~~ current and ~~projected~~ future resources ~~required to~~ support ~~meet costs for~~ the transition and implementation of ~~Zzero-Ee~~missions B buses.

- e. Staff ~~shall~~will consider applicable ~~policy~~ies and legislation that may impact relevant technologies.
- f. Staff ~~shall~~will periodically evaluate the existing and future ~~facility~~ies needs required to support a transition to a completely ~~Zero-~~Emissions ~~Bus-~~fleet.
- g. Staff ~~shall~~will develop and maintain ~~ongoing~~ partnerships with all utility providers ~~and/or~~ alternative fuel suppliers~~providers~~.
- h. Staff ~~will~~shall periodically asses~~evaluate~~ workforce ~~the~~ impacts, including of a Zero Emissions Bus transition by identifying the skill gaps and training needs associated with the transition to zero-emissions buses of the existing and future workforce.

2. VEHICLE SELECTION CONSIDERATIONS (REVENUE AND NON-REVENUE)

In determining ~~Additional factors to consider when determining all~~ vehicle purchases, staff will consider factors including, revenue and non-revenue will include, but ~~are~~ not limited to:

- a. Environmental Protection and Sustainability - ~~Prior to~~ Before beginning the vehicle procurement ~~process,~~ staff shall engage~~will meet with~~ Agency appropriate stakeholders to assess~~analyze~~ vehicle needs and prioritize low- and no-emission vehicles consistent with the ~~During the analysis, staff will prioritize Low and No Emissions vehicles to ensure alignment with the District's sustainability commitment to being an environmentally responsible organization.~~
- b. Operational Bus Use Demands - ~~The v~~ehicle selection shall~~type chosen will~~ consider the needs of SAMTD to include passenger capacity, vehicle length, and how these options would best integrate with the services integration requirements~~provided by SAMTD.~~
- c. Fuel Economy - Lifecycle cost per mile shall be evaluated to determine financial impact. ~~Determine which fuel type would have the least financial impact as measured in cost per mile over the lifespan of that vehicle.~~
- d. Reliability of the Vehicle - Staff shall evaluate reliability using data~~An analysis will be performed using references from~~ peer~~other~~ agencies operating similar vehicles under comparable~~similar~~ conditions. In the event unproven ~~For emerging technologies,~~ is being pursued; all efforts will be made to research available ~~developmental data shall be reviewed.~~
- e. Infrastructure Needs - If a technology is selected that differs from the technology currently in place, the ~~c~~osts of~~associated with~~ implementing and supporting the new technology shall~~will~~ be factored into the overall vehicle cost.
- f. Fuel Availability & Cost - When selecting vehicles by fuel type, the ~~a~~ccessibility, and frequency of fuel delivery~~ies~~ reliability, and ~~will be considered;~~ and when possible, the future fuel costs of the proposed fuel~~shall be considered.~~

- g. Training Requirements – ~~Additional training needs for vehicle operation and maintenance shall be evaluated. Consideration will be made concerning additional training required to proficiently operate and maintain selected vehicles.~~
- h. Employee Support – Staff ~~shall~~will provide ~~the necessary~~appropriate education, tools, and support to ~~all SAMTD~~-employees and ~~contractors~~those working on SAMTD's behalf ~~in order to support~~ successfully implementation of this policy~~carry out this policy in their daily responsibilities and work functions.~~
- i. Vehicle Support – ~~The a~~availability of parts and service ~~shall~~ould be considered ~~in the decision making process.~~
- j. Air Quality – ~~The quantity of g~~Greenhouse gases emissions associated with vehicle production and operation shall be evaluated. ~~created during the production, and use of alternative fuel vehicles should be factored in.~~
- k. Partnerships – Partnerships shallwill be developed with local, state, and federal entities ~~who are advancing leading climate and sustainability~~change initiatives.

106.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: SPECIAL SERVICES FOR LOCAL EVENTS	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 107	
EFFECTIVE:	

107.01 PURPOSE

To establish clear and consistent guidelines for the selection of events eligible to receive Special Services.

107.02 POLICY

APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of A. the District.

SELECTION GUIDELINES

- B. To be eligible for Special Services, an event must meet all of the following criteria:
1. Be open to the general public and shall not discriminate based on race, color, religion, sex, gender or gender identity, sexual orientation, national origin, marital status, age, disability, or income status.
 2. Occur within the Salem-Keizer Urban Growth Boundary.
 - 3.
 4. Be community-focused and demonstrate appeal to a broad audience.
 5. Have anticipated attendance sufficient to significantly impact traffic circulation or parking availability in the event area.
 6. Occur at a location and time where regular fixed-route service cannot reasonably and conveniently meet transportation needs.
 7. Not be associated with activities that oppose, discourage, or undermine the use or support of public transportation.
 - 8.
 9. Be reviewed on an annual, first-come, first-served basis, subject to an application deadline established by the Board.
Receive approval from the Board.
Comply with the Federal Transit Administration (FTA) Charter Bus Rule 49 CFR 604, as amended July 31, 2025.

107.03 DEFINITIONS

A. SPECIAL SERVICES

Temporary, supplemental public transportation services provided by the District to support community events that generate travel demand beyond the capacity or practical reach of regularly scheduled fixed-route service.

Special Services may include additional trips, modified routing, extended service hours, or shuttle operations designed to mitigate traffic congestion, parking constraints, and mobility barriers associated with qualifying events.

Special Services:

Are discretionary and subject to available resources;

Are not intended to replace or duplicate private charter services where such services are available and permitted under federal regulation.

- 1.
- 2.

- END -

DRAFT



SALEM AREA MASS TRANSIT DISTRICT

POLICY: SPECIAL SERVICES FOR LOCAL EVENTS	ADOPTED BY:
BOARD OF DIRECTORS POLICY NO. 107	
EFFECTIVE:	_____ President, District Board of Directors Date

107.01 PURPOSE

To establish clear and consistent guidelines for the selection of events eligible to receive special services.

107.02 POLICY

A. APPLICATION INTRODUCTION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. The SAMTD Board of Directors wishes to establish a formal policy with guidelines for the selection of local events eligible to receive special services without receipt of compensation in any form from the agency sponsoring or coordinating the event.

B. SELECTION GUIDELINES

To be eligible for Special Services, an event must meet all of the following criteria:

- The event shall be open to the general all members of the public and shall not discriminate based on race, color, religion, sex, gender or gender identity, sexual orientation, national origin, marital status, age, disability, or income status.
- The event must occur within the Salem-Keizer Urban Growth Boundary area.
- The event shall be community-focused and demonstrate with an appeal to a broad range audience of people.
- Expected attendance sufficient to significantly impact traffic circulation or parking availability in the event area.
- Events that occur in a location and at a time when regular fixed-route service could not reasonably and conveniently meet the transportation needs of the event will not be eligible to receive Special Services.
- The event shall not be associated with activities that oppose, discourage, or undermine the use and support of public transportation.
- Applications for Special Services will be reviewed on an annual, "first-come, first-served" basis. An application deadline will be established by the SAMTD Board of Directors.
- Receive approval from the Board. The Board of Directors must approve the events that will receive Special Services from SAMTD.

9. ~~All aspects of special services considered under this policy must be in c~~Compliance with the Federal Transit Administration (FTA) Charter Bus Rule 49 CFR 604, ~~established on April 30, 2008~~as amended July 31, 2025.

107.03 DEFINITIONS

~~None~~A. SPECIAL SERVICES

Temporary, supplemental public transportation services provided by the District to support community events that generate travel demand beyond the capacity or practical reach of regularly scheduled fixed-route service.

Special Services may include additional trips, modified routing, extended service hours, or shuttle operations designed to mitigate traffic congestion, parking constraints, and mobility barriers associated with qualifying events.

Special Services:

1. Are discretionary and subject to available resources;
2. Are not intended to replace or duplicate private charter services where such services are available and permitted under federal regulation.

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- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: PUBLIC PARTICIPATION PROCESS FOR PROPOSED FARE INCREASES AND/OR TRANSIT SERVICE REDUCTIONS	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 108	
EFFECTIVE:	

108.01 PURPOSE

To establish requirements for public notice, public participation, and equity analysis related to proposed reductions in transit service and increases in fares, and to guide planning public engagement, and decision-making in accordance with applicable federal law 49 USC §5307(c)(1)(i).

108.02 POLICY

APPLICATION

- A. All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

GENERAL RULE

1. PUBLIC HEARING REQUIREMENTS

The District shall conduct a public hearing for any proposed Major Service Change that results in a reduction in transit service, and for any proposed increase in fares.

- a. Public notice of the hearing shall be published in a newspaper of general circulation. Notice shall also be distributed through publications, media outlets, or website oriented toward specific populations or neighborhoods that may be affected by the proposed change.
- c. Notice requirements shall include:

- 2.
 - i. Publication no fewer than 30 days prior to the public hearing; and
 - ii. A description of the proposed service reduction or fare increase, including the date, time, and location of the hearing.

b. IMPLEMENTATION OF SERVICE OR FARE CHANGES

No reduction in transit service or increases in fare shall be implemented until the following conditions are met:

A public hearing has been conducted;

Public comments and testimony have been reviewed and considered, including potential impacts on minority populations; and

A Disparate Impact Analysis has been completed for all Major Service Changes, presented to the Board for consideration, and documented in the District's Title VI Program report, including the Board's action.

- i. All service changes meeting the definition of Major Service Change are subject to a Disparate Impact Analysis prior to Board approval.

EXCEPTIONS

Exceptions to these requirements may be made for seasonal service adjustments, emergency situations, or experimental service reductions or fare increases. Any such exception shall be evaluated and implemented in accordance with applicable federal regulations, including 49 USC c. §5307(c)(1)(i).

108.03 DEFINITIONS

MAJOR SERVICE CHANGE:

1. Either a reduction or expansion in service of:
 - A. a. 15 percent or more of the number of transit route miles based on the miles of an average round-trip of the route (this includes routing changes where route miles are neither increased nor reduced (i.e., re-routes), or;
 - b. 15 percent or more of a route's frequency of the service (defined as the average hourly frequency throughout one service day for local fixed routes and as daily round trips for regional routes) on a daily basis for the day of the week for which a change is made or;
 - c. 15 percent in the span (hours) of a route's revenue service (defined as the time between the first served stop of the day and the last stop), on a daily basis for the day of the week for which a change is made;
2. A transit route split where either of the new routes meet any of the above thresholds when compared to the corresponding piece of the former route.
3. A new transit route is established.
4. A Major Service Change occurs whether the above thresholds are met:
 - Within a single service proposal, or;
 - B. Due to a cumulative effect of routing, frequency, or span changes over the year prior to the analysis.

FARE INCREASE:

An increase in any cash fare or in the cost of any passes, tickets, transfers, or other means by which transit riders pay for their trips.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: PUBLIC PARTICIPATION PROCESS FOR PROPOSED FARE INCREASES AND/OR TRANSIT SERVICE REDUCTIONS	APPROVED-ADOPTED BY:
BOARD OF DIRECTORS GENERAL ADMINISTRATIVE POLICY NO. 108	_____
EFFECTIVE:	President, District Board of Directors Date

108.01 PURPOSE

To establish requirements for public notice, public participation, and equity analysis related to proposed reductions in transit service and increases in fares, and to guide planning public engagement, and decision-making in accordance with applicable federal law 49 USC §5307(c)(1)(i). This policy should apply to the institution of proposed reduction in transit services or increase in fares.

108.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. All matters related to guide the management of reductions in transit service and increases in fares as is required by Federal regulations contained in 49 USC §5307 (c)(1)(i).

B. GENERAL RULE

1. PUBLIC HEARING REQUIREMENTS

The District SAMTD shall conduct hold a public hearing for any proposed when any Major Service Change proposed that results in a reduction in transit decrease in service, and or for any proposed increase in fares.

a. Public Notice of the hearing shall must be published in a newspaper of general circulation newspaper.

b. Notices will be shall also be distributed through publications, media outlets, or website oriented toward specific populations or neighborhoods that may be affected by the proposed change. placed in newspapers, publications, or websites that are oriented to specific groups or neighborhoods that may be affected by the proposed Major Service Change.

b.c. Notice requirements shall include:

i. Publication no fewer than The notice must be published at least 30 days prior to the public hearing; and

- ii. ~~A description. The notice must contain a description~~ of the proposed service reduction or fare increase, including and the date, time, and location place of the hearing.

2. IMPLEMENTATION OF SERVICE OR FARE CHANGES

No reduction in transit service ~~reduction~~ or fare increases in fare shall be implemented instituted until the following conditions are met after:

- a. A public hearing has been conducted ~~is held~~;
- b. Public comments and testimony have been reviewed and considered, including potential impacts on minority populations; and ~~Consideration is given to views and comments expressed in the hearing; and to the effect on minority populations of the proposed service reduction;~~
- c. A Disparate Impact Analysis has been ~~is~~ completed for all Major Service Changes, presented to the Board for consideration, and documented in the District's Title VI Program report, including the Board's action, and is presented to the SAMTD Board for its consideration and included in the subsequent SAMTD Title VI Program report with a record of action taken by the Board.
- i. All service changes ~~in service that~~ meeting the definition of "Major Service Change" are subject to a Disparate Impact Analysis prior to Board approval ~~of the service change~~.

C. EXCEPTIONS

~~There may be e~~Exceptions to these requirements may be made above policies for seasonal service adjustments variations in service, in emergency situations, or ~~for~~ experimental service reductions of service or fare increases in fares. Any such exception shall be evaluated and implemented in accordance with ~~made by the District shall be guided by the applicable F~~ederal regulations, including contained in 49 USC §5307-(c)(1)(i).

108.03 DEFINITIONS

A. MAJOR SERVICE CHANGE: Service Reduction

- 1. A reduction in service defined by Policy #707 "Major Service Change" of: ~~Either a reduction or expansion in service of:~~
 - a. 15 percent or more of the number of transit route miles based on the miles of an average round-trip of the route (this includes routing changes where route miles are neither increased nor reduced (i.e., re-routes), or;
 - b. 15 percent or more of a route's frequency of the service (defined as the average hourly frequency throughout one service day for local fixed routes and as daily round trips for regional ~~express~~ routes) on a daily basis for the day of the week for which a change is made or;

Commented [KP1]: I don't think it is necessary to reference 707 when we are just regurgitating a definition.

- c. 15 percent in the span (hours) of a route's revenue service (defined as the time between the first served stop of the day and the last stop), on a daily basis for the day of the week for which a change is made;

~~1.2.~~ A transit route split where either of the new routes meet any of the above thresholds when compared to the corresponding piece of the former route.

~~2.3.~~ A new transit route is established.

~~3.4.~~ A Major Service Change occurs whether the above thresholds are met:

- a. Within a single service proposal, or;
- b. Due to a cumulative effect of routing, frequency, or span changes over the year prior to the analysis.

B. ~~Fare Increase~~FARE INCREASE:

An increase in any cash fare or in the cost of any passes, tickets, transfers, or other means by which transit riders pay for their trips.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: URBAN SERVICE DESIGN PRINCIPLES	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 109	
EFFECTIVE:	

109.01 PURPOSE

To define Urban Service Design Principles that guide the planning, allocation, evaluation, and delivery of fixed-route transit service within the Salem-Keizer Urban Growth Boundary.

109.02 POLICY

APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of A.the District.

SERVICE ALLOCATION

B. Ridership-Focused

1. Within the urban service area, 75% of urban revenue hours shall be deployed with a primary focus on increasing ridership, particularly on high-demand corridors. This service shall include:

- a. 15-minute frequency routes
- b. Commuter and tripper routes, and

2. c. Select 20- or 30-minute frequency routes.

Coverage-Focused Service

3. The remaining 25% of urban revenue hours shall be allocated to services that prioritize coverage throughout the community, without regard to expected boardings per revenue hour. This service shall primarily include 60-minute, 30-minute, and 20-minute frequency routes.

C. Route Classification

1. a. Entire routes or individual segments of routes may be designated as either Ridership-Focused or Coverage-Focused.

b.

RELIABILITY AND COMFORT STANDARDS

Service Reliability

No more than 10% of buses should depart their time points between five and 10 minutes late (15% in p.m. peak).

No more than 5% of buses should depart their time points more than 10 minutes late (10% in p.m. peak).

At least 85% of buses should depart time points no more than five (5) minutes late (75% in p.m. peak).

No buses will depart time points before their scheduled departure time.

Missed trips shall account for less than 0.5% of all scheduled trips.

Road calls shall occur less frequently than once per 104,000 vehicle miles.

c. **Service Capacity**

d. Additional service shall be evaluated when passenger loads routinely exceed 1.5 times the seated capacity of the vehicle.

e. Additional service shall be evaluated when customers are routinely required to stand for more than 20 minutes on a single trip.

2. a.

b. **EVALUATION PROCESS**

Annual Review

d. 1. A comprehensive review of existing service shall be completed following the close of each Fiscal Year, no later than the end of the subsequent first quarter.

a. The review shall include individual route profiles summarizing system-wide and route-level performance and expectations. At a minimum, the following metrics shall be reported:

- b. i. Revenue hours (system and route level)
- ii. Revenue miles (system and route level)
- iii. Total boardings (system and route level)
- iv. Boardings per revenue hour (system, route, and segment level)
- v. Percentage of early trips (system and route level)
- vi. Percentage of on-time trips (system and route level)
- vii. Percentage of late trips (system and route level)
- viii. Average and maximum passenger load (route level)
- ix. Farebox recovery rate (system and route level)

A.

109.03 DEFINITIONS

1.
2. **SERVICE DAY PERIODS**

3. District route structures and service frequencies may vary by time of day. Where feasible, route structures shall remain consistent across service periods to promote usability and clarity. The service day may include the following periods:

- A.M.: Start of service – 8:59 a.m.
- Midday: 9:00 a.m. – 1:59 p.m.
- P.M. Peak: 2:00 p.m. – 6:59 p.m.
- Evening: 7:00 p.m. – End of service

SERVICE DAY TYPES

District route structures and frequencies may vary by type of service day. Where feasible, route structures shall remain consistent to promote usability and clarity. Service day types may include:

1. Weekday service
 2. Saturday service
 3. Sunday service
 4. Holiday service
- B.

CONSISTENT FREQUENCY

Transit service shall be prioritized where it provides access to the greatest number of people, destinations, jobs, and activities. As consistent frequency is a key driver of ridership, route frequencies should remain consistent within each service day period whenever practical.

C.

ROUTE SERVICE TYPES

The District shall maintain the following route service types, generally aligned with service frequency:

D.

Frequent: Every 15 minutes (4 trips per hour)

1. Routes provide frequent, reliable service along high-demand corridors.

2. **Standard: Every 20-30 minutes** (2-3 trips per hour)

These routes provide reliable connections to transit centers or 15-minute frequency routes.

3. **Basic: Every 60 minutes** (1 trip per hour)

4. These routes provide broad geographic access and critical life-line connectivity.

Commuter/Tripper (various)

These routes provide service to specific destinations or during periods of concentrated demand and typically operate with a limited number of trips per day.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: URBAN SERVICE DESIGN PRINCIPLES	ADOPTED BY:
BOARD OF DIRECTORS POLICY NO. 109	
EFFECTIVE:	_____ President, District Board of Directors Date

109.01 INTRODUCTION/PURPOSE

The Salem Area Mass Transit District (aka Salem-Keizer Transit) Board of Directors wishes to establish define Urban Service Design Principles that guide the planning, allocation, evaluation, and delivery of fixed-route transit service within the Salem-Keizer Urban Growth Boundary. Policy and Procedures for Urban Service Design Principles.

109.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. SERVICE ALLOCATION

1. Ridership-Focused

Within the urban service area, 75% of urban revenue hours shall will be deployed with a primary focus on increasing ridership, particularly predominantly on high-demand corridors. This service shall will include:

- a. 15-minute frequency routes,
- b. Commuter and tripper routes, and
- a-c. limited Select 20- or 30-minute frequency routes which are expected to provide overall high ridership.

2. Coverage-Focused Service

The remaining 25% of urban revenue hours shall will be allocated to services that which prioritize provides needed coverage throughout the community, without regard consideration for to expected boarding's per revenue hour. This service will shall primarily predominately include 60-minute, and 30-minute, and 20-minute frequency routes.

3. Route Classification

An eEntire routes or individual segments of a-routes may be designated classified as either Ridership-Focused or Coverage-fFocused.

C. RELIABILITY AND COMFORT STANDARDS

1. Service Reliability

- a. ~~No more than 10% of buses should depart their time points between five and 10 minutes late (15% in p.m. peak). 90% of buses will arrive no later than two minutes after their scheduled end-of-trip arrival time.~~
- b. ~~No more than 5% of buses should depart their time points more than 10 minutes late (10% in p.m. peak).~~
- c. ~~100% of buses will not depart before their scheduled start-of-trip departure time. At least 85% of buses should depart time points no more than within four (5) minutes of their scheduled start-of-trip departure time late (75% in p.m. peak).~~
- a.d. ~~No buses will depart time points before their scheduled departure time.~~
- b.e. ~~The number of missed trips shall account for be less than 0.5% of all total scheduled trips.~~
- e.f. ~~Road calls shall occur less frequently than once per every 104,000 vehicle miles.~~

2. **Service Capacity**

- a. Additional service ~~will~~ shall be ~~evaluated~~ considered when ~~passenger loads~~ levels routinely exceed 1.5 times the seated capacity of the vehicle.
- b. Additional service shall ~~will~~ be ~~evaluated~~ considered when customers ~~must~~ are routinely ~~required to~~ stand ~~for more~~ longer than 20 minutes on an ~~individual~~ single trip.

D. EVALUATION PROCESS

1. **Annual Review**

- a. A comprehensive review of existing service ~~will~~ shall be ~~completed following~~ produced after the ~~close completion~~ of ~~the each~~ Fiscal Year, ~~by~~ no later than the end of the subsequent first quarter.
- b. ~~This~~ review shall include individual route profiles ~~summarizing detailing overall route and~~ system-wide and route-level performance and expectations. At a minimum, ~~the following metrics shall be reported~~ measurements will include:
 - i. Revenue hours ~~at the~~ (system and route level)
 - ii. Revenue miles ~~at the~~ (system and route level)
 - iii. Total Boardings ~~at the~~ (system and route level)
 - iv. Boardings per revenue hours ~~at the~~ (system, route, and segment level)
 - v. Percentage of early trips ~~which are early at the~~ (system and route level)
 - vi. Percentage of on-time trips ~~which are on-time at the~~ (system and route level)
 - vii. Percentage of late trips ~~which are late at the~~ (system and route level)
 - viii. Average and maximum passenger load ~~levels at the~~ (route level)
 - ix. Farebox recovery rate ~~at the~~ (system and route level)

109.03 SERVICE DESIGN DEFINITIONS

A. SERVICE DAY PERIODS

District route structures and service frequencies may vary by time of day ~~be provided during different time periods of the service day~~. Where possible ~~feasible~~, route structures shall remain consistent across service periods between time periods ~~remain consistent~~ to promote usability and clarity.

The service day may include the following periods ~~contain three separate periods of time~~:

1. A.M. Daytime service: Start of service 5:00 a.m. – 7:00:59 p.m.
2. Midday Evening service: 9:00 p.m. – 11:00:59 p.m.
3. P.M. Peak: 2:00 p.m. – 6:59 p.m.
- 3.4. Night service Evening: 11:00 p.m. – 5:00 a.m. End of service

B. SERVICE DAY TYPES

District route structures and frequencies may vary by ~~be provided during different~~ types of service day. Where feasible ~~possible~~, route structures shall remain consistent ~~remain consistent~~ to promote usability and clarity. The three types of service days ~~types~~ may include:

1. Weekday service
2. Saturday service
3. Sunday service
4. Holiday service

C. CONSISTENT FREQUENCY

Transit service shall be prioritized ~~will be prioritized~~ where it will provide ~~will provide~~ the greatest use to the most people ~~for access to the greatest number of people, destinations, most activities and jobs, and activities~~. As consistent frequency is a key one of the strongest drivers for high ~~of~~ ridership, route frequencies where possible and practical, route frequency should remain consistent within each ~~throughout the~~ service day period whenever practical.

D. ROUTE SERVICE TYPES

~~Salem-Keizer Transit~~ The District shall ~~will~~ maintain the following route service types ~~four types of routes~~, generally aligned with the service ~~frequency of service provided~~:

1. **Frequent: Every 15-minute frequency** (4 trips per hour) ~~—~~
Often referred to as Corridor service, 15-minute frequency Routes provide frequent, reliable, frequent service along high-demand corridors. 15-minute frequency routes should be deployed with an expectation of relatively high ridership, above 25 boardings per revenue hour.
2. **Standard: Every 20-30-minute frequency** (2-3 trips per hour) ~~—~~
Often referred to as Connector service, These routes 30-minute frequency routes provide reliable connections to transit centers or to 15-minute frequency routes. 30-minute frequency routes should be deployed with an expectation of moderately high ridership, above 20 boardings per revenue hour.
3. **Basic: Every 60-minute frequency** (1 trip per hour) ~~—~~

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~~Often referred to as Circulator or Coverage service, These routes 60-minute frequency routes provide broad geographic access and service coverage over large areas and provide critical life-line connectivity to many sections of the community. 60-minute frequency routes should be deployed with an expectation of moderate ridership, above 10 boardings per revenue hour.~~

4. **Commuter/Tripper** (various)–

~~These Commuter and Tripper routes provide service to specific destinations or during periods of concentrated demand and typically operate with a limited number of trips per day, connectivity to a specific, remote location or provide service at particular times when significant travel demand is expected. Commuter/Tripper routes typically have few trips throughout the day. Commuter/Tripper routes should be deployed with an expectation of moderately high ridership, above 20 boardings per revenue hour.~~

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: DESIGNATION OF GENERAL MANAGER PRO TEMPORE	ADOPTED APPROVED BY:
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 113	
EFFECTIVE:	_____ President, District Board of Directors Date

113.01 PURPOSE

~~To ensure the continuity of The official business of the District business must continue during periods such times~~ when the general manager ~~is absent or unable to perform their duties due to disability may be absent or disabled.~~

113.02 POLICY

A. APPLICATION

~~All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. ORS Chapter 267.145(2) allows the Salem Area Mass Transit District, (hereafter referred to as "District" or "SAMTD") Board of Directors to designate a general manager pro tempore during the absence or disability of the general manager.~~

B. SELECTION GUIDELINES

1. The ~~SAMTD District~~ Board of Directors shall appoint the deputy general manager to serve as the general manager pro tempore during the ~~general manager's~~ absence or disability, ~~in accordance with ORS 267.145(2) of the general manager.~~
2. ~~If both n the event that~~ the general manager and ~~designated~~ general manager pro tempore are unavailable, ~~for a certain period,~~ the Board shall ~~authorize the general manager to~~ designate another ~~qualified employee as~~ general manager pro tempore.
3. For planned absences ~~or temporary disability,~~ the general manager ~~shall will~~ provide notice to the ~~SAMTD~~ Board and staff ~~specifying the effective period of the pro-tempore designation. that the designation of general manager pro tempore will be in effect for a specific period.~~
4. For unforeseen ~~absences~~ or ~~sudden disability, emergency absences of~~ the general manager ~~pro tempore designation shall take effect immediately, the designation will take effect~~ without prior notice.

113.03 DEFINITIONS

None.

- END -

Page 1 of 1



SALEM AREA MASS TRANSIT DISTRICT

POLICY: GENERAL MANAGER'S PERFORMANCE EVALUATION AND COMPENSATION CHANGE	ADOPTED BY:
BOARD OF DIRECTORS POLICY NO. 116	
EFFECTIVE:	_____ President, District Board of Directors Date

116.01 PURPOSE

To establish clear guidelines for the evaluation of the General Manager's performance and for any resulting adjustments to compensation, ensuring transparency, accountability, and alignment with Board expectations.

116.02 POLICY

APPLICATION

A. All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. ROLES AND RESPONSIBILITIES

1. The Board of Directors, as the governing body of the District, has the authority to appoint and remove the General Manager, and is responsible for evaluating the General Manager's performance.
2. The Chief Business Development Officer is responsible for ensuring that the annual evaluation process is completed in accordance with this policy.

C. The criteria shall be:

1. **EVALUATION CRITERIA**
2. The evaluation criteria shall be developed annually by the Board and General Manager, listing primary goals and expectations for the appraisal period (July 1- June 30).
 - a. The criteria shall be:
 - d. Defined in advance;
 3. Objective and, to the extent possible, measurable;
 4. Relevant to outcomes over which the General Manager has reasonable control; and
 - a. Within the evaluation period.

The Board shall determine the weight of each criterion in consultation with the General Manager.

Consideration of compensation changes shall be based on:

Merit increases, retirement contribution offsets, or similar increases per the General Manager's contract and District guidelines;

Changes in benefits granted to other District management employees;
Compensation of General Managers in comparable transit districts in Oregon and Washington;
Compensation of Salem area local government agency leaders;
Performance documented on the evaluation; and

- b. Progress toward goals communicated to the General Manager at the start of the
- c. evaluation period.

d. **ANNUAL EVALUATION PROCESS AND TIMELINE**

e. The performance evaluation shall occur annually at the end of the fiscal year typically in June during a regular, special or emergency meeting in executive session.

- f. The Chief Business Development Officer, in conjunction with the Clerk of the Board, coordinates the evaluation process with the Board.
 - 1. The General Manager shall provide a self-evaluation and goals for the upcoming year.
 - 2. Each Board member receives a confidential evaluation package, completes the Performance Evaluation Form, and returns it to the Clerk of the Board within the designated timeframe.
 - 3. The Chief Business Development Officer compiles and summarizes all evaluation forms, including all Board comments.
 - 4. The Board Secretary reviews the composite evaluation for accuracy before distribution.
 - 5. The Chief Business Development Officer provides the composite evaluation to the Board and the General Manager, and maintains a copy in the General Managers personnel file.

E. **OPEN SESSION – REGULAR, SPECIAL OR, EMERGENCY MEETINGS**

- 1. The evaluation shall comply with Public Meeting Laws.
 - a. Performance discussions occur in executive session.

- 2. The General Manager may attend and participate in the discussion of the results.
 - a. The Board reviews the composite evaluation and other relevant information and develops a recommendation for the Board's consideration.

Any changes to the General Manger’s compensation (salary increase, merit pay and/or fringe benefit adjustments) shall be adopted in open session.

The Board shall provide a public explanation of any compensation change, referencing the evaluation criteria described in Section 116.02.C.

116.03 DEFINITIONS

None.

– END –



SALEM AREA MASS TRANSIT DISTRICT

POLICY: GENERAL MANAGER'S PERFORMANCE EVALUATION AND COMPENSATION CHANGE	APPROVED-ADOPTED BY: _____ President, District Board of Directors Date
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 116	
EFFECTIVE:	

116.01 PURPOSE

To ~~provide~~ establish clear guidelines for the evaluation of the General Manager's performance ~~evaluation~~ and for any resulting adjustments to compensation, ensuring transparency, accountability, and alignment with Board expectations change process.

116.02 POLICY

A. APPLICATION

~~Need language~~ All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. ROLES AND RESPONSIBILITIES

1. The ~~SAMTD~~ Board of Directors, as the governing body of the District, has the authority to appoint ~~and remove at the g~~ General ~~m~~ Manager, and is responsible for evaluating the General Manager's performance, based on the qualifications of the general manager with special reference to the actual experience in or knowledge of accepted practices in respect to the duties of the office of the general manager. A general manager shall hold office for an indefinite term and may be removed by the board only by an affirmative vote of a majority of the members. (ORS 267.135(1); ORS 192.660(2)(a)(b))
- ~~2. The Board of Directors is responsible for evaluating the performance of the General Manager.~~
- ~~3.2.~~ The Chief Business Development Officer Director of Administration is responsible for ensuring that the annual evaluation process is completed in accordance with ~~District~~ this policy.

C. EVALUATION CRITERIA

1. The evaluation criteria ~~shall be used to evaluate the General Manager will be determined through the use of an evaluation document~~ developed annually by the Board and General Manager, ~~for the upcoming appraisal year listing the Board's primary goals and expectations for the appraisal period (July 1- June 30). General Manager.~~
2. The criteria ~~shall be; used will provide a benchmark of the Board satisfaction with the general management and leadership abilities of the General Manager that are:~~

- a. Defined in advance;
 - b. Objective ~~in nature~~ and, to the extent possible, measurable;
 - c. ~~Relevant Pertaining~~ to outcomes over which the General Manager has a reasonable ~~degree of~~ control; and
 - d. Within the evaluation period ~~from July 1 through June 30~~.
3. The Board shall determine the weight ~~of each to be assigned to each~~ criterion in ~~consultation junction~~ with the General Manager.
 4. Consideration ~~shall be given to any change in the General Manager's of~~ compensation ~~changes shall be based on; package based on factors that include:~~
 - a. Merit increases, retirement contribution offsets, or similar increases ~~as specified in the per the~~ General Manager's contract and ~~in accordance with~~ District guidelines;:-
 - b. Changes in benefits granted ~~to~~ other District management employees;:-
 - c. ~~Total c~~Compensation ~~paid to General Managers of~~ General Managers in comparable transit districts in Oregon and Washington;:-
 - d. ~~Total c~~Compensation ~~paid to of~~ Salem area local government agency leaders;:-
 - e. Performance ~~as~~ documented on the evaluation; ~~and~~
 - f. ~~Progress erformance~~ toward ~~accomplishment of defined~~ goals communicated to the General Manager at the ~~startoutset~~ of the evaluation period.

D. ANNUAL EVALUATION PROCESS AND TIMELINE

1. The performance evaluation ~~shall occur annually at the end of the fiscal year typically in June of the General Manager shall take place at the completion of each fiscal year in the month of September~~ during a regular, special or emergency meeting in executive session.
2. ~~The Chief Business Development Officer, in conjunction with the Clerk of the Board, Director of Administration, coordinates the evaluation process with the Board. will work with the Board to complete the General Manager's annual performance evaluation process.~~
3. The General Manager ~~shall provides the Board with copies of his/hers~~ self-evaluation of ~~the prior fiscal year~~ and ~~his/her~~ goals for the upcoming year.
4. Each Board member ~~will receives a an~~ confidential evaluation package, ~~completes the with a~~ Performance Evaluation Form, ~~and returns it to the Clerk of the Board within the designated timeframe, and the General Manager's self-evaluation form. The Board will treat the evaluation package as confidential.~~
5. ~~Completed performance evaluation forms will be returned to the~~ The Chief Business Development Officer ~~Director of Administration within a predetermined time period. The Director of Administration will in turn ensure that all completed evaluation forms are tabulated and compiles and summarizes all evaluation forms, and shall includinge all Board comments from every Board member.~~

Commented [KP1]: I think this should say in conjunction with the Clerk of the Board???

Commented [KP2]: Again, I'm adding me in here - b/c this is how it has been done. Let me know if You would like that changed.

6. ~~The Board Secretary. This compilation or composite performance evaluation will be reviewed by the Secretary of the Board, the composite evaluation for accuracy before distribution for accuracy prior to its distribution to the Board for use during the evaluation process.~~
7. The ~~Chief Business Development Officer, Director of Administration~~ provides ~~the a completed C~~ composite ~~Performance E~~valuation to the Board and the General Manager, and maintains a copy in the General Managers personnel file.

E. OPEN SESSION – REGULAR, MEETINGS, SPECIAL OR, EMERGENCY MEETINGS

1. ~~The evaluation shall comply with The process to evaluate the performance of the General Manager shall occur in accordance with~~ Public Meeting Laws.
2. ~~Executive Session~~
 - a. ~~The p~~Performance ~~discussions occur evaluation of the General Manager shall take place in executive session |during a regular, special or emergency meeting.~~
 - b. The General Manager ~~may attend~~will be present at the meeting(s) and ~~may~~participate in the discussion of the results.
 - c. The Board ~~will~~ reviews the ~~C~~composite ~~Performance E~~valuation and ~~any~~ other ~~relevant~~ information ~~relevant to the General Manager's performance evaluation;~~ and develops a ~~report and~~ recommendation for the Board's consideration.
- 3.2. ~~Any changes to the General Manger's compensation change for the General Manager (e.g., salary increase, in annual salary rate, a one-time merit pay award and/or increase in fringe benefits, adjustments) will/shall be adopted in open session.~~
- 4.3. ~~The Board shall provide a public explanation of any compensation change, referencing the evaluation criteria described in Section 116.02.C. When adopting a change in the General Managers' compensation package, the Board will verbally, for public record, provide an explanation for the change, and the change will be based on the evaluation criteria described in Section 116.03.~~

Commented [KP3]: We have previously called an executive session outside of a meeting.... Perhaps we remove this to account for possible future meetings where we need to do the same.

Commented [KP4]: They don't develop a report....

F. REVIEW OF POLICY

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

Commented [KP5]: Can we remove this??

116.03 DEFINITIONS

None.

- END -

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 1 of 5

117.01 APPLICATION

The advertising policy applies to all advertisements on Salem Area Mass Transit District (SAMTD) property including the exterior and interior of revenue vehicles (e.g., buses, paratransit vehicles), facilities (e.g., passenger shelters, and customer service waiting areas).

117.02 PURPOSE

The primary purpose of the Salem Area Mass Transit District is to provide safe and efficient public transportation. Consistent with this purpose, the District places great importance on maintaining secure, safe, comfortable and convenient vehicles and facilities which, among other things, retains existing riders and attracts new users. To generate additional revenue while also accomplishing the primary objectives of transit operations, SAMTD will accept commercial advertising and public service announcements only if it complies with this policy. In adopting this policy, SAMTD wants to ensure that all commercial advertising and public service announcements on district property is tasteful, visually appealing and not offensive to our customers, stakeholders and the general public. This policy sets clear guidelines for the selection and placement of commercial advertising and public service announcements on District property.

117.03 NON-PUBLIC FORUM

SAMTD's acceptance of advertising through its advertising contractor is not intended to provide or create a public forum for expressive activities, but rather to make use of District assets held in a proprietary capacity in order to generate advertising revenue to support its transit operations. In furtherance of that discreet and limited objective, the District retains strict control over the nature of the advertising accepted. Certain types of advertisements interfere with the program's primary purpose of generating supplemental revenue to benefit the transit system. This policy advances the advertising program's revenue-generating objective by prohibiting advertisements that could detract from the District's primary objective of providing safe and efficient public transportation by creating substantial controversy, interfering with and diverting resources from transit operations, or posing significant risks of harm, inconvenience or annoyance to transit passengers, operators and vehicles. Such advertisements create an environment that is not conducive to

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
Resolution #00-10 adopted by the SAMTD Board of Directors on 09/21/00; rescinded by Resolution #06-09 adopted on 08/24/06; amended by Resolution #10-08 adopted on 12/09/10; rescinded/ replaced by Resolution #2016-08 adopted on 12/08/16	Effective Date: 12-08-2016	Page 2 of 5

benefiting the transit system or preserving and enhancing the security, safety, comfort and convenience of its operations.

117.04 POLICY GOALS

- a. Generating revenues from advertising while maintaining and attracting ridership by prohibiting offensive advertising;
- b. Maintaining a professional and safe operating environment for all passengers and employees;
- c. Avoiding identification of SAMTD with advertising or advertisers' viewpoints;
- d. Maximizing farebox revenue by attracting and maintaining ridership;
- e. Promoting and maintaining an orderly administration and operation of the District's transportation system;
- f. Protecting minors who travel on the District's transportation system;
- g. Supporting access to advertising for local businesses.

117.05 ADVERTISING CONTENT STANDARDS

SAMTD will permit advertising that is Commercial Advertising or a Public Service Announcement, so long as it does not contain any prohibited content. For the purposes of this policy, "Commercial Advertising" is an advertisement of which the sole purpose is to solicit a consumer to procure goods or services from the advertiser. Commercial Advertising does not include advertising that also conveys a religious or political message or advocates an opinion on public issues. For the purposes of this policy, a "Public Service Announcement" is defined in Section 117.06, below.

SAMTD will limit advertising messages to those that do not include any content that is prohibited. Advertising is prohibited if it includes content that:

- a. Is false, misleading or deceptive;
- b. Promotes unlawful or illegal goods, services or activities;
- c. Implies or declares an endorsement by the District of any goods, services or activities;
- d. Contains any nudity, obscenity, sexual conduct, sexual excitement, or sadomasochistic abuse as those terms are defined in ORS 167.060, and as such law may be amended, modified or supplemented;

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- e. Contains an image or description which, if furnished or sent to a minor would give rise to a violation of ORS 167.070 or 167.080, and as such law may be amended, modified or supplemented;
- f. Contains an image or description which would give rise to a violation of ORS 167.090, as such law may be amended, modified or supplemented;
- g. Promotes the sale or use of tobacco or nicotine products, including cigarettes, cigars and smokeless tobacco;
- h. Promotes the sale or use of electronic cigarettes;
- i. Promotes the sale or use of cannabis or cannabis-related products;
- j. Promotes the sale of wine, liquor, beer, or distilled spirits;
- k. Promotes gambling activity or any establishment whose primary business or primary income is derived from the conduct of gambling with the exception of the Oregon Lottery whose funds are transferred to the state of Oregon to help fund critical programs that support education, economic development and natural resources;
- l. Is demeaning or disparaging to an individual or a group, or is defamatory;
- m. Supports or opposes a candidate, an issue, or cause;
- n. Supports or opposes a religion, denomination, creed, tenet, or belief;
- o. Displays any word, phrase, symbol, or character likely to interfere with, mislead, or distract traffic, or conflict with any traffic control device; or
- p. Is signage or a display that would interfere in any way with a passenger's ability to access devices or equipment used by the passenger, such as stop request signal controls, or equipment designed to assist individuals with disabilities;
- q. Incorporates any rotating, revolving, or flashing devices, or any other moving parts (for on-bus advertising only).

117.06 PUBLIC SERVICE ANNOUNCEMENTS

Public Service Announcement advertising is permitted if it is not prohibited under Section 117.05 and it satisfies the following criteria:

- a. The sponsor of a Public Service Announcement must be a government entity or a nonprofit corporation that is exempt from taxation under Section 501(c)(3) of the Internal Revenue Code; and

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
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- b. The Public Service Announcement must be directed to the general public or a significant segment of the public and relate to:
 - Prevention or treatment of illnesses;
 - Promotion of safety or personal well-being;
 - Education or training;
 - Provision of children and family services;
 - Solicitation by broad-based contribution campaigns that provide funds to multiple charitable organizations; or
 - Provision of services and programs that provide support to low income citizens, senior citizens, and people with disabilities.

117.07 PLACEMENT OF ADVERTISING

All advertising must comply with SAMTD safety guidelines for operations with regard to visibility.

117.08 ADDITIONAL REQUIREMENTS

Any advertising in which the identity of the sponsor is not readily identifiable must include the following phrase to identify the sponsor in clearly visible letters (no smaller than 72 point type for exteriors and 24 point for interiors):

“Advertisement paid for by (name of sponsor)”

117.09 TRANSIT SYSTEM INFORMATION AND PROMOTION

SAMTD reserves the right to display advertising and information that pertain to SAMTD operations, programs and promotions, consistent with the standards herein.

117.10 IN-KIND TRADE AND PARTNERSHIP ADVERTISING

In-kind trade and partnership advertising resulting in an equal exchange of value from a third party may be executed at the discretion of the General Manager or his/her designee to authorize use of the District logo for in-kind and partnership advertising purposes.

117.11 APPROVAL

SAMTD or its independent contractor shall reject advertising that does not comply with the standards set forth in this policy.

SAMTD or its independent contractor will work with advertisers to resolve issues regarding advertisements that do not comply with these policies and

Policy:	ADVERTISING ON DISTRICT PROPERTY	Number: 117
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procedures. Resolution may include modification of the art, copy, or both, solely at the advertiser's expense.

117.12 APPEALS

An advertiser may appeal a decision to reject or remove a paid advertisement by filing a written request to SAMTD's General Manager within ten (10) business days after the rejection or removal decision. The advertiser's request must state why the advertiser disagrees with the decision in light of SAMTD's advertising policies and standards. Decisions regarding free advertising requests are final and may not be appealed.

The General Manager may consult with District legal counsel.

The General Manager will review the basis for the rejected or removed advertisement and will consider the advertiser's reasons for filing the request.

The General Manager will make a decision on the request and will notify the advertiser of its decision in writing within ten (10) business days after receiving the advertiser's appeal request.

117.13 SAMTD RIGHTS AND RESPONSIBILITIES

SAMTD reserves the right to modify these policies as it deems necessary to comply with legal mandates, or to facilitate its primary transportation function, or to fulfill the purpose of the advertising program, or to achieve the objectives of the advertising program.

The SAMTD General Manager and the SAMTD Communication Director are responsible for the implementation of the SAMTD Advertising Policy.

Adopted by:

Date:



12-08-2016

President, SAMTD Board of Directors / General Manager

Date



SALEM AREA MASS TRANSIT DISTRICT

POLICY: CORE NETWORK	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 118	
EFFECTIVE:	

118.01 PURPOSE

To establish a Core Network of bus service corridors within Salem and Keizer representing the highest priority for transit service operated by the District, and to provide guidance for decision-making related to future service reductions and expansions affecting the District's fixed-route system.

The Core Network is intended to clearly communicate to riders, residents, developers, businesses, and municipal planning organizations, the areas where the District intends to prioritize and invest in higher levels of transit service.

118.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. CORRIDORS DEFINED

The following streets and areas constitute the District's Core Network

2. High St NE, Broadway St NE and River Rd N *(from Union St NE to Lockhaven Dr NE)*
3. Lockhaven Dr NE *(from River Rd N to Chemawa Rd NE)*
4. Summer St NE, Capitol St NE, Fairgrounds Rd NE, and Portland Rd NE *(from Union St NE to Hayesville Dr NE)*
5. Lancaster Dr NE *(from Hayesville Dr NE to Rickey St SE)*
6. Market St NE *(from Capitol St NE to Lancaster Dr NE)*
7. Center St NE *(from 13th St NE to Lancaster Dr NE)*
8. State St *(from 13th St NE to Lancaster Dr NE)*
9. Commercial St SE *(from Trade St SE to Kuebler Blvd SE)*
10. Liberty St SE *(from Commercial St SE to Trade St SE)*
11. Skyline Rd S and Liberty Rd S *(from Madrona Ave S to Kuebler Blvd)*
12. Marion and Center Street Bridges *(from Wallace Rd NW to Commercial St NE)*
- Edgewater St NE *(from Eola Dr NW and Gerth St NW)*

Madrona Ave SE (from Commercial St SE to Liberty St s)

Salem’s Downtown (between Front St NE, Union St NE, 13th St NE, and Trade St SE)

RULES OF THE CORE NETWORK

Core Network Priority

13. While specific routes serving Core Network corridors may change over time, transit service
14. along designated Core Network corridors shall be maintained and prioritized, including during periods of service reduction or expansion.

c. Corridor Changes

1. Core Network corridors shall not be added, removed, or modified without formal action by the Board of Directors.

2. Service Priorities

- a. Core Network corridors shall be prioritized on all service days, with the highest service frequencies focused on these corridors.
3. b. During weekday service, Core Network corridors shall operate with a minimum 30-minute headway, with a goal of 15-minute headways during peak periods.
- c. During weekend and holiday service, Core Network corridors shall operate with a minimum 60-minute headway, with a goal of 30-minute headways.
- d. The Downtown Salem Core Network area shall always be served by transit. While service coverage shall be maintained, specific routing through Downtown may change over time to reflect changes in street configuration, traffic patterns, or multimodal infrastructure.

4. Service Reductions and Expansions

5. In the event of service reductions or expansions, the Core Network shall be prioritized over coverage in other areas of the system.

Public Hearing Requirements

6. The District shall hold a public hearing when a proposed Core Network change would result in the removal or reduction of service along any Core Network corridor, in accordance with District Policy 707 – Major Service Changes.

D. Implementation of Changes

No Core Network removal or reduction shall be implemented until a public hearing has been held and due consideration has been given to the views and comments received.

EXCEPTIONS

Exceptions to this policy may be made in emergency situations, including but not limited to long-term roadway closures or other conditions beyond the District’s control.

118.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: CORE NETWORK	ADOPTED BY:
BOARD OF DIRECTORS POLICY NO. 118	
EFFECTIVE:	_____ President, District Board of Directors Date

118.01 PURPOSE

To establish a Core Network of bus service corridors within Salem and Keizer ~~that represents~~ the highest priority for transit service operated by the run-by Salem Area Mass Transit District, and to provide guidance for decision-making related to future service reductions and expansions affecting the District's fixed-route system (SAMTD).

The Core Network is intended to clearly communicate to riders, residents, developers, businesses, and municipal planning organizations, the areas where the District intends to prioritize and invest in higher levels of transit service. The Core Network will ensure riders, residents, developers, businesses and municipal planning organizations know where SAMTD plans to invest the most in transit service. Routes serving the corridors of the Core Network may change over time, but service along these corridors will be maintained and prioritized, but in the case of service reductions and service expansions,

Commented [KP1]: Listed below

118.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. To set guidelines to facilitate the decision-making process in the case of future service reductions and service expansions.

B. CORRIDORS DEFINED

The following streets and areas constitute the District's define SAMTD's Core Network

1. High St NE, Broadway St NE and River Rd N *(from Union St NE to Lockhaven Dr NE)*
2. Lockhaven Dr NE *(from River Rd N to Chemawa Rd NE)*
3. Summer St NE, Capitol St NE, Fairgrounds Rd NE, and Portland Rd NE *(from Union St NE to Hayesville Dr NE)*
4. Lancaster Dr NE *(from Hayesville Dr NE to Rickey St SE)*
5. Market St NE *(from Capitol St NE to Lancaster Dr NE)*
6. Center St NE *(from 13th St NE to Lancaster Dr NE)*
7. State St *(from 13th St NE to Lancaster Dr NE)*
8. Commercial St SE *(from Trade St SE to Kuebler Blvd SE)*

9. Liberty St SE (from Commercial St SE to Trade St SE)
10. Skyline Rd S and Liberty Rd S (from Madrona Ave S to Kuebler Blvd)
11. Marion and Center Street Bridges (from Wallace Rd NW to Commercial St NE)
12. Edgewater St NE (from Eola Dr NW and Gerth St NW)
13. Madrona Ave SE (from Commercial St SE to Liberty St S)
14. Salem's Downtown (between Front St NE, Union St NE, 13th St NE, and Trade St SE)

C. RULES OF THE CORE NETWORK

1. Core Network Priority

~~While specific routes serving Core Network corridors may change over time, transit service along designated Core Network corridors shall be maintained and prioritized, including during periods of service reduction or expansion.~~

2. Corridor Changes

~~The Core Network corridors shall not~~ be added, removed, or modified to or altered without formal action by ~~SAMTD~~ the Board of Directors of Directors.

3. Service Priorities

- a. ~~Priority will be given to service on the~~ Core Network corridors shall be prioritized on all service days of service, with the highest service frequency ~~ies focused~~ prioritized on these corridors.
- b. ~~During weekday service, All~~ Core Network corridors shall ~~will have service~~ operating with a minimum ~~of~~ 30-minute headways, ~~with~~ during all hours of weekday service, and a goal of 15-minute headways during peak periods.
- c. ~~During weekend and holidays~~ service, Core Network corridors shall operate ~~will have~~ with a minimum ~~of~~ 60-minute headways, ~~with and~~ a goal of 30-minute headways ~~for all~~.
- d. ~~The Salem Downtown Salem Core Network area shall~~ ~~will~~ always be served by transit ~~have service~~. While service coverage shall be maintained, specific routing through Downtown may change over time to reflect changes in street configuration, traffic patterns, or multimodal infrastructure. However, the paths of the buses traveling through this area may change over time as streets change (one-way to two-way, additional bike lanes, etc.)

4. Service Reductions and Expansions

In the event of service reductions ~~or~~ expansions, the Core Network shall ~~will~~ be prioritized over coverage in other areas of the system.

5. Public Hearing Requirements

~~The District~~ ~~SATMD~~ shall hold a public hearing when ~~a proposed any~~ Core Network change is proposed ~~that would~~ results in the removal or reduction of service along any Core Network in a corridor, in accordance with District Policy 707 – Major Service Changes. ~~The public hearing process must be conducted in accordance with SAMTD Policy 707.04(A).~~

6. Implementation of Changes

No Core Network removal or reduction shall be ~~implemented~~^{instituted} until ~~after~~ a public hearing ~~has been is~~ held and ~~due~~^{after} consideration ~~has been given to the~~ views and comments ~~received~~^{expressed in the hearing is given}.

D. EXCEPTIONS

~~There may be e~~Exceptions to ~~th~~^{is} ~~above~~ policies, ~~may be made in for~~ emergency situations, ~~including but not limited to such as~~ long-term roadway closures or other conditions beyond the District's control of a section of roadway.

118.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: TRANSIT ASSET MANAGEMENT	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 119	
EFFECTIVE:	

119.01 PURPOSE

To establish the District’s approach to Transit Asset Management (TAM) and maintain assets in a State of Good Repair (SGR). This policy is intended to:

1. Ensure asset management planning and performance are consistent with federal regulations (49 U.S. Code § 5326) and the Federal Transit Administration (FTA) TAM Final Rule (July 6, 2016).
2. Provide direction for the development and implementation of TAM strategies and plans that are achievable with available resources.
3. Promote accessibility to Board members, internal staff, external stakeholders, and the public.
4. Support a systematic approach to maintaining District assets in SGR over their lifecycle.

119.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. DISTRICT COMMITMENT

The District shall:

1. Allocate resources to achieve its asset management targets.
2. Ensure financial stewardship, transparency, and collaboration with funding partners.
3. Support asset management practices across the organization to maintain assets in a SGR.
4. Make data-driven decisions to provide safe, reliable, and sustainable service.
5. Implement projects and programs to maintain assets over their entire life.
6. Monitor and improve asset management strategies, goals, objectives, and performance measures on an ongoing basis.

C. INVESTMENT PRIORITIES

The District shall prioritize the following in the allocation of resources and planning of projects:

1. Public and employee safety.
2. Reliable service delivery.

3. Sustainability.
4. Responsible stewardship of public funds.

D. TRANSIT ASSET MANAGEMENT PLAN ELEMENTS

The District shall develop and maintain a TAM Plan in accordance with FTA requirements for Tier II agencies: FTA regulations require the District to implement the first four of the nine TAM elements. In addition, the District has implemented the remaining five elements to further enhance asset management.

1. Inventory of Assets – Maintain a register of capital assets and associated information.
2. Condition Assessment - Rate the physical state of the assets.
3. Decision Support Tool –Use analytic processes or tools to prioritize capital asset investments.
4. Prioritized List of Investments – Maintain a prioritized list of projects or programs to manage or improve the SGR of capital assets.
5. TAM and SGR Policy – Establish executive-level direction regarding TAM and SGR expectations.
6. Implementation Strategy – Define operational actions to achieve TAM goals and policies.
7. Key Annual Activities - Outline TAM activities in a four-year plan.
8. Identification of Resources - Document resources required to implement the TAM Plan.
9. Evaluation Plan – Monitor, update, and continuously improve TAM performance.

E. BOARD AUTHORITY

The Board shall:

1. Review the TAM Policy every three years.
2. Approve and amend the TAM Policy as needed.

F. DISTRICT AUTHORITY

1. The General Manager or designee shall oversee the development of asset management plans and procedures and report to the Board on the status of asset management.
2. All divisions shall participate in implementing the TAM Plan in accordance with this policy.

119.03 DEFINITIONS

A. ASSET MANAGEMENT

A strategic and systematic process to procure, operate, maintain, rehabilitate, and replace assets to manage performance, risks, and costs over their lifecycle, ensuring safe, reliable, and cost-effective service.

B. TRANSIT ASSET MANAGEMENT PLAN (TAM PLAN)

The Plan is the document in which the District records its asset base, asset conditions, and SGR. It includes the asset management policy, TAM goals and objectives, governance structure, capital funding and prioritization strategy, and key asset management priorities.

C. TRANSIT ASSET

Infrastructure assets (e.g., facilities and electric bus charge stations) and equipment (e.g., bus, paratransit, and non-revenue vehicles).

D. STATE OF GOOD REPAIR (SGR)

A condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a State of Good Repair when that asset:

1. Is able to perform its designed function;
2. Does not pose a known unacceptable safety risk; and
3. Has had its lifecycle investments needs met or recovered.

E. TAM FINAL RULE

FTA regulations establishing minimum asset management practices for transit providers to maintain assets in SGR.

F. CAPITAL IMPROVEMENT PLAN (CIP)

A short-range plan, usually four to ten years, that identifies capital projects and equipment purchases, including a schedule and potential funding sources.

G. TIER II AGENCY

Agencies that operate fewer than 101 vehicles across all fixed-route modes, or fewer than 101 vehicles in a single non-fixed route mode.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: TRANSIT ASSET MANAGEMENT	APPROVED-ADOPTED BY:
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 119	_____
EFFECTIVE:	President, District Board of Directors Date

119.01 PURPOSE

~~In keeping with the~~ To establish the District's approach to Transit Asset Management (TAM) and maintain assets in a State of Good Repair (SGR). This policy is intended to: ~~mission "Creating Community Connections," this policy serves to:~~

- ~~1. Communicate the Board's commitment to the District Team, and the Salem-Keizer communities it serves (including the surrounding rural communities) to maintain the District's assets in a State of Good Repair;~~
- ~~2. Ensure asset management planning and performance are consistent with~~ Express the Board's intention to foster a culture of continuous improvement in asset management planning and performance;
- ~~3. Ensure accessibility to all Board members, internal staff, external stakeholders, and members of the public;~~
- ~~4. Outline the District's overall asset management approach in a manner consistent with current federal regulations (49 U.S. Code § 5326) and the Federal Transit Administration (FTA) TAM Final Rule (July 6, 2016). set the direction for establishing and following through with Transit Asset Management (TAM) strategies and plans that are achievable with available funds; and~~
1. Comply with the Federal Transit Administration (FTA) TAM Final Ruling on July 26, 2016.
2. Provide direction for the development and implementation of TAM strategies and plans that are achievable with available resources.
3. Promote accessibility to Board members, internal staff, external stakeholders, and the public.
- 5.4. Support a systematic approach to maintaining District assets in SGR over their lifecycle.

Commented [KP1]: Last update to the TAM Final Rule was in August 2016 - so no material change according to Tom.

119.02 POLICY

A. APPLICATION

~~Need language~~ All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. DISTRICT POLICY COMMITMENT

The District ~~is committed to~~ shall:

1. ~~The allocation of resources necessary to achieve reach~~ its asset management targets;
2. ~~Ensure~~ Financial stewardship, transparency, and collaboration with ~~District~~ funding partners;
3. ~~Support~~ Promoting a culture that supports optimal asset management practices across the organization to maintain assets in a SGR;
4. ~~Make~~ Focusing on high-quality, data-driven decisions making to provide safe, reliable, and sustainable service ~~for the communities we serve~~;
5. ~~Supporting the timely implementation of~~ projects and programs to maintain ~~District~~ assets in a State of Good Repair over their entire life; and,
6. Monitor and Continually improving its asset management strategies, goals, objectives, and plans, performance measures on an ongoing basis, including setting goals, objectives, and measures to monitor and improve performance.

C. INVESTMENT PRIORITIES

The District shall prioritize the following in the allocation of resources and planning of projects:

1. Public and employee safety.
2. Reliable service delivery.
3. Sustainability.
4. Responsible stewardship of public funds.

D. TRANSIT ASSET MANAGEMENT PLAN ELEMENTS

The District shall develop and maintain a TAM Plan in accordance with FTA requirements for Tier II agencies: FTA regulations require the District to implement the first four of the nine TAM elements. In addition, the District has implemented the remaining five elements to further enhance asset management.

1. ~~The FTA regulation defines the District as a Tier II agency and, as such, requires the District to implement a TAM Plan that includes the first four (4) of the nine (9) TAM Elements listed below.~~
2. ~~The District has gone above and beyond the minimum requirements by developing and implementing the additional five (5) elements of a TAM and SGR policy.~~
- 3.1. Inventory of aAssets: - Maintain Aa register of capital assets and associated information ~~about those assets.~~
- 4.2. Condition aAssessment: - A ratingRate of the physical state of the asset's physical states.
- 5.3. Decision sSupport tTool: - Use a analytic processes or tools to prioritizeassist in capital asset investment s prioritization needs.
- 6.4. Prioritized lList of linvestments - Maintain: A a prioritized list of projects or programs to manage or improve the SGR of capital assets.

~~7.5. TAM and SGR Policy: - Establish Executive-level direction regarding expectations for TAM and SGR expectations.~~

~~8.6. Implementation Strategy: - Define Operational actions to achieve District TAM goals and policies.~~

~~9.7. Key Annual Activities: - Outline Describe the key TAM activities in a four-year plan.~~

~~10.8. Identification of Resources: - Document List resources required/needed to implement/carry out the TAM Plan.~~

~~11.9. Evaluation Plan: - Monitor, and update, and continuously improve to support continuous TAM improvement/performance.~~

E. BOARD AUTHORITY

The Board shall:

- ~~1. The Board of Directors shall r~~Review the TAM Policy every three (~~3~~) years.
- ~~2. The Board of Directors has the authority to a~~pprove and amend the ~~District~~TAM Policy as needed.

F. DISTRICT AUTHORITY

- ~~1. The General Manager/CEO or designee shall/will have overall responsibility for overseeing the development of asset management plans and procedures, and in cooperation with the team, and reporting to the Board on the status of asset management for the District.~~
- ~~2. All divisions shall participate in in accordance with this policy, implementation of the TAM Plan in accordance with this policy will be a shared responsibility for all departments.~~

119.03 DEFINITIONS

A. ASSET MANAGEMENT

A strategic and systematic process ~~through which an organization to~~ procures, operates, maintains, rehabilitates, and replaces assets to manage ~~their~~ performance, risks, and costs over their lifecycle, ~~ensuring to provide~~ safe, reliable, and cost-effective, ~~reliable~~ service ~~to current and future customers~~.

B. TRANSIT ASSET MANAGEMENT PLAN (TAM PLAN)

The Plan ~~is the document in~~through which the District ~~records/will document~~ its asset base, asset conditions, and ~~State of Good Repair SGR. It includes the~~The TAM Plan includes the asset management policy, TAM goals and objectives, governance structure, ~~for asset management, strategy for~~ capital ~~asset~~ funding and prioritization strategy, and key ~~priorities for~~ asset management priorities.

C. TRANSIT ASSET

~~Fixed long life~~ infrastructure assets (e.g., facilities and electric bus charge stations) and equipment (e.g., bus, paratransit, and non-revenue vehicles).

D. STATE OF GOOD REPAIR (SGR)

A condition in which a capital asset is able to operate at a full level of performance. A capital asset is in a State of Good Repair when that asset:

1. Is able to perform its designed function;
2. Does not pose a known unacceptable safety risk; and
3. ~~Has had~~ its lifecycle investments ~~needs must have been~~ met or recovered.

E. TAM FINAL RULEING

~~Federal-FTA~~ regulations ~~establishing that set out~~ minimum asset management practices for transit providers to ~~maintain assets in SGR, bring all of the nation's transit assets into a State of Good Repair.~~

F. CAPITAL IMPROVEMENT PLAN (CIP)

A short-range plan, usually four ~~(4)~~ to ten ~~(10)~~ years, ~~which that~~ identifies capital projects and equipment purchases, ~~including a . The CIP provides a planning~~ schedule, and ~~potential funding sources, identifies options for funding the plan.~~

G. TIER II AGENCY

Agencies that operate ~~less fewer~~ than 101 vehicles across all fixed-route modes, or ~~fewer than~~ operate ~~less than~~ 101 vehicles in ~~a single one (1)~~ non-fixed route mode.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: ENVIRONMENTAL SUSTAINABILITY POLICY STATEMENT	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 120	
EFFECTIVE:	

120.01 PURPOSE

To provide guidance to the District on implementing environmentally supportive actions, behaviors, and activities.

To achieve its mission, the District recognizes the importance of fostering environmental stewardship by incorporating sustainable concepts into all District operations and activities.

120.02 POLICY

A. APPLICATION

All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District.

B. GENERAL GUIDELINES

To demonstrate this commitment, the District will:

1. Seek opportunities to minimize pollution and reduce greenhouse gas emissions.
2. Work to utilize natural resources more efficiently.
3. Explore and utilize new technologies when available and appropriate.
4. Strive to build and operate the transit system using sustainable features and practices.
5. Seek Leadership in Energy and Environmental Design (LEED) certification or equivalent standards whenever feasible.
6. Comply with, and where possible exceed, all applicable local, state, and federal environmental laws, ordinances, and regulations.
7. Provide training, education, and information to employees, contractors, and volunteers to support implementation of this policy.
8. Maintain a commitment to the continual reduction of the District’s environmental impact.
9. Lead by example and encourage community partners and other jurisdictions to strengthen their sustainability efforts.

120.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: ENVIRONMENTAL SUSTAINABILITY POLICY STATEMENT	APPROVED-ADOPTED BY: _____ President, District Board of Directors Date
<u>GENERAL ADMINISTRATIVE BOARD OF DIRECTORS</u> POLICY NO. 120	
EFFECTIVE:	

120.01 PURPOSE

To provide guidance to the District ~~to~~ implement environmentally supportive actions, behaviors, and activities.

To achieve its mission, the District recognizes the importance of fostering environmental stewardship by incorporating sustainable concepts into all District operations and activities.

120.02 POLICY

A. APPLICATION INTRODUCTION

~~All District officers, employees, members of the Board of Directors, and agents acting on behalf of the District. The Mission of Salem Area Mass Transit District (District) is Connecting people with places through safe, friendly, and reliable public transportation services. For this mission to be achieved, the District understands that it is necessary to create a culture of environmental stewardship and to promote sustainability in the community we serve by incorporating sustainable concepts into all functions of District activities.~~

~~It is our goal to carry out the mission in a way that establishes the District as a local, regional, and industry leader in environmental and sustainable practices. We will do this by planning, constructing, operating, and maintaining the District's equipment, facilities, and services in a way that protects both the mission and the environment.~~

~~This policy statement represents a commitment of the Salem Area Mass Transit District Board of Directors, Management, Employees, and its service contractors to be responsible stewards of our environment and natural resources.~~

Commented [KP1]: Summed up in one sentence below purpose.

B. GENERAL GUIDELINES

To demonstrate this commitment, the District will:

1. ~~Look for~~ Seek opportunities to minimize pollution and reduce greenhouse gas emissions.
2. Work to utilize natural resources more efficiently.
3. Explore and utilize new technologies when available and appropriate.
4. Strive to build and operate ~~our~~ the transit system ~~using with the utilization of~~ sustainable features and practices.

5. Seek Leadership in Energy and Environmental Design (LEED) certifications ~~and/or~~ equivalent standards whenever feasible, possible
6. Comply with, and where ~~en~~ possible, exceed, all applicable local, state, and federal environmental laws, ordinances, and regulations ~~concerning environmental management,~~
7. Provide necessary training, education, and information to ~~all~~ employees, contractors, and volunteers ~~- to support implementation of this policy, working on behalf of the District to successfully carry out this policy~~
8. Maintain a commitment to the continual reduction of the District's environmental impact.
9. Lead by example and encourage community partners and other jurisdictions to strengthen ~~enhance~~ their sustainability efforts ~~commitment~~.

120.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: BOARD COMPENSATION	ADOPTED BY: _____ President, District Board of Directors Date
BOARD OF DIRECTORS POLICY NO. 121	
EFFECTIVE:	

121.01 PURPOSE

To establish Board compensation in order to enhance board recruitment, retention, diversity, and fair compensation with an understanding that public service should be attainable to everyone and that representative democracy should be representative.

121.02 POLICY

APPLICATION

To all members of the Board of Directors.

A.

GENERAL RULES

B. 1. Monthly Stipend

Board members appointed on or after July 1, 2021, shall receive a monthly stipend as compensation for all duties performed in fulfilling their obligations as board members.

2. Compensation Calculator

The monthly stipend shall comply with ORS 198.190, which authorizes board members to receive daily compensation not to exceed \$50, and shall be based on 10% of the Marion County Per Capita Personal Income, as reported by the latest data from the Oregon Employment Department (<https://www.qualityinfo.org/data>)

3. Travel and Training Reimbursement

Board members shall be reimbursed for actual and reasonable travel and training expenses incurred while representing the District. Travel expense criteria are outlined in District Policy 122 – Board Travel .

4. Declining Compensation

Board members may decline any portion of the above-listed compensation with advance written notice.

5. Tax Responsibility

Board members are responsible for complying with all applicable state and federal tax laws related to compensation received pursuant to this policy.

121.03 DEFINITIONS

None.

- END -

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SALEM AREA MASS TRANSIT DISTRICT

POLICY: BOARD MEMBER COMPENSATION	ADOPTED BY:
BOARD OF DIRECTORS POLICY NO. 121	
EFFECTIVE:	_____ President, District Board of Directors Date

121.01 PURPOSE

The purpose of this policy is to establish Board member compensation in order to enhance board recruitment, retention, diversity, and fair compensation with an understanding that public service should be attainable to everyone and that representative democracy should be representative.

121.02 POLICY

A. APPLICATION

Salem Area Mass Transit District To all members of the Board of Directors.

B. GENERAL RULES

1. Monthly Stipend

Board members appointed on, or after, July 1, 2021, shall will receive a monthly stipend as compensation for all duties performed in fulfilling their obligations as board members.

2. Compensation Calculator

The monthly stipend shall will be subject comply with to ORS 198.190, which authorizes board members to receive daily compensation not to exceed \$50.00, and shall be for their service on the Board, and based on 10% of the Marion County Per Capita Personal Income, as reported by the as provided in the latest data from the State of Oregon Employment Department (https://www.qualityinfo.org/data) data. The data can be found on www.qualityinfo.org. Link to Data Table.

Commented [CW1]: I don't have the link. It might be on the portal policies page.

3. Travel and Training Reimbursement

Board members shall Directors will also be reimbursed for actual and reasonable travel and training expenses incurred while when representing the District. Travel expense criteria are outlined provided for in District Policy 122401 - Board Travel Authorization & Reimbursement.

4. Declining Compensation

Board members, with advance written notice, may decline any portion of the above-listed compensation with advance written notice.

5. Tax Responsibility

Board members ~~will bear~~ responsible for complying with ~~any and~~ all applicable state and federal tax laws ~~related to applicable to the receipt of~~ compensation received pursuant to this policy.

121.03 DEFINITIONS

None.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: BOARD TRAVEL	ADOPTED BY: _____
BOARD OF DIRECTORS POLICY NO. 122	
EFFECTIVE:	
	President, District Board of Directors Date

122.01 PURPOSE

To provide guidance for the Board of Directors regarding official business travel, including compliance with applicable federal and state statutes, and to ensure travel is conducted in a cost-effective, safe, and accountable manner that supports the District’s mission.

122.02 POLICY

APPLICATION

To all members of the Board of Directors.

A.

AUTHORIZATION AND OVERSIGHT

- B. 1. All Directors must comply with this policy. Failure to comply may be treated as unauthorized use of District resources, and Directors may be held financially responsible for expenses incurred in violation of this policy.
- 2. All travel must be authorized in advance using the District’s approved Travel Authorization Form, whether or not a travel advance is requested.
- 3. The General Manager shall:
 - a. Determine the necessity and justification for travel, including the number of Directors attending the same meeting or conference, and the appropriate method of travel;
 - b. Approve all travel outside the continental United States; and
 - c. Review travel paid by outside entities to ensure compliance with ORS 244.040 and District policy.
- C. 4. Travel-related expenditures or accommodations paid by or provided directly by the District shall not be reimbursed to the Director.

ALLOWABLE AND NON-ALLOWABLE EXPENSES

1. Allowable Expenses

- a. The District will reimburse actual and reasonable expenses incurred while a Director is in approved travel status on official District business.

2. Non-Allowable Expenses

- a. The following expenses are not reimbursable:
 - i. Personal expenses unrelated to District business, including but not limited to hotel safe fees, movie or game rentals, extra person charges, and/or pet fees.
 - ii. Alcohol of any kind, under any circumstance.
 - iii. Expenses incurred on behalf of another Director.

TRAVEL MODE AND COST STANDARDS

1. Air and Train Travel

- b. All air and train travel paid or reimbursed by the District shall be coach class only.
- c. Directors shall fly the minimum class that allows a seat assignment.
- d. Directors shall select the lowest fare available. If a higher fare is selected, the Director must pay the difference.
- e. Any class or seat upgrades are the responsibility of the Director and must be paid using personal funds.

D.

2. Mileage, Vehicle Use, and Parking

- a. Mileage reimbursement for use of a personal vehicle is limited to travel to and from the District office at 555 Court Street NE, Salem, Oregon.
- b. A Director must use a District vehicle if one is available.
- c. Airport parking will be reimbursed at the economy lot rate only. Any costs above the economy rate are the responsibility of the Director.

3. Rental Vehicles

- a. Rental vehicles are reimbursable only when pre-approved and required as part of authorized travel.
- b. Only economy-size or compact vehicles are reimbursable.
- c. District insurance provides coverage for rental vehicles. Collision damage waiver or other insurance purchased from rental agencies is not a reimbursable expense.
- d. Drivers must possess a valid driver's license for the class of vehicle operated.

4. Local Transportation While Traveling

Reasonable costs for taxi, Uber, Lyft, public transit, or similar services are reimbursable when used for official business while traveling.

E.

LODGING PER DIEM

- 1. Lodging will be reimbursed up to the applicable GSA per diem rate for the travel location.
- 2. Reimbursable lodging expenses include room charges, taxes, resort fees, and preapproved parking.
- 3. Directors must coordinate with the Clerk of the Board regarding hotel payment and approval forms.
- 4. When attending a conference or meeting with designated lodging, the District will reimburse lodging at the conference rate. The District prefers Directors stay at designated conference hotels.
- 5. If official conference lodging is unavailable, reimbursement is limited to the conference hotel rate and requires prior approval from the General Manager.
- 6. Non-commercial lodging (e.g., staying with friends or family, personal RV) is reimbursed at a flat rate of \$25 per day with prior approval from the General Manager and is not eligible for federal reimbursement.

MEAL PER DIEM

- 1. Meal per diem reimbursements shall follow applicable GSA, State Department, or Department of Defense per diem rates for the destination.
- 2. Eligibility is based on departure and return times:

Departure Time	Meal per diems reimbursed
Prior to 6:00 a.m.	All meals
6:00 a.m. to 12:00 p.m.	Lunch & Dinner
12:01 p.m. to 6:00 p.m.	Dinner
After 6:00 p.m.	None (first day)

Return Time	Meal per diems reimbursed
After 6:00 p.m.	All meals
12:00 p.m. to 6:00 p.m.	Breakfast & Lunch
Prior to 12:00 p.m.	Breakfast only

- 3. Meal per diem is permitted during non-overnight travel for any meal that falls within the course of conducting District business.
- 4. Adjustments:
 - a. Meals provided at no additional cost are deducted from per diem.
 - b. Required business meals included in conference fees are reimbursed with receipts.
 - c. Complimentary meals on airlines/hotels do not affect per diem.

G. COMBINING PERSONAL AND DISTRICT TRAVEL

- 1. Directors may combine personal and District travel with prior approval from the General Manager.
- 2. Business travel must be “primarily business related” as defined by IRS regulations.
- 3. All personal travel costs must be paid in advance by the Director.
- 4. The District will not make travel arrangements for personal travel except when personal travel is an extension of approved District travel that does not require additional arrangements.

- H. 5. If business travel is cancelled, the Director remains responsible for any non-refundable personal travel expenses.

TRAVEL PAID BY OUTSIDE ENTITIES

- 1. Directors may not accept travel paid for by contractors or potential contractors.
- 2. Travel funded by outside entities must comply with ORS 244.040 and District policy.
- 3. Payments from outside entities must be made directly to the District or travel vendors.
- 4. Upon completion of travel, Directors must submit required documentation for review and reconciliation.
- 5. The District may reimburse allowable costs not covered by the outside entity following review and approval.

DOCUMENTATION, RECEIPTS, AND RECONCILIATION

1. Required travel authorization and reimbursement forms must be used; alternate versions will not be accepted.
2. Receipts are required for lodging, baggage fees, transportation, business supplies over \$25, and itemized meals where per diem adjustments apply.
3. Expense reports must be submitted within ten (10) business days of travel completion.
- I. 4. Excess travel advances must be repaid at the time of reconciliation.
5. Directors who fail to submit documentation timely may become ineligible for future travel advances.

TRAVEL ADVANCES

1. Travel advances are:
 - a. Issued by request only;
 - J. b. Limited to meal per diem, economy airport parking, and baggage fees; and
 - c. Not issued for non-overnight travel except in rare, pre-approved circumstances.
2. Only one travel advance per Director may be outstanding at a time, not to exceed 30 days.

MILEAGE / REWARDS POINTS

- K. Directors may retain personal mileage or reward points earned during authorized District travel.

SAFETY AND UNFORESEEN CIRCUMSTANCES

- L. In the event of unforeseen travel changes, Directors must notify the General Manager. Safety and cost-effectiveness shall guide approval of alternative arrangements.

A. 122.03 DEFINITIONS

PER DIEM

Per diem is the allowance for lodging (excluding taxes), meals, and incidental expenses. The General Services Administration (GSA) establishes per diem rates for destinations within the Continental United States (<https://www.gsa.gov/travel/plan-book/per-diem-rates>). The State Department establishes the foreign rates. The Department of Defense establishes non-foreign rates for Alaska, Hawaii, Puerto Rico, and Guam.

- END -



SALEM AREA MASS TRANSIT DISTRICT

POLICY: BOARD OF DIRECTORS-TRAVEL POLICY	APPROVED-ADOPTED BY: _____ President, District Board of Directors Date
GENERAL ADMINISTRATIVE BOARD OF DIRECTORS POLICY NO. 122	
EFFECTIVE:	

122.01 PURPOSE

To provide guidance for the Board of Directors regarding official business travel, including compliance with applicable federal and state statutes, and to ensure travel is conducted in a cost-effective, safe, and accountable manner that supports the District’s mission. The purpose of this Travel Policy (this “Policy”) is to provide guidelines to the Board of Directors of Salem Area Mass Transit District (the “District”) for complying with the District’s travel policies, and the requirements for processing expense claims for official business travel.

As required by Federal and State statutes, all official travel must be accomplished in an efficient, cost-effective manner, resulting in the best value for the District. The General Manager is responsible for determining the number of Directors who may attend the same out-of-state business meeting or conference and, to the extent possible, facilitate the sharing of information obtained at any such meeting among District Board Members. The General Manager is also responsible for determining the necessity and justification for conducting official travel in support of the operations and objectives of the District, the type of travel assignment, the method of travel and resource availability. All travel outside of the continental United States requires General Manager approval.

All Directors must comply with all provisions of this Policy. Failure to do so may be treated as unauthorized use of District resources. If the District determines that a Director obtained payment of travel expenses by knowingly or intentionally falsifying or misrepresenting an expense item or per diem amount for personal gain, or purposely allowed another person to arrange travel in any manner that does not comply with this Policy, the Director may be held financially responsible for any costs incurred.

Commented [KP1]: Found in B

All Directors must submit an approved Travel Authorization Form prior to incurring any travel expense for which they will be reimbursed, regardless of whether they are requesting a Travel Advance. Please see attached forms: 1) Travel Authorization and Advance Form; and 2) Travel Reimbursement Form.

To comply with Internal Revenue Service Regulations (Publication 535 – Business expenses and Publication 463 – Travel Expenses), this Policy uses travel payment methodology defined as an accountable plan, which assumes the following IRS criteria have been met:

- ~~1. All expenses were incurred while on official District business~~
- ~~2. Expenses must be adequately accounted for within 10 business days.~~
- ~~3. All excess payments or advances must be returned to the District within 10 business days.~~

122.02 POLICY

A. APPLICATION

To all members of the Board of Directors.

B. POLICY REQUIREMENTS AUTHORIZATION AND OVERSIGHT

1. All Directors must comply with this policy. Failure to comply may be treated as unauthorized use of District resources, and Directors may be held financially responsible for expenses incurred in violation of this policy.
2. All travel must be authorized in advance using the District's approved Travel Authorization Form, whether or not a travel advance is requested.
3. The General Manager shall:
 - a. Determine the necessity and justification for travel, including the number of Directors attending the same meeting or conference, and the appropriate method of travel;
 - b. Approve all travel outside the continental United States; and
 - a-c. Review travel paid by outside entities to ensure compliance with ORS 244.040 and District policy.
4. Travel-related expenditures or accommodations paid by or provided directly by the District shall not be reimbursed to the Director.

C. ALLOWABLE AND NON-ALLOWABLE EXPENSES

1. Allowable Expenses

- a. The District will reimburse actual and reasonable expenses incurred while a Director is in approved travel status on official District business.

2. Non-Allowable Expenses

- a. The following expenses are not reimbursable:
 - i. Personal expenses unrelated to District business, including but not limited to hotel safe fees, movie or game rentals, extra person charges, and/or pet fees.
 - ii. Alcohol of any kind, under any circumstance.
 - iii. Expenses incurred on behalf of another Director.

D. TRAVEL MODE AND COST STANDARDS

1. Air and Train Travel

- b. All air and train travel paid or reimbursed by the District shall be coach class only.
- c. Directors shall fly the minimum class that allows a seat assignment.
- d. Directors shall select the lowest fare available. If a higher fare is selected, the Director must pay the difference.

e. Any class or seat upgrades are the responsibility of the Director and must be paid using personal funds.

2. Mileage, Vehicle Use, and Parking

a. Mileage reimbursement for use of a personal vehicle is limited to travel to and from the District office at 555 Court Street NE, Salem, Oregon.

b. A Director must use a District vehicle if one is available.

c. Airport parking will be reimbursed at the economy lot rate only. Any costs above the economy rate are the responsibility of the Director.

3. Rental Vehicles

a. Rental vehicles are reimbursable only when pre-approved and required as part of authorized travel.

b. Only economy-size or compact vehicles are reimbursable.

c. District insurance provides coverage for rental vehicles. Collision damage waiver or other insurance purchased from rental agencies is not a reimbursable expense.

d. Drivers must possess a valid driver's license for the class of vehicle operated.

4. Local Transportation While Traveling

Reasonable costs for taxi, Uber, Lyft, public transit, or similar services are reimbursable when used for official business while traveling.

E. LODGING PER DIEM

1. Lodging will be reimbursed up to the applicable GSA per diem rate for the travel location.
2. Reimbursable lodging expenses include room charges, taxes, resort fees, and preapproved parking.
3. Directors must coordinate with the Clerk of the Board regarding hotel payment and approval forms.
4. When attending a conference or meeting with designated lodging, the District will reimburse lodging at the conference rate. The District prefers Directors stay at designated conference hotels.
5. If official conference lodging is unavailable, reimbursement is limited to the conference hotel rate and requires prior approval from the General Manager.
6. Non-commercial lodging (e.g., staying with friends or family, personal RV) is reimbursed at a flat rate of \$25 per day with prior approval from the General Manager and is not eligible for federal reimbursement.

F. MEAL PER DIEM

1. Meal per diem reimbursements shall follow applicable GSA, State Department, or Department of Defense per diem rates for the destination.
2. Eligibility is based on departure and return times:

<u>Departure Time</u>	<u>Meal per diems reimbursed</u>
<u>Prior to 6:00 a.m.</u>	<u>All meals</u>

<u>6:00 a.m. to 12:00 p.m.</u>	<u>Lunch & Dinner</u>
<u>12:01 p.m. to 6:00 p.m.</u>	<u>Dinner</u>
<u>After 6:00 p.m.</u>	<u>None (first day)</u>

<u>Return Time</u>	<u>Meal per diems reimbursed</u>
<u>After 6:00 p.m.</u>	<u>All meals</u>
<u>12:00 p.m. to 6:00 p.m.</u>	<u>Breakfast & Lunch</u>
<u>Prior to 12:00 p.m.</u>	<u>Breakfast only</u>

3. Meal per diem is permitted during non-overnight travel for any meal that falls within the course of conducting District business.
4. Adjustments:
 - a. Meals provided at no additional cost are deducted from per diem.
 - b. Required business meals included in conference fees are reimbursed with receipts.
 - c. Complimentary meals on airlines/hotels do not affect per diem.

G. COMBINING PERSONAL AND DISTRICT TRAVEL

1. Directors may combine personal and District travel with prior approval from the General Manager.
2. Business travel must be “primarily business related” as defined by IRS regulations.
3. All personal travel costs must be paid in advance by the Director.
4. The District will not make travel arrangements for personal travel except when personal travel is an extension of approved District travel that does not require additional arrangements.
5. If business travel is cancelled, the Director remains responsible for any non-refundable personal travel expenses.

H. TRAVEL PAID BY OUTSIDE ENTITIES

1. Directors may not accept travel paid for by contractors or potential contractors.
2. Travel funded by outside entities must comply with ORS 244.040 and District policy.
3. Payments from outside entities must be made directly to the District or travel vendors.
4. Upon completion of travel, Directors must submit required documentation for review and reconciliation.
5. The District may reimburse allowable costs not covered by the outside entity following review and approval.

I. DOCUMENTATION, RECEIPTS, AND RECONCILIATION

1. Required travel authorization and reimbursement forms must be used; alternate versions will not be accepted.
2. Receipts are required for lodging, baggage fees, transportation, business supplies over \$25, and itemized meals where per diem adjustments apply.
3. Expense reports must be submitted within ten (10) business days of travel completion.
4. Excess travel advances must be repaid at the time of reconciliation.

5. Directors who fail to submit documentation timely may become ineligible for future travel advances.

J. TRAVEL ADVANCES

1. Travel advances are:
 - a. Issued by request only;
 - b. Limited to meal per diem, economy airport parking, and baggage fees; and
 - c. Not issued for non-overnight travel except in rare, pre-approved circumstances.
2. Only one travel advance per Director may be outstanding at a time, not to exceed 30 days.

C.K. MILEAGE / REWARDS POINTS

Directors may retain personal mileage or reward points earned during authorized District travel.

L. SAFETY AND UNFORESEEN CIRCUMSTANCES

In the event of unforeseen travel changes, Directors must notify the General Manager. Safety and cost-effectiveness shall guide approval of alternative arrangements.

No exceptions shall be authorized to the following requirements:

1. All air and train travel paid or reimbursed by the District will be coach class only.
2. Director vehicle mileage will not be paid for miles that exceed the number of miles driven from the District office at 555 Court St NE, Salem, Oregon.
3. There will not be reimbursement for alcohol of any kind.

Commented [KP2]: In D.1

Commented [KP3]: In D.2

Commented [KP4]: In C.2

D. PERSONAL EXPENSES

1. Personal expenses include, but are not limited to: hotel safe fees, movie or game rentals, extra person costs for non-Directors, and pet fees. There shall be no reimbursement of personal expenses. Personal expenses incurred at a hotel must be paid by the Director prior to leaving the hotel.

Commented [KP5]: In C.2

E. District Paid Expenses

Every Director shall pre-arrange official business meetings and have the costs paid directly by the District when possible. Travel related expenditures or accommodations paid by or provided by the District shall not be reimbursed to the Director.

Commented [KP6]: In B.4

F. Train Travel

As noted above, all train travel paid or reimbursed by the District will be coach class only. Any class or other upgrades will be at the Director's cost by providing a personal check to Accounts Payable when submitting the Travel Authorization form.

Commented [KP7]: Found in D.1

G. Air Travel

All Directors completing air travel shall fly the minimum class that allows a seat assignment (with the exception of Southwest Airlines). Any class or other upgrades will be at the Director's cost.

including an upgrade on Southwest to get an "A" boarding ticket. In making reservations, the Director must select the lowest fare available on all airlines, unless the Director pays the difference between a ticket on the Director's preferred airline and the lowest fare available by providing a personal check to Accounts Payable when submitting the Travel Authorization form.

Commented [KP8]: Found in D.1

H. Per Diem

Per diem is the allowance for lodging (excluding taxes), meals and incidental expenses. The General Services Administration ("GSA") establishes per diem rates for destinations within the Continental United States (<https://www.gsa.gov/travel/plan-book/per-diem-rates>). The State Department establishes the foreign rates. The Department of Defense establishes non-foreign rates for Alaska, Hawaii, Puerto Rico, and Guam. Per diem rates reimbursed will be based on the published amount for the destination of the business travel.

I. Meals

Meal expenses are reimbursed on a fixed per diem amount based upon IRS Publication 1542 for in-state and out-of-state travel. The standard rate and high-cost localities are located at the GSA website (<http://www.gsa.gov>). Meal amounts for overnight travel are based on the destination of business travel. Meal gratuities are considered part of the per diem allowance and will not be separately reimbursed. Receipts are not required for meals reimbursed under the per diem rate. A Director may not claim reimbursement of meal expenses for another Director.

On the first day of travel (based upon departure time from residence/SAMTD office):

Departure Time	Meal per diems reimbursed
Prior to 6:00 a.m.	All meal per diem
6:00 a.m. to 12:00 p.m.	Lunch and dinner per diem
12:01 p.m. to 6:00 p.m.	Dinner per diem
After 6:00 p.m.	No meal per diem for the day

On the final day of travel (based upon return time to SAMTD office/residence):

Return Time	Meal per diems reimbursed
After 6:00 p.m.	All meal per diem
12:00 p.m. to 6:00 p.m.	Breakfast and lunch per diem
Prior to 12:00 p.m.	Breakfast per diem

The following will cause an adjustment to the daily allowable meal per diems:

1. When meals are provided at no additional cost to a Director attending an official District business meeting, meal per diem shall be deducted for that particular meal. The Director is responsible for recording on their expense reimbursement form when a meal has been provided, as well as attaching a copy of the conference registration and/or meeting agenda showing the meals provided.

1. When a Director attends an official District business meeting where attendance at the meal is required, but meal cost is in addition to any conference fees, the Director will be reimbursed for the actual cost of that meal. An itemized receipt for the meal must be provided for reimbursement. Official District business meetings are defined as two or more persons assembled, for the benefit of the District, to conduct official District business. Official District business meetings include conferences, training, workshops, testing, seminars, and other similar gatherings to conduct official District business.
2. Complimentary meals provided by a common carrier (i.e. airline) or hotel/motel do not affect the per diem meal allowance. No adjustment in these cases is required. Additionally, a continental breakfast at a conference or meeting is not considered a breakfast that would affect the per diem meal allowance.
3. Non-overnight Travel: A meal per diem is permitted during non-overnight travel for any meal that falls within the course of conducting District business.

Commented [KP9]: Found in F

J. Lodging

Lodging will be reimbursed up to the GSA per diem rate as defined for the location of the travel. Itemized receipts are required for lodging and lodging taxes. Reimbursable lodging expenses are limited to: daily room expense, daily hotel room tax, authorized business expenses, resort fees beyond the control of the Director, and authorized parking costs (if use of a rental car is pre-approved or Director is authorized to drive). Lodging must be arranged in advance and payment for lodging will be made by the District in advance. A Director should coordinate with the General Manager regarding hotel payment authorization forms.

If a Director attends a conference or meeting and stays at the official lodging, as defined in the conference or meeting registration or agenda, the District will pay the conference rate for the lodging. It is the District's preference that the Director stay at the designated conference hotel(s). If alternative lodging is required because the conference hotel is no longer available, the District will reimburse the Director only up to the rate of the conference hotel and approval must be obtained in advance from the General Manager.

Traveler safety is a factor considered by the District in the evaluation of an alternate lodging facility. Other forms of lodging such as Airbnb or vacation rentals must be approved in advance by the General Manager. These forms of lodging will rarely be approved.

K. Non-Commercial Lodging Per Diem

The intent of the non-commercial lodging per diem is to reimburse Directors using their personal travel trailer, motor home, tent or staying with friends or family members, which results in a cost savings for the District. Whether for short or long-term travel, the daily non-commercial lodging per diem is \$25. The non-commercial lodging rate shall apply for any overnight stay away from the Director's home that does not take place in a commercial lodging establishment. The non-commercial lodging per diem is not an eligible cost under federal funding, and will not be

reimbursed for federally funded projects. Non-commercial lodging per diem must be pre-approved by the General Manager.

Commented [KP10]: In E.

L. Transportation Costs While At Conference/Meeting

All costs for Taxi, Uber, Lyft, or transit fares will be reimbursable for any business-related transportation while traveling.

Commented [KP11]: In D4

M. Airport Parking Fees

Airport parking will be reimbursed at the economy lot rate. Any additional fees to park over and above the economy lot rate will be at the expense of the Director and will be deducted from the reimbursement request.

Commented [KP12]: In D.2

N. Automobile Usage

Total allowable reimbursement of private vehicle mileage shall be paid to and from the District office at 555 Court St. NE, Salem, Oregon.

A Director must use a District vehicle in lieu of the Director's vehicle if a District vehicle is available.

Commented [KP13]: In D.2

O. Use of Rented Vehicle

Vehicle rental fees are reimbursable when vehicle rental has been pre-approved and when a rented vehicle is required as a means of continuing travel including a common carrier. Drivers must have a valid current driver's license for the class of vehicle to be driven. Only economy-size or compact-size vehicles will be reimbursed by the District.

Vehicles shall be rented in the name of the Director and the District. District insurance provides coverage for liability as well as physical damage of the rental vehicle up to \$50,000. A Director should not purchase any insurance from a vehicle rental agency.

Collision damage waiver insurance offered by rental agencies for rented vehicles is not a reimbursable expense.

Commented [KP14]: In D.3

P. Combining Personal Travel with District Business Travel

Directors may combine business and personal travel if authorized in advance by the General Manager. IRS regulations require that if a business trip includes personal travel, the trip must be determined to be "primarily business related." This means that personal travel days taken in conjunction with the business trip cannot exceed the number of work days associated with the business trip.

For out-of-state trips between points where scheduled airline service is available and where a Director is combining official District travel with personal travel, reimbursement will be based on the cost of round-trip coach airfare and the meal and lodging per diems to which personnel

would have been entitled while traveling by the least expensive reasonable means of travel to the business meeting location. Reimbursement will be made for only the period during which the Director is in travel status on official District business. No reimbursement will be made for days added for personal reasons. Any cost differential of attaching personal travel with business travel must be paid in advance by the Director at the Director's cost by providing a personal check to Accounts Payable when submitting the Travel Authorization form. Directors are prohibited from using their official position for personal benefit (e.g., obtaining a government air fare or hotel rate for personal travel). Doing so may be an ethics violation.

The District will not make travel reservations for a Director's personal travel. The only exception to this is if the personal travel is an extension of time only and does not require additional travel arrangements.

If business travel is cancelled for any reason, the Director will still be responsible for the personal travel expenses if they are not refundable.

Commented [KP15]: In G

Q. Travel Expenses Paid by Outside Entity

The General Manager is responsible for reviewing travel paid by an entity other than the District to ensure that the travel is in line with the District's mission, does not pose a conflict of interest, does not constitute luxurious travel that is not allowed in this policy, and does not conflict with ORS 244.040. The District is required to properly account for travel costs funded by outside sources as miscellaneous revenue and any related reimbursement as District expenses.

Directors shall not accept travel paid for by contractors or potential contractors. Directors shall not accept travel expense reimbursement from an entity other than the District for travel that occurs while on official District travel status. Payment from an entity other than the District must be made to the District or directly to travel vendors.

Upon completion of travel paid for by an entity other than the District, the Director must submit the required accounting of expenses for review and approval. The District will reimburse the Director for any shortfall between allowable costs and costs reimbursed by the outside entity, once the appropriate and approved travel documentation and forms have been submitted to Accounts Payable.

Commented [KP16]: In H

R. Travel Authorization and Reimbursement Forms

All travel must be documented on the appropriate form. Alternate versions of travel forms will not be accepted. Explanation for the travel must demonstrate a direct relationship to the District's business. Expense accounts must be properly itemized on the appropriate form, signed by the Director and approved by both the General Manager and Chief Financial Officer. No Director may claim payment for the expenses of another Director. Travel reimbursement forms must be inclusive of all costs related to the travel, including but not limited to registration fees, lodging, airfare, meals, parking, and mileage.

Both the General Manager and Chief Financial Officer are responsible for review of the form and documentation for allowable expenses and to only approve those expenses that are acceptable. Expenses must be adequately accounted for and turned into Accounts Payable within 10 business days of completion of the business travel. A check for any excess travel advance must be submitted to Accounts Payable with the final Travel Reimbursement Form. Directors who submit travel reimbursement forms more than 10 days after the return from travel will no longer be eligible for Travel Advances.

Commented [KP17]: In I

S. Receipt Requirements

Itemized receipts are required for reimbursement of lodging expenses. Lodging receipts must indicate the name of the Director, dates of occupancy, room rate, and evidence that payment has been made.

Receipts for meals are not required for meal per diem reimbursements. However, itemized receipts are required for reimbursement where adjustments to meal per diem amounts are made.

Documentation of authorized business meals must include the following: itemized receipts, documentation of business purpose of meeting and agenda discussed, and list of participant names, titles and business affiliations.

Receipts are required for reimbursement of baggage and luggage fees. The District will only reimburse for the first checked bag. Any other luggage fees will be at the expense of the Director.

Itemized receipts are required for reimbursement of expenses for business supplies purchased while traveling, regardless of the amount.

Itemized receipts are required for reimbursement of any and all other authorized travel expenses that individually exceed \$25. Reimbursement for tuition for a class requires a receipt and notice of completion. Receipts are not required for reimbursement of authorized travel expenses less than \$25, except in the case where travel is funded by federal, state, or local grant dollars, or in the case of authorized business meals. Any expenses to be reimbursed for non-travel related costs and meal expenses must be accompanied by an itemized receipt regardless of amount.

A reimbursement may be denied when an itemized receipt and other required documentation is unavailable or lost.

Commented [KP18]: In I

T. Travel Advances

Travel advances will be issued by request only. Travel advances will not be issued for non-overnight travel. Travel advances are limited to meal per diem amounts, economy airport

parking, and baggage fees. On the rare occasion that a hotel will not accept an advance payment authorization form, travel advances will include hotel reimbursement. Travel advances will not be issued to Directors who have been delinquent in accounting for or repaying prior expense requests. Only one travel advance per Director will be allowed at a time, and shall cover a period not to exceed 30 days.

Commented [KP19]: In J

U. 122.20 Personal Usage of Mileage and/or Rewards Points:

Directors may earn mileage and/or rewards points from business travel and retain the mileage/points for personal use.

Commented [KP20]: In K

V. Unforeseen Circumstances

In case of travel changes due to unforeseen circumstances at no fault of the Director, please contact the General Manager.

Commented [KP21]: In L

122.03 DEFINITIONS

A. PER DIEM

Per diem is the allowance for lodging (excluding taxes), meals, and incidental expenses. The General Services Administration (GSA) establishes per diem rates for destinations within the Continental United States (<https://www.gsa.gov/travel/plan-book/per-diem-rates>). The State Department establishes the foreign rates. The Department of Defense establishes non-foreign rates for Alaska, Hawaii, Puerto Rico, and Guam.
None.

- END -

BOARD MEETING MEMO – AGENDA ITEM 7.E

To: Board of Directors
From: Kirra Pressey, Executive Assistant
Thru: Allan Pollock, General Manager
Date: February 26, 2026
Subject: Bylaws Review and Update

ISSUE

Shall the Board receive updated Board and Advisory Committee Bylaws for review and future approval?

BACKGROUND AND FINDINGS

The GM Division has been focusing on modernizing the bylaws, updating language for clarity, and aligning governance policies and procedures with current legal requirements, best practices, and operational needs.

Key Updates

Structure and Formatting: Bylaws have been reformatted for readability and consistency across all committees and the Board. Sections and headings have been standardized, and redundant language has been streamlined.

Governance Policies: Policies related to appointments, membership, terms, officer roles, conflicts of interest, public meeting requirements, and record-keeping have been clarified and updated to align with state law and organizational practice.

Language Updates: Outdated or ambiguous terminology has been revised. Efforts have been made to ensure inclusive, clear, and legally precise language.

Legal Review: All updated bylaws have been submitted to the District's legal counsel for review to ensure compliance with Oregon statutes, administrative rules, and other applicable regulations. Any legal recommendations will be incorporated into the final draft presented at the March 26, 2026 meeting.

Attachments

- A: Draft Bylaws – Community Advisory Committee
- B: Draft Bylaws – Statewide Transportation Improvement Fund Advisory Committee
- C: Draft Bylaws – Board of Directors

Next Steps

The updated bylaws are provided for your review in advance of the next scheduled meeting. Members will be asked to consider and take action on the proposed revisions at the March 26, 2026 meeting. Feedback and any suggested edits should be submitted in advance if possible, to allow for incorporation prior to the meeting.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.



**SALEM AREA MASS TRANSIT DISTRICT
COMMUNITY ADVISORY COMMITTEE
BYLAWS**

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ARTICLE I MISSION, PURPOSE, AND DUTIES

Section 1. Mission

The mission of the Community Advisory Committee, (“Committee”), established by the Salem Area Mass Transit District (“District”) Board of Directors (“Board:”) by Resolution No. 2017-13 on December 14, 2017, is to advise the Board on District-related transportation issues.

Section 2. Purpose

The purpose of the Committee is to discuss, review, and make recommendations to the Board, on the District's transportation policies, programs and services, and perform other duties as assigned by the Board, including but not limited to the facilitation of ongoing public participation of persons with disabilities in accordance with the U.S. Department of Transportation Federal Transit Administration Circular C 4710.1.

Section 3. Procedures and Duties

Committee members are responsible for advising the Board based on their own experiences and the perspectives of the communities they represent, recognizing that communities consist of diverse viewpoints. Members are selected for their unique eligibility and representation to ensure diverse insights.

The Committee’s leadership (Chair and Vice-Chair), in collaboration with the Board, will lead the development and implementation of a two year work plan that incorporates the Committee’s actions and goals. This work plan should be updated and reviewed annually during a joint work session between Committee leadership and the Board.

ARTICLE II GOVERNANCE PROCEEDINGS

Section 1. Open Meetings and Records

All meetings shall be conducted according to Oregon's Public Meetings Law and are open to the public.

The meetings shall be conducted in accordance with the provisions of the most current edition of Robert's Rules of Order for small boards. A record of each meeting will be kept with written minutes.

Regular meetings shall be scheduled with at least one-weeks’ notice to the members and will be held in the Board Room of the District, unless a different place is designated from time to time, and so noticed in conformance with applicable laws. In compliance with Oregon Public

Meeting Law, virtual means of attendance shall also be made available to ensure accessibility and participation by the public and Committee members. In the event of an emergency or special meeting, the District will notify all members no later than 24 hours prior to such meeting.

Section 2. Ethics

Members of the Committee must comply with the Oregon Ethics Laws, ORS Chapter 244, and must refrain from using the Committee member's position to obtain financial gain or avoid financial detriment to the member, relative, or business in which the member or relative has an interest. Members and their relatives and members of their household must refrain from accepting gifts in excess of \$50 in any calendar year from anyone who may have an interest in the actions or recommendations of the Committee. In the case of any actual or potential conflict of interest, the member must publicly announce the actual or potential conflict of interest. Further, in the case of an actual conflict of interest, the member must refrain from participating in any discussion or vote on the matter.

ARTICLE III APPOINTMENT, MEMBERSHIP, ELIGIBILITY, REPRESENTATION, AND TERMS

Section 1. Appointment and Membership

Members of the Committee are appointed by the Board, and serve at the pleasure of the Board. The Committee shall consist of up to 13 voting members, as determined by the Board. Each member must meet any one or more of the eligibility and representations identified in Article III, Section 2 at the time of their appointment and for the duration of their term.

The Board will strive to appoint Committee members who represent a variety of perspectives, geographic areas, and population demographics within the community or as representatives of the community.

Section 2. Eligibility and Representation

District employees are not allowed to serve on the Committee. To serve as a member of the Committee, an individual must live and/or work in the Urban Growth Boundary service area, represent a cross-section of the Salem/Keizer community, and meet at least one of the following criteria:

- **At-large Member:** A community member who does not represent a specific group or organization, but brings a general perspective on the broader community's transportation needs and who regularly uses public transportation.
- **Business Interest Organization:** A representative from a local organization dedicated to supporting and advocating for business interests, economic growth, and community development.
- **Chambers of Commerce:** A representative from either the Salem or Keizer Chamber of Commerce, with membership alternating between the two chambers.
- **Local Employer:** A representative from a locally operated business or franchise, excluding national chain franchises without significant local ownership or involvement.
- **Medical Community/Care Provider:** A representative from the healthcare sector, such as a doctor, nurse, therapist, or administrator, who brings insights into how transportation impacts access to medical care.
- **Community Member Three (3):** To the extent not represented in the other categories, the Board shall ensure that these Community Members are a representation of the Community. This category may be used to ensure that there is equal racial, ethnic, age, gender, and disability representation on the committee.
- **Paratransit User:** A person who regularly uses paratransit services, which are specialized, accessible public transportation options for individuals with disabilities or mobility challenges who are unable to use standard transit services.
- **Bike/Pedestrian Advocate:** An individual who actively promotes, supports, and uses cycling infrastructure, and pedestrian-friendly initiatives, advocating for safe and accessible routes for non-motorized transportation.
- **School District Representative/Educational Community:** A person from the education sector, such as a school board member, administrator, or teacher, representing the transportation needs of students, faculty, and staff.
- **Social Services Agency Representative:** A person representing an organization that provides support and resources to individuals or families in need, such as housing assistance, mental health services, or food security programs.
- **Youth Leader - between 16-24 years of age:** An individual who actively engages in leadership activities, representing the perspectives and transportation needs of youth and young adults within the community.

Section 3. Terms of Service

Committee members shall serve for a term of two years, commencing on January 1. Members are eligible for re-appointment for one term. Terms will be staggered so that no less than one-third and not more than one-half of the voting members have a term that expires in the same year.

A Committee member who has served two consecutive two year terms may not serve a third consecutive term. However, the Committee member may thereafter be appointed for future terms following the end of their second term after waiting at least 12 months for reappointment.

Section 4. Chair and Vice-Chair Appointment and Responsibilities

The Chair and Vice-Chair of the Committee shall be appointed on an annual basis by the Board. The Chair and Vice-Chair shall serve for a term of 12 months; and no more than two consecutive terms. The Committee may nominate and recommend to the Board, members to serve as Chair or Vice-Chair.

Committee recommendations are to be completed by October of each year in order for appointments to be made at the December Board meeting prior to the expiration of the Chair and Vice-Chair's term.

The duties of the Chair are to preside at the meetings, and perform other duties assigned by the Board. The Chair, on behalf of the Committee, shall present reports to the Board that are necessary to execute any and all of the responsibilities of the Committee in accordance with the workplan. The Chair may appoint Committee members to address special topics as needed.

The duties of the Vice-Chair are to perform the duties of the Chair, in the absence of the Chair. The Vice-Chair shall perform other duties as assigned by the Board.

Section 5. Participation

All members are expected to attend the scheduled meetings. If a member is unable to attend a scheduled meeting, the member must contact staff, clerk of the Committee, or the Chair at least 24 hours or one business day in advance, except in cases of an emergency. The Chair may excuse the absence of a member for good cause. A member who fails to notify the Committee for two consecutive meetings, or misses more than two meetings over a one year period, will be reported to the Board, and the Board may declare that member's position vacant.

Section 6. Removal and Vacancies

Members of the Committee shall serve at the pleasure of the Board, and may be removed with or without cause at any time, at the sole discretion of the Board.

The Committee may recommend removal of one of its members to the Board by a vote of the majority of all its voting members. Such recommendation to the Board shall include the reasons for the recommendation.

When a vacancy occurs, the Board may elect to fill the vacant position and the person so appointed will hold their position for the balance of the unexpired term of their predecessor, which term of service shall not be considered in connection with limitations on term of service under Article III, Section 3 of these Bylaws. The Board may select an appointee from among people expressing an interest in such appointment, or from a call of applications for the position. Appointments are subject to the requirements of Article III, Sections 1 and 2 of these Bylaws.

Section 7. Staff Role and Responsibility

The District General Manager will designate staff to prepare meeting notices, agendas, and minutes for the Committee. Staff will assist the Committee in orientation, and the preparation and presentation of background information concerning agenda items. Staff will advise and furnish technical assistance as appropriate to carry out the Committee's work.

ARTICLE IV MEETINGS

Section 1. Frequency

The Committee will meet at a frequency determined by the work plan, with a minimum of once per quarter and a maximum of once per month. Staff will collaborate with the Chair to determine meeting schedules.

Section 2. Agendas

Staff will consult with the Chair and the Board Liaison in developing meeting agendas. Staff will be responsible for distributing the final agenda and preparing or compiling the associated agenda materials for each meeting.

The agenda and other materials related to any agenda action item will be distributed in advance of the meeting and may be provided in paper or electronic format.

Section 3. Quorum and Voting

A quorum of the Committee shall consist of a majority of all the members. A quorum must be present to conduct any official business.

Each member of the Committee has one vote. All actions of the Committee will be by a motion passed by a majority of the members present, either physically or virtually, and voting at a meeting where a quorum is present.

The Chair will be entitled to vote.

Section 4. Minutes

Committee meeting minutes will be prepared and distributed by staff. Minutes will note major points discussed, any conclusions reached and any actions taken.

Section 5. Recommendations

The Chair or their designee may present recommendations of the Committee to the District General Manager or Board in person or in writing.

Section 6. Meeting Protocols and Interactions

Conduct: Committee members must conduct themselves in a respectful and professional manner when engaging with the public, the Board, staff, and one another. Members are expected to listen, consider different perspectives, and communicate constructively.

Discussion Procedures: The majority of each meeting will focus on discussing relevant issues and developing recommendations for the Board. Discussions will occur only after staff has provided necessary briefings and presentations.

Meeting Decorum: The following principles shall be observed:

1. Adherence to Agenda: Members shall focus on agenda topics to ensure efficient use of time and resources.
2. Equal Participation: Members shall allow equitable contributions to discussions.
3. Conflict Resolution: Disagreements shall be addressed constructively, with an emphasis on solutions.

Representation: Committee members shall accurately represent the Committee's recommendations when communicating externally.

ARTICLE V SUBCOMMITTEES

Subcommittees may be formed if outlined in the work plan and approved by Committee leadership and the Board.

ARTICLE VI AMENDMENTS

The Board shall have the authority to amend these bylaws at any meeting of the Board. The Committee may propose amendments of these bylaws to the Board .

Adopted by Board Resolution #2022-05 on December 15, 2022.

Amended by Board Resolution #2023-05 on April 27, 2023.

Amended by Board Resolution #2025-08 on June 26, 2025.



**SALEM AREA MASS TRANSIT DISTRICT
COMMUNITY ADVISORY COMMITTEE
BYLAWS**
GOVERNING PROCEDURES AND CONDUCT

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The Committee's leadership (Chair and Vice-Chair), in collaboration with the Board ~~of Directors~~, will lead the development and implementation of a two (~~2~~)-year work plan that incorporates the Committee's actions and goals. This work plan should be updated and reviewed annually during a joint work session between Committee leadership and the Board ~~of Directors~~.

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The Board will strive to appoint Committee members who represent a variety of perspectives, geographic areas, and population demographics within the community or as representatives of the community.

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District ~~E~~mployees are not allowed to serve on the Committee. To serve as a member of the Committee, an individual must live and/or work in 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:

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Section 3. Terms of Service

Committee members shall serve for a term of two ~~(2)~~ years, commencing on January 1. Members are eligible for re-appointment for one ~~(1)~~ term. Terms will be staggered so that no less than one-third and not more than one-half of the voting members have a term that expires in the same year.

A Committee member who has served two ~~(2)~~ consecutive two ~~(2)~~ year terms may not serve a third consecutive term. However, the Committee member may thereafter be appointed for future terms following the end of their second term after waiting at least ~~twelve (12)~~ months for reappointment.

Section 4. Chair and Vice-Chair Appointment and Responsibilities

The Chair and Vice-Chair of the Committee shall be appointed on an annual basis by the Board ~~of Directors~~. The Chair and Vice-Chair shall serve for a term of ~~twelve (12)~~ months; and no more than two ~~(2)~~ consecutive terms. The Committee may nominate and recommend to the Board ~~of Directors~~, members to serve as Chair or Vice-Chair.

Committee recommendations are to be completed by October of each year in order for appointments to be made at the December Board meeting prior to the expiration of the Chair and Vice-Chair's term.

The duties of the Chair are to preside at the meetings, and perform other duties assigned by the Board. The Chair, on behalf of the Committee, shall present reports to the Board that are necessary to execute any and all of the responsibilities of the Committee in accordance with the workplan. The Chair may appoint ~~€~~Committee members to address special topics as needed.

The duties of the Vice-Chair are to perform the duties of the Chair, in the absence of the Chair. The Vice-Chair shall perform other duties as assigned by the Board.

Section 5. Participation

All members are expected to attend the scheduled meetings. If a member is unable to attend a scheduled meeting, the member must contact ~~District staff, clerk of the Committee,~~ or the Chair at least 24 hours or one ~~(1)~~ business day in advance, except in cases of an emergency. The Chair may excuse the absence of a member for good cause. A member who fails to notify the Committee for two ~~(2)~~ consecutive meetings, or misses more than two ~~(2)~~ meetings over a one ~~(1)~~ year period, will be reported to the ~~District~~ Board, and the Board ~~of Directors~~ may declare that ~~member's person's~~ position vacant.

Section 6. Removal and Vacancies

Members of the Committee shall serve at the pleasure of the Board ~~of Directors~~, and may be removed with or without cause at any time, at the sole discretion of the Board ~~of Directors~~.

The Committee may recommend removal of one ~~(1)~~ of its members to the Board ~~of Directors~~ by a vote of the majority of all its voting members. Such recommendation to the Board shall include the reasons for the recommendation.

When a vacancy occurs, the Board ~~of Directors~~ may elect to fill the vacant position and the person so appointed will hold their position for the balance of the unexpired term of their predecessor, which term of service shall not be considered in connection with limitations on term of service under Article III, Section 3 of these Bylaws. The Board ~~of Directors~~ may select an appointee from among people expressing an interest in such appointment, or from a call of applications for the position. Appointments are subject to the requirements of Article III, Sections 1 and 2 of these Bylaws.

Section 7. Staff Role and Responsibility

The District General Manager will designate staff to prepare meeting notices, agendas, and minutes for the Committee. Staff will assist the Committee in orientation, and the preparation and presentation of background information concerning agenda items. Staff will advise and furnish technical assistance as appropriate to carry out the Committee's work.

ARTICLE IV MEETINGS

Section 1. Frequency

The Committee will meet at a frequency determined by the work plan, with a minimum of once per quarter and a maximum of once per month. ~~District s~~Staff will collaborate with the Chair to determine meeting schedules.

Section 2. Agendas

Staff will consult with the Chair and the Board Liaison in developing meeting agendas. Staff will be responsible for distributing the final agenda and preparing or compiling the associated agenda materials for each meeting.

The agenda and other materials related to any agenda action item will be distributed in advance of the meeting and may be provided in paper or electronic format.

Section 3. Quorum and Voting

A quorum of the Committee shall consist of a majority of all the members. A quorum must be present to conduct any official business.

Each member of the Committee has one ~~(1)~~ vote. All actions of the Committee will be by a motion passed by a majority of the members present, either physically or virtually, and voting at a meeting where a quorum is present.

The ~~C~~Chair will be entitled to vote.

Section 4. Minutes

Committee meeting minutes will be prepared and distributed by staff. Minutes will note major points discussed, any conclusions reached and any actions taken.

Section 5. Recommendations

The Chair or their designee may present recommendations of the Committee to the District General Manager or Board ~~of Directors~~ in person or in writing.

Section 6. Meeting Protocols and Interactions

Conduct: Committee members must conduct themselves in a respectful and professional manner when engaging with the public, the Board ~~of Directors~~, ~~District~~ staff, and one another. Members are expected to listen, consider different perspectives, and communicate constructively.

Discussion Procedures: The majority of each meeting will focus on discussing relevant issues and developing recommendations for the Board ~~of Directors~~. Discussions will occur only after ~~District~~ staff has provided necessary briefings and presentations.

Meeting Decorum: The following principles shall be observed:

1. Adherence to Agenda: Members shall focus on agenda topics to ensure efficient use of time and resources.
2. Equal Participation: Members shall allow equitable contributions to discussions.
3. Conflict Resolution: Disagreements shall be addressed constructively, with an emphasis on solutions.

Representation: Committee members shall accurately represent the ~~C~~Committee's recommendations when communicating externally.

**ARTICLE V
SUBCOMMITTEES**

Subcommittees may be formed if outlined in the work plan and approved by Committee leadership and the Board ~~of Directors~~.

**ARTICLE VI
AMENDMENTS**

The Board ~~of Directors~~ shall have the authority to amend these bylaws at any meeting of the Board ~~of Directors~~. The Committee may propose amendments of these bylaws to the Board ~~of Directors~~.

Adopted by Board Resolution #2022-05 on December 15, 2022.

Amended by Board Resolution #2023-05 on April 27, 2023.

Amended by Board Resolution #2025-08 on June 26, 2025.



SALEM AREA MASS TRANSIT DISTRICT
STATEWIDE TRANSPORTATION IMPROVEMENT FUND
ADVISORY COMMITTEE
BYLAWS
GOVERNING PROCEDURES AND CONDUCT

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ARTICLE I

MISSION, PURPOSE, AND DUTIES

Section 1. Mission

Pursuant to Oregon Administrative Rule 732-040-0030, the Salem Area Mass Transit District (“District”) Board of Directors (“Board”) shall appoint a State Transportation Improvement Fund Advisory Committee (“Committee”). The Committee serves as an advisory body to assist the District in carrying out the purposes of the Statewide Transportation Improvement Fund (STIF) and to advise on the prioritization of Projects to be funded by STIF moneys received by the District.

Section 2. Purpose

The purpose of the Committee is to advise and assist the Board in:

1. Prioritizing Projects to be funded as part of the District’s STIF Plan; and
2. Identifying opportunities to coordinate STIF-funded Projects with other local or regional transportation programs and services to improve public transportation service delivery and reduce gaps in service.

Section 3. Duties

In a manner consistent with ORS 184.751-184.766 and OAR Chapter 732, Divisions 040, 042, and 044, the Committee shall:

1. Review every Project proposal transmitted by the Board and provide advice and recommendations regarding Project prioritization;
2. Consider the following criteria when reviewing Projects:
 - A. Whether the Project would:
 - i. Increases the frequency of bus service to areas with a high percentage of Low-Income Households;
 - ii. Expand bus routes and services to serve communities with a high percentage of Low-Income Households;
 - iii. Reduce fares for public transportation in communities with a high percentage of Low-Income Households;
 - iv. Result in procurement of buses powered by natural gas or electricity for use in areas with a population of 200,000 or more;

- v. Improve the frequency and reliability of service connections between communities inside and outside of the District’s service area;
 - vi. Increases the coordination between Public Transportation Service Providers to reduce fragmentation in the provision of public transportation service; or
 - vii. Expands student transit services for students in grades 9 through 12.
- B. Whether the Project maintains an existing, productive services previously funded by STIF Formula funds;
- C. The extent to which the Project goal meet public transportation needs and are a responsible use of public funds;
- D. Other factors as determined by the District, such as geographic equity.
3. The Committee shall also review Projects under the STIF Discretionary and Intercommunity Funds. The Discretionary Fund is intended to provide a flexible funding source to improve public transportation in Oregon. It is not a source of ongoing operations funding. The Intercommunity Discretionary Fund is for improving connections between communities and between communities and other key destinations important for a connected Statewide Transit Network. As a competitive funding source, ongoing operations Projects are subject to risk of not receiving continuous funding.

When reviewing a Project proposal for acceptance, rejection, or prioritization, the Committee shall consider the extent to which the Project:

- A. Supports the purpose, as applicable, of the Discretionary Fund or the Intercommunity Discretionary Fund, as described in OAR 732-044-0000 and set forth in Section 3, above.
- B. Meets the criteria established under OAR 732-044-0030(1), set forth below:
 - i. Improvement of Public Transportation Service to Low-Income Households;
 - ii. Improved Coordination between Public Transportation Service Providers and reduced fragmentation of Public Transportation Services;
 - iii. Consistency with Oregon Public Transportation goals, policies, and implementation plans, including:
 - Integrated public transportation planning where affected communities planned or partnered to develop proposed Projects;

- Technological innovations that improve efficiencies and promote a seamless and easy to use Statewide Transit Network;
- Advancement of State greenhouse gas emission reduction goals;
- Support or improvement of a useful and well-connected Statewide Transit Network;
- Operations Projects that do not substantially rely on discretionary state funding beyond a pilot phase;
- Geographic equity or an ability to leverage other funds (these factors apply when all other priorities are held equal); and
- Other factors as determined by the Oregon Transportation Commission.

C. Meets any additional criteria established by the Oregon Transportation Commission.

ARTICLE II GOVERNANCE PROCEEDINGS

Section 1 . Open Meetings and Records

All meetings shall be conducted according to Oregon’s Public Meetings Law and are open to the public.

The meetings shall be conducted in accordance with the provisions of the most current edition of Robert’s Rules of Order for small boards. A record of each meeting will be kept with written minutes.

Regular meetings shall be scheduled with at least one-weeks’ notice to the members and will be held in the Board Room of the District, unless a different place is designated from time to time, and so noticed in conformance with applicable laws. In compliance with Oregon Public Meeting Law, virtual means of attendance shall also be made available to ensure accessibility and participation by the public and Committee members. In the event of an emergency or special meeting, the District will notify all members no later than 24 hours prior to such meeting.

Section 2 . Ethics

Members of the Committee must comply with the Oregon Ethics Laws, ORS Ch. 244, and must refrain from using the Committee member’s position to obtain financial gain or avoid financial detriment to the member, relative, or business in which the member or relative has an interest. Members and their relatives and members of their household must refrain from accepting gifts in excess of \$50 in any calendar year from anyone who may have an interest in the actions or recommendations of the Committee. In the case of any actual or potential conflict of interest, the Member must publicly announce the actual or potential conflict of interest. Further, in the

case of an actual conflict of interest, the member must refrain from participating in any discussion or vote on the matter.

ARTICLE III

APPOINTMENT, MEMBERSHIP ELIGIBILITY, REPRESENTATION, AND TERMS

Section 1. Appointment and Membership

Members of the Committee are appointed by the Board, and serve at the pleasure of the Board. The Committee is composed of no less than seven members and no more than 11 members. Each member must meet any one or more of the eligibility and representations identified in Article III, Section 2 at the time of their appointment and for the duration of their term.

The Board will strive to appoint Committee members who represent a variety of perspectives, geographic areas, and population demographics within the community or as representatives of the community from both within and outside District boundaries.

Section 2. Eligibility and Representation

District employees are not allowed to serve on the Committee. To serve as a member of the Committee, an individual must be knowledgeable about the public transportation needs of residents or employees located within or traveling to and or from the District and represent any one or more of the following:

- **Local governments, including land use planners:** Representatives from city or county governments who are involved in transportation planning, land use decisions, or community development.
- **Public Transportation Service Providers:** Individuals who operate or manage public transportation services, including bus, rail, or paratransit programs.
- **Non-profit entities which provide public transportation services:** Representatives from non-profit organizations that provide or support public transportation services.
- **Neighboring public transportation service providers:** Representatives from transit agencies outside the District's service area who may coordinate or connect with District services.
- **Employers:** Individuals representing local businesses or organizations that have a stake in employee transportation needs and access to transit.
- **Public health, social and human service providers:** Individuals from agencies or organizations providing health care, social services, or human services that rely on or are impacted by public transportation.
- **Transit users:** Individuals who regularly use public transportation services.

- **Transit users who depend on transit for accomplishing daily activities:** Individuals who rely on transit to access essential activities, such as work, school, healthcare, or other daily needs.
- **Individuals age 65 or older**
- **People with disabilities:** Individuals with physical, sensory, or cognitive disabilities who rely on accessible public transportation options.
- **Low-income individuals**
- **Social equity advocates:** Individuals who work to ensure equitable access to public transportation and consider the needs of underrepresented populations.
- **Environmental advocates:** Individuals who promote sustainable, low-emission, or environmentally friendly transportation solutions.
- **Bicycle and pedestrian advocates:** An individual who actively promotes, supports, and uses cycling infrastructure, and pedestrian-friendly initiatives, advocating for safe and accessible routes for non-motorized transportation.
- **People with limited English proficiency:** Individuals who represent the needs of people for whom English is not their primary language, ensuring accessible and equitable transit services.
- **Educational institutions:** Representatives from schools, colleges, or universities who provide input on student and staff transportation needs.
- **Major destinations for users of public transit:** Representatives from large employers, shopping centers, healthcare facilities, or other destinations that are key transit hubs.

The Committee must also include at least one member who is a member of or represents each of the following three groups:

- Low-income individuals;
- Individuals age 65 or older or people with disabilities; and
- Public Transportation Service Providers or non-profit entities which provide public transportation services.

Section 3. Terms of Service

Committee members shall serve for a term of two years, commencing on January 1. Members are eligible for re-appointment for one term. Terms will be staggered so that no less than one-third and not more than one-half of the voting members have a term that expires in the same

year.

A Committee member who has served two consecutive, two-year terms may not serve a third consecutive term. However, the Committee member may thereafter be appointed for future terms following the end of their second term after waiting at least 12 months for reappointment.

Section 4. Chair and Vice-Chair Appointment and Responsibilities

The Chair and Vice-Chair of the Committee shall be appointed on an annual basis by the Board. The Chair and Vice Chair shall serve for a term of 12 months; and no more than two consecutive terms. The Committee may nominate and recommend to the Board, members to serve as Chair or Vice Chair.

Committee recommendations are to be completed in November (or in the meeting month closest to the end of the calendar year) each year in order for appointments to be made at the December Board meeting prior to the expiration of the Chair and Vice-Chair's term.

The duties of the Chair are to preside at the meetings, and perform other duties assigned by the Board. The Chair, on behalf of the Committee, shall present reports to the Board that are necessary to execute any and all of the responsibilities of the Committee. The Chair may appoint Committee members to address special topics as needed.

The duties of the Vice-Chair are to perform the duties of the Chair, in the absence of the Chair. The Vice-Chair shall perform other duties as assigned by the Board.

Section 5. Participation

All members are expected to attend the scheduled meetings. If a member is unable to attend a scheduled meeting, the member must contact staff or the Chair at least 24 hours or one business day in advance, except in cases of an emergency. The Chair may excuse the absence of a member for good cause. A member who fails to notify the Committee for two consecutive meetings, or misses more than two meetings over a one-year period, will be reported to the Board, and the Board may declare that member's position vacant.

Section 6. Removal and Vacancies

Members of the Committee shall serve at the pleasure of the Board, and may be removed with or without cause at any time, at the sole discretion of the Board.

The Committee may recommend removal of one of its members to the Board by vote of the majority of all its voting members. Such recommendation to the Board shall include the reasons for the recommendation.

When a vacancy occurs, the Board may elect to fill the vacant position and the person so appointed will hold their position for the balance of the unexpired term of their predecessor, which term of service shall not be considered in connection with limitations on term of service under Article III, Section 3 of these Bylaws. The Board may select an appointee from among

people expressing an interest in such appointment, or from a call of applications for the position. Appointments are subject to the requirements of Article III, Sections 1 and 2 of these Bylaws.

Section 7. Staff Role and Responsibility

The District General Manager will designate staff to prepare meeting notices, agendas, and minutes for the Committee. Staff will assist the Committee in orientation, and the preparation and presentation of background information concerning agenda items. Staff will advise and furnish technical assistance as appropriate to carry out the Committee's work.

ARTICLE IV MEETINGS

Section 1. Frequency

The Committee shall meet as often as necessary to carry out its responsibilities, but no fewer than two times per year. Staff will collaborate with the Chair to determine meeting schedules.

Section 2. Agendas

Staff will consult with the Chair and the Board Liaison in developing meeting agendas. Staff will be responsible for distributing the final agenda and preparing or compiling the associated agenda materials for each meeting.

The agenda and other materials related to any agenda action item will be distributed in advance of the meeting and may be provided in paper or electronic format.

Section 3. Quorum and Voting

A quorum of the Committee shall consist of a majority of all the members. A quorum must be present to conduct any official business.

Each member of the Committee has one vote. All actions of the Committee will be by a motion passed by a majority of the members present, either physically or virtually, and voting at a meeting where a quorum is present.

The chair will be entitled to vote.

Section 4. Minutes

Committee meeting minutes will be prepared and distributed by staff. Minutes will note major points discussed, any conclusions reached, and any actions taken.

Section 5. Recommendations to the Board

The Chair or their designee may present recommendations of the Committee to the District General Manager or Board in person or in writing.

Section 6. Meeting Protocols and Interactions

Conduct: Committee members must conduct themselves in a respectful and professional manner when engaging with the public, the Board, staff, and one another. Members are expected to listen, consider different perspectives, and communicate constructively.

Discussion Procedures: The majority of each meeting will focus on discussing relevant issues and developing recommendations for the Board. Discussions will occur only after staff has provided necessary briefings and presentations.

Meeting Decorum: The following principles shall be observed:

1. Adherence to Agenda: Members shall focus on agenda topics to ensure efficient use of time and resources.
2. Equal Participation: Members shall allow equitable contributions to discussions.
3. Conflict Resolution: Disagreements shall be addressed constructively, with an emphasis on solutions.

Representation: Committee members shall accurately represent the Committee's recommendations when communicating externally.

ARTICLE V AMENDMENTS

The Board shall have the authority to amend these Bylaws at any meeting of the Board. The Committee may propose amendments of these Bylaws to the Board of Directors.

Amended by Board Resolution No. 2022-02 on April 28, 2022

Previous versions adopted through Board Resolutions:

#2020-06 on July 23, 2020; and

#2018-08 on September 27, 2018

EXHIBIT A DEFINITIONS

The following definitions apply to rules in Chapter 732, Divisions 040, 042, and 044:

1. **Advisory Committee:** a committee established by a Qualified Entity to assist in carrying out the purposes of the STIF Formula Fund and to fulfill the advisory committee requirements set forth in ORS 184.761(1).
2. **Agency:** Oregon Department of Transportation (ODOT).
3. **Americans with Disabilities Act (ADA):** Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 as amended by the ADA Amendments Act of 2008.
4. **Biennium (plural, Biennia):** a two-year period which runs from July 1 of an odd-numbered year to June 30 of the next odd-numbered year.
5. **Calendar Year:** the year which begins on January 1 and ends on December 31.
6. **Capital Asset:** real property or tangible items purchased or leased with STIF Fund moneys, including vehicles and structures, with a purchase price of \$5,000 or more and a useful life of at least one year.
7. **Commission:** the Oregon Transportation Commission (“OTC”) established under ORS184.612.
8. **Discretionary Fund:** up to five percent of STIF funds to be disbursed to Public Transportation Service Providers, which includes Qualified Entities, through a competitive grant funding process, pursuant to ORS 184.758(1)(b).
9. **Fiscal Year:** the Agency’s fiscal year which begins on July 1 and ends on June 30.
10. **Governing Body:** means the decision-making body or board of a Qualified Entity.
11. **High percentage of Low-Income Households:** an area where the percentage of Low-Income Households is above the State of Oregon average number of Low-Income Households statewide in the same year.
12. **Intercommunity Discretionary Fund:** up to four percent of STIF funds to be disbursed to Public Transportation Providers through a competitive grant funding process, pursuant to ORS 184.758(1)(c).
13. **Intergovernmental Entity:** entities organized under ORS 190.010.
14. **Low-Income Household:** a household the total income of which does not exceed 200% of the poverty guidelines updated periodically in the Federal Register by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2) for the 48 Contiguous States and the District of Columbia.
15. **Local Plan:** a local or regional public transportation plan(s), which may include adopted policy(ies) that is developed and approved by the Governing Body of a Qualified Entity, Public Transportation Service Provider, or Metropolitan Planning Organization and which includes, at a minimum:
 - a. A planning horizon of at least four years;
 - b. An existing and future conditions analysis that includes:

- a. Current and forecast population and demographics, including locations of people who are often transit dependent, including low-income households, individuals of age 65 or older, youth, and individuals who are racially and ethnically diverse;
 - b. Locations of existing housing, employment centers, medical and social and human services centers, major destinations, and other locations with needs for public transportation services and programs;
 - c. Inventories of current Public Transportation Services located within, adjacent to, or with the reasonable potential to connect to the local or regional public transportation services, as applicable;
 - c. Prioritized lists of public transportation improvements and capital projects; and
 - d. Identified opportunities to coordinate public transportation services within and outside the county, district, or tribal area and with other agencies and areas to improve efficiency and effectiveness of service and reduce gaps in service.
 - e. Local Plans include, but are not limited to: Coordinated Public Transit Human Services Transportation Plans, Transportation System Plans, Transit Development Plans, and Transit Master Plans.
16. **Mass Transit District:** a district organized under ORS 267.010 to 267.390.
17. **Project:** a public transportation improvement activity or group of activities eligible for STIF moneys and a plan or proposal for which is included in a STIF Plan or in a grant application to a Qualified Entity or the Agency. Examples of project types include, but are not limited to: discrete activities, such as purchasing transit vehicles, planning, or operations; and groups of activities for a particular geographic area or new service, such as a new route that includes purchase of a transit vehicle, and maintenance and operations on the new route.
18. **Public Corporation:** an independent legal entity that was formed by legislative action, serves a public purpose, and is under exclusive public management or control.
19. **Public Transportation Advisory Committee (PTAC):** the ODOT Public Transportation Advisory Committee established by the Commission in 2000.
20. **Public Transportation Service Provider:** a Qualified Entity or a city, county, Special District, Intergovernmental Entity or any other political subdivision or municipal or Public Corporation that provides Public Transportation Services.
21. **Public Transportation Services:** any form of passenger transportation by car, bus, or other conveyance, either publicly or privately owned, which provides service to the general public (not including charter, sightseeing, or exclusive school bus service) on a regular and continuing basis. Such transportation may be for purposes such as health care, shopping, education, employment, public services, personal business, or recreation.
22. **Qualified Entity:** a county in which no part of a Mass Transit District or Transportation District exists, a Mass Transit District, a Transportation District or an Indian Tribe.
23. **Recipient:** a Qualified Entity or Public Transportation Service Provider that has a STIF Plan approved by the Commission or enters into an agreement directly with the Agency to receive STIF funds.

24. **Satisfactory Continuing Control:** the legal assurance that a Capital Asset will remain available to be used for its originally authorized purpose throughout its useful life or until disposition.
25. **Special District:** a service district organized under ORS 451.010(1)(h).
26. **STIF Formula Fund:** up to 90 percent of the Statewide Transportation Improvement funds to be disbursed to Qualified Entities conditioned upon the Commission's approval of a STIF Plan, pursuant to ORS 184.758(1)(a).
27. **STIF Fund:** the fund established under ORS 184.751.
28. **STIF Plan:** a public transportation improvement plan that is approved by a Governing Body and submitted to the Agency for review and approval by the Commission in order for the Qualified Entity to receive a share of the STIF Formula Fund.
29. **Statewide Transit Network:** the collection of all transit service that operates in Oregon.
30. **Sub-Recipient:** any entity that has entered into an agreement with a Recipient in order to complete one or more tasks specified in the agreement between the Agency and the Recipient.
31. **Transportation District:** a district organized under ORS 267.510 to 267.650.



**SALEM AREA MASS TRANSIT DISTRICT
STATEWIDE TRANSPORTATION IMPROVEMENT FUND
ADVISORY COMMITTEE
BYLAWS
GOVERNING PROCEDURES AND CONDUCT**

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BYLAWS GOVERNING PROCEDURES AND CONDUCT OF

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THE STATEWIDE TRANSPORTATION IMPROVEMENT FUND ADVISORY COMMITTEE

OF SALEM AREA MASS TRANSIT DISTRICT

DEFINITIONS

High Percentage of Low-Income Households –

For purposes of evaluating projects seeking Statewide Transportation Improvement Funds (STIF), Salem Area Mass Transit District (SAMTD), in its role as the Qualified Entity, defines High Percentage of Low-Income Households as: geographic areas within Marion and Polk counties where there are more Low-Income Households (households with income less than 200% of the poverty level as defined by poverty guidelines updated periodically in the Federal Register by the U.S. Department of Health and Human Services under of 42 U.S.C. 9902(2) for the 48 Contiguous States and the District of Columbia) than households above this income level. As of the date of these Bylaws, the U.S. Census and American Community Survey (ACS) data is contained in the current Salem Area Mass Transit District Title VI Plan, in Part V: Demographic Analysis, Section V-7 Low-Income Population. In applying for STIF funding, transit improvements benefiting Low-Income Households may be demonstrated in the following manner: Fare programs that have a positive benefit for Low-Income Households; New route miles that provide service improvements to Low-Income Households, and areas benefitting individuals from Low-Income Households; New service hours that provide service improvements to Low-Income Households, and areas benefitting individuals from Low-Income Households; Purchases of new capital equipment or construction of new facilities that have a demonstrated improvement to Low-Income Households, and areas benefitting individuals from Low-Income Households; or Any combination of the aforementioned improvements that result in an overall improvement of services to Low-Income Households, and areas benefitting individuals from Low-Income Households.

Improvements benefiting Low-Income Households are not limited to services provided directly to areas with high percentages of Low-Income Households.

Improvements are also defined as services that connect individuals from Low-Income Households with employment, services, shopping, social

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centers, places of worship, etc. In evaluating the value of proposed improvements, this aspect is an important consideration.

Project –

A plan or project proposed by a Public Transportation Service Provider that is eligible for funding by the District with STIF monies.

Terms not otherwise defined in these Bylaws shall have the meaning set forth in ORS 184.751-184.766 or, if not defined therein, in the applicable implementing regulations (OAR Chapter 734 Division 40).

ARTICLE I

ADVISORY COMMITTEE: MISSION, PURPOSE, ROLES AND DUTIES RESPONSIBILITIES

Section 1. Purpose and Mission of the STIF Program

The State of Oregon has established a Statewide Transportation Improvement Fund ("STIF") for the purpose of financing and enhancing public transportation programs as provided under ORS 184.751-184.766. The Oregon Department of Transportation (ODOT) Rail and Public Transit Division administers the STIF program. Pursuant to State law, Salem Area Mass Transit District ("SAMTD" or "District") is the designated Qualified Entity eligible to receive STIF Funds for Marion and Polk Counties. The SAMTD Board of Directors hereby establishes an advisory committee to advise and assist the Board of Directors with regard to the District's STIF program within the two counties.

Pursuant to Oregon Administrative Rule 732-040-0030, the Salem Area Mass Transit District ("District") Board of Directors ("Board") shall appoint a State Transportation Improvement Fund Advisory Committee ("Committee"). The Committee serves as an advisory body to assist the District in carrying out the purposes of the Statewide Transportation Improvement Fund (STIF) and to advise on the prioritization of Projects to be funded by STIF moneys received by the District.

Section 2. Committee Name and Purpose

The name of the committee is the Statewide Transportation Improvement Fund Advisory Committee, also referred to as the STIFAC, hereinafter "Committee". The purpose of the Committee is to advise and assist the SAMTD Board of Directors in prioritizing the Projects to be funded as part of the District's STIF Plan.

The purpose of the Committee is to advise and assist the Board in:

1. Prioritizing Projects to be funded as part of the District's STIF Plan; and
2. Identifying opportunities to coordinate STIF-funded Projects with other local or regional

Commented [KP1]: Shofi, I know there is an official definition of High Percentage of Low Income Households that is supposed to come out beginning of the new year correct? ALSO – will you look through the bylaws & definitions at the end and see if I covered everything here.

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List of definitions look good to me.

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Commented [SA4R3]: Agree.

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transportation programs and services to improve public transportation service delivery and reduce gaps in service.

Section 3. **Committee Procedures and Duties**

In a manner consistent with ORS 184.751-184.766 and implementing regulations, the Committee shall review every Project, and advise and assist the Board of Directors in prioritizing Projects. After a Project proposal is transmitted by the Board of Directors to the Chair of the Committee, the Chair will promptly distribute the Project proposal to members of the Committee. At the next regular meeting of the Committee following the distribution of the Project by at least 30 days, the Committee will set a schedule for its review, deliberation and recommendation of the Project. The schedule may be modified by the Committee upon a majority vote at any subsequent meeting.

Commented [SA5]: Is this accurate statement? I would double check with Allan.

The Committee may also advise the Board of Directors regarding opportunities to coordinate Projects with other local or regional transportation programs and services to improve service delivery and reduce gaps in service.

Commented [SA6]: Within QE jurisdiction boundary? What if someone from outside our QE area wants to submit application with a goal to reduce service gap. Also, I believe we don't want to set aside any STIF fund for regional coordination projects. Worth discussion with Allan or David

In addition, the Committee may propose changes to the policies or practices of the Board of Directors when the Committee considers that such changes are necessary to ensure that: (a) a public transportation service provider that has received funding under ORS 184.758 has applied the moneys received in accordance with and for the purposes described in the provider's plan or project proposal; and (b) a plan or project proposal submitted by a public transportation service provider does not fragment the provision of public transportation services.

The Committee will consider the following criteria when reviewing Projects:

- Whether the Project increases the frequency of bus service to areas with a high percentage of Low Income Individuals;
- Whether the Project expands bus routes and bus services to serve areas with a high percentage of Low Income Individuals;
- Whether the Project reduces fares for public transportation for Low Income Individuals;
- Whether the Project will procure buses that are powered by natural gas or electricity for use in areas with a population of 200,000 or more;
- Whether the Project will improve the frequency and reliability of service connections between communities inside and outside of the Qualified Entity's service area;
- Whether the Project increases the coordination between Public Transportation Service Providers to reduce fragmentation of service and fill service gaps;
- Whether the project provides student transit services for students in grades 9 through 12;

Commented [SA7]: Looks like we allow applications from outside QE service area but it is up to STIFAC members to recommend those projects for funding.

- ~~Whether the Project will maintain a productive service funded by the STIF Formula funds during a previous funding cycle; and~~
- ~~Other factors to be determined by the District such as geographic equity.~~

In a manner consistent with ORS 184.751-184.766 and OAR Chapter 732, Divisions 040, 042, and 044, the Committee shall:

1. Review every Project proposal transmitted by the Board and provide advice and recommendations regarding Project prioritization;
2. Consider the following criteria when reviewing Projects:

A. Whether the Project would:

- i. Increases the frequency of bus service to areas with a high percentage of Low-Income Households;
- ii. Expand bus routes and services to serve communities with a high percentage of Low-Income Households;
- iii. Reduce fares for public transportation in communities with a high percentage of Low-Income Households;
- iv. Result in procurement of buses powered by natural gas or electricity for use in areas with a population of 200,000 or more;
- v. Improve the frequency and reliability of service connections between communities inside and outside of the District's service area;
- vi. Increases the coordination between Public Transportation Service Providers to reduce fragmentation in the provision of public transportation service; or
- vii. Expands student transit services for students in grades 9 through 12.

A.B. Whether the Project maintains an existing, productive services previously funded by STIF Formula funds;

B.C. The extent to which the Project goal meet public transportation needs and are a responsible use of public funds;

C.D. Other factors as determined by the District, such as geographic equity.

- ~~2.3.~~ The Committee shall also review Projects under the STIF Discretionary and Intercommunity Funds. The Discretionary Fund is intended to provide a flexible funding source to improve public transportation in Oregon. It is not a source of ongoing

operations funding. The Intercommunity Discretionary Fund is for improving connections between communities and between communities and other key destinations important for a connected Statewide Transit Network. As a competitive funding source, ongoing operations Projects are subject to risk of not receiving continuous funding.

When reviewing a Project proposal for acceptance, rejection, or prioritization, the Committee shall consider the extent to which the Project:

A. Supports the purpose, as applicable, of the Discretionary Fund or the Intercommunity Discretionary Fund, as described in OAR 732-044-0000 and set forth in Section 3, above.

B. Meets the criteria established under OAR 732-044-0030(1), set forth below:

i. Improvement of Public Transportation Service to Low-Income Households;

ii. Improved Coordination between Public Transportation Service Providers and reduced fragmentation of Public Transportation Services;

iii. Consistency with Oregon Public Transportation goals, policies, and implementation plans, including:

- Integrated public transportation planning where affected communities planned or partnered to develop proposed Projects;
- Technological innovations that improve efficiencies and promote a seamless and easy to use Statewide Transit Network;
- Advancement of State greenhouse gas emission reduction goals;
- Support or improvement of a useful and well-connected Statewide Transit Network;
- Operations Projects that do not substantially rely on discretionary state funding beyond a pilot phase;
- Geographic equity or an ability to leverage other funds (these factors apply when all other priorities are held equal); and
-
- Other factors as determined by the Oregon Transportation Commission.

C. Meets any additional criteria established by the Oregon Transportation Commission.

ARTICLE II

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GOVERNANCE PROCEEDINGS

Section 1.4. Open Meetings and Records

All meetings shall be conducted according to Oregon's Public Meetings Law and are open to the public.

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~~The meetings shall be conducted in accordance with the provisions of the most current edition of Robert's Rules of Order for small boards. A record of each meeting will be kept with written minutes.~~

~~Regular meetings shall be scheduled with at least one-weeks' notice to the members and will be held in the Board Room of the District, unless a different place is designated from time to time, and so noticed in conformance with applicable laws. In compliance with Oregon Public Meeting Law, virtual means of attendance shall also be made available to ensure accessibility and participation by the public and Committee members. In the event of an emergency or special meeting, the District will notify all members no later than 24 hours prior to such meeting. A quorum of the Committee shall consist of a majority of all the members, and a quorum must be present for any business to be conducted. A majority vote of those members present is needed to approve any recommendation. No member may vote unless present.~~

~~The meetings shall be conducted according to Roberts Rules of Order, Newly Revised. A record of each meeting will be kept with written minutes.~~

~~Regular meetings shall be scheduled with at least one week's notice and will be held at the District's Administration Office; or such other place as designated by the District, and so noticed in conformance with applicable laws.~~

Commented [KP8]: Should we add physical or virtually present to this?

Commented [SA9R8]: I suggest we add "physically". Robert's Rule 12th edition suggested to add "physical" presence requirement for this kind of meeting.
https://www.ibabs.com/en/roberts-rules-of-order/electronic-meetings/#Roberts_Rules_for_electronic_voting

Commented [KP10]: Are we sure this is correct - For CAC & the BOD we use the 11th edition (for CAC we specify "Robert's Rules of Order for small boards (11th Ed.)")

Commented [SA11R10]: Not sure if we are really following 12th edition. Changes in 12th edition are: <chrome-extension://efaidnbmnnnibpcajpcgclefindmkaj/https://robertsrules.com/wp-content/uploads/2020/08/CHANGES-IN-12TH-ED-Adopted-by-Authorship-Team-SG-v2.pdf>

In my opinion, we should be consistent with our other meetings (CAC and BOD). Either we comply with 12th edition or stay in 11th edition for all.

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Section 2.5. Ethics

Members of the Committee must comply with the Oregon Ethics Laws, ORS Ch. 244, and must refrain from using the Committee member's position to obtain financial gain or avoid financial detriment to the member, relative, or business in which the member or relative has an interest. Members and their relatives and members of their household must refrain from accepting gifts in excess of \$50 in any calendar year from anyone who may have an interest in the actions or recommendations of the ~~STIF Advisory~~ Committee. In the case of any actual or potential conflict of interest, the Member must publicly announce the actual or potential conflict of interest.

~~Further, in the case of an actual conflict of interest, the member must refrain from participating in any discussion or vote on the matter, refrain from participating in any discussion or debate on the matter, disclose the same in writing to SAMTD Board of Directors and, unless there is a quorum of the members who do not have an actual or potential conflict of interest, the Committee shall request direction from the SAMTD Board of Directors prior to taking action on the matter.~~

ARTICLE III

Page 8 of 17 | SALEM AREA MASS TRANSIT DISTRICT STATEWIDE TRANSPORTATION IMPROVEMENT FUND
ADVISORY COMMITTEE BYLAWS

APPOINTMENT, MEMBERSHIP ~~ELIGIBILITY, REPRESENTATION~~QUALIFICATION, AND TERMS

Section 1. Appointment and Membership

Members of the Committee are appointed by the ~~SAMTD Board of Directors~~, and serve at the pleasure of the ~~SAMTD Board of Directors~~. The Committee is composed of no less than seven ~~(7)~~ members and no more than ~~eleven (11)~~ members. Each member must meet any one or more of the ~~eligibility and representations qualifications~~ identified in Article III, Section 2 ~~of these Bylaws~~ at the time of their appointment and for the duration of their term.

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~~The Committee must include at least one person who is or represents low-income individuals; people with disabilities, or individuals age 65 or older; and a Public Transportation Service Provider or non-profit public transportation service provider.~~

Commented [KP12]: This is listed below

The Board will ~~strive to~~ appoint Committee members ~~who represent a variety of perspectives, geographic areas, and population demographics within the community or as representatives of the community~~ from both within and outside District boundaries. ~~to the extent practicable. The Board will attempt to appoint members to the Committee who represent diverse interests, perspectives, geography, and the population demographics of the area.~~

Section 2. ~~Eligibility and Representation~~Qualification

~~District employees are not allowed to serve on the Committee. To serve as a member of the Committee, an individual be qualified to be appointed and continue to serve as a member of the Committee, the person must be knowledgeable about the public transportation needs of residents or employees located within or traveling to and or from the District and. In addition, to be qualified to be appointed and continue to serve, the person must be a member of or~~ represent any one or more of the following:

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- ~~L~~**ocal governments, including land use planners;** ~~Representatives from city or county governments who are involved in transportation planning, land use decisions, or community development.~~
- ~~P~~**ublic Transportation Service Providers;** ~~Individuals who operate or manage public transportation services, including bus, rail, or paratransit programs.~~
- ~~N~~**on-profit entities which provide public transportation services;** ~~Representatives from non-profit organizations that provide or support public transportation services.~~
- ~~N~~**eighboring public transportation service providers;** ~~Representatives from transit agencies outside the District's service area who may coordinate or connect with District services.~~
- ~~E~~**mployers;** ~~Individuals representing local businesses or organizations that have a stake~~

in employee transportation needs and access to transit.

- **Public health, social and human service providers**; Individuals from agencies or organizations providing health care, social services, or human services that rely on or are impacted by public transportation.
- **Transit users**; Individuals who regularly use public transportation services.
- **Transit users who depend on transit for accomplishing daily activities**; Individuals who rely on transit to access essential activities, such as work, school, healthcare, or other daily needs.
- **Individuals age 65 or older**;
- **People with disabilities**; Individuals with physical, sensory, or cognitive disabilities who rely on accessible public transportation options.
- **Low-income individuals**;
- **Social equity advocates**; Individuals who work to ensure equitable access to public transportation and consider the needs of underrepresented populations.
- **Environmental advocates**; Individuals who promote sustainable, low-emission, or environmentally friendly transportation solutions.
- **Bicycle and pedestrian advocates**; An individual who actively promotes, supports, and uses cycling infrastructure, and pedestrian-friendly initiatives, advocating for safe and accessible routes for non-motorized transportation.
- **People with limited English proficiency**; Individuals who represent the needs of people for whom English is not their primary language, ensuring accessible and equitable transit services.
- **Educational institutions; or**; Representatives from schools, colleges, or universities who provide input on student and staff transportation needs.
- **Major destinations for users of public transit**; Representatives from large employers, shopping centers, healthcare facilities, or other destinations that are key transit hubs.

The Committee must also include at least one member who is a member of or represents each of the following three groups:

- Low-income individuals;

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- Individuals age 65 or older or people with disabilities; and
- Public Transportation Service Providers or non-profit entities which provide public transportation services.

Section 3. Terms of Service

Committee members shall serve for a term of two years, commencing on January 1. Members are eligible for re-appointment for one term. Terms will be staggered so that no less than one-third and not more than one-half of the voting members have a term that expires in the same year.

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A Committee member who has served two consecutive, two-year terms may not serve a third consecutive term. However, the Committee member may thereafter be appointed for future terms following the end of their second term after waiting at least 12 months for reappointment.

~~initially either serve for a term of one year, or two years. The initial one year term will be from January 1, 2023 through December 31, 2023. The initial two year term will be from January 1, 2023 through December 31, 2024. In addition to the initial terms identified above, members will also serve during a period from the date of Board appointment through December 31, 2022. Member serving an initial one year term will be allowed to serve for a consecutive two year term, for a total of three years.~~

~~At the point of appointment by the Board of Directors, the members shall be assigned as follows:~~

Total Number of Members	Number of Members Serving Initial One Year Plus Term	Number of Members Serving Two Year Plus Term
7	4	3
8	4	4
9	5	4
10	5	5

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Section 4. Chair and Vice-Chair ~~Election~~ Appointment and Responsibilities

The Chair and Vice-Chair of the Committee shall be appointed on an annual basis by the Board ~~of Directors~~. The Chair and Vice Chair shall serve for a term of 12 months; and no more than two consecutive terms. The Committee may nominate and recommend to the Board, members to serve as Chair or Vice Chair.

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~~Committee recommendations are to be completed in November~~ Nominations for the Chair and Vice-Chair are to be held every December (or in the meeting month closest to the end of the calendar year) each year in order for appointments to be made at the December Board meeting prior to the expiration of the Chair and Vice-Chair's term.

The duties of the Chair are to preside at the meetings, and perform other duties assigned by the Board. The Chair, on behalf of the Committee, shall present reports to the Board that are necessary to execute any and all of the responsibilities of the Committee. The Chair may, ~~at the Board's direction,~~ appoint ~~sub-c~~ Committee members to address special topics as needed.

The duties of the Vice-Chair are to perform the duties of the Chair, in the absence of the Chair. The Vice-Chair shall perform other duties as assigned by the Board.

Section 5. Participation

All members are expected to attend the scheduled meetings. If a member is unable to attend a scheduled meeting, the member must contact staff or the Chair at least 24 hours or one business day in advance, except in cases of an emergency. The Chair may excuse the absence of a member for good cause. A member who fails to notify the Committee for two consecutive meetings, or misses more than two meetings over a one-~~year~~ period, will be reported to the ~~SAMTD~~ Board, and the Board may ~~terminate that member's term and~~ declare that member's position vacant.

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Section 6. Removal and Vacancies

Members of the Committee shall serve at the pleasure of the ~~SAMTD Board of Directors~~, and may be removed with or without cause at any time, ~~at the sole discretion of the Board of Directors~~.

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The Committee may recommend removal of one ~~of~~ its members to the ~~SAMTD Board of Directors~~ by vote of the majority of all its voting members ~~vote~~. Such recommendation to the Board shall include the reasons for the recommendation.

When a vacancy occurs, the ~~SAMTD Board of Directors~~ may elect to fill the vacant position and the person so appointed will hold their position for the balance of the unexpired term of their predecessor, which term of service shall not be considered in connection with limitations on term of service under Article III, Section 3 of these Bylaws. The ~~Board of Directors~~ may select an appointee from among people expressing an interest in such appointment, or from a call ~~of for~~ applications for the position. Appointments are subject to the requirements of Article III,

Sections 1 and 2 of these Bylaws.

Section 7. Staff Role and Responsibility

The ~~District SAMTD~~-General Manager will designate staff to prepare meeting notices, agendas, and minutes for the Committee. Staff will assist the Committee in orientation, and the preparation and presentation of background information concerning agenda items. Staff will advise and furnish technical assistance as appropriate to carry out the Committee's work.

ARTICLE IV ~~H~~ MEETINGS

Section 1. Frequency

The Committee ~~shall~~will meet as often as necessary to carry out ~~theits~~ responsibilities, ~~but no fewer than two times per year, of the Committee; however, the Committee shall meet at least two times each year.~~ Staff ~~and the Chair will~~ collaborate with the Chair to determine meeting ~~schedules, confer as to the meeting schedules. Meetings shall be held at the offices of SAMTD or other place designated by the District in consultation with the Chair, and so advertised in conformance with applicable laws.~~

Section 2. Agendas

Staff will consult with the Chair ~~and the Board Liaison~~ in developing meeting agendas. Staff will be responsible for distributing the final agenda ~~and including~~ preparing or compiling the associated agenda materials for each meeting.

The agenda and other ~~materials related to information associated with~~ any agenda action item will be distributed in advance of the meeting ~~and may be provided in paper or electronic format. These may be paper or electronic copies.~~

Section 3. Quorum and Voting

A quorum of the Committee shall consist of a majority of all the members. A quorum must be present ~~to conduct for~~ any ~~official~~ business ~~to be conducted~~.

Each member of the Committee has one ~~vote~~. All actions of the Committee will be by a motion passed by a majority of the members ~~present, either physically or virtually, present~~ and voting at a meeting where a quorum is present.

The chair will be entitled to vote.

~~Actions taken at the Committee shall be conducted under Roberts Rules of Order, Newly Revised, including special provisions applicable to small boards.~~ **Section 4. Minutes**

~~Committee meeting M~~minutes of Committee meetings will be prepared and distributed by staff.

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Commented [SA13]: We have received request for higher frequency meeting from one PTSP. I plan to discuss this in the next STIFAC meeting to get a consensus. Min of two per year is probably fine for now.

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Commented [SA14]: Should we say "physically present" like above (Article II Section 1 on page 3)?

Commented [KP15R14]: Physically or virtually aligns with our other advisory committees and Board.

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Commented [KP16]: Stated elsewhere / Redundant

Minutes will note major points discussed, ~~and~~ any conclusions reached, ~~and or any~~ actions taken.

Section 5. Recommendations to the ~~SAMTD Board of Directors~~

The Chair ~~or their and the Chair's~~ designee may present recommendations of the Committee to the ~~District SAMTD~~ General Manager or ~~SAMTD Board of Directors~~ in person or in writing.

Section 6. Meeting Protocols and Interactions

Conduct: Committee members must conduct themselves in a respectful and professional manner when engaging with the public, the Board, staff, and one another. Members are expected to listen, consider different perspectives, and communicate constructively.

Discussion Procedures: The majority of each meeting will focus on discussing relevant issues and developing recommendations for the Board. Discussions will occur only after staff has provided necessary briefings and presentations.

Meeting Decorum: The following principles shall be observed:

1. Adherence to Agenda: Members shall focus on agenda topics to ensure efficient use of time and resources.
2. Equal Participation: Members shall allow equitable contributions to discussions.
3. Conflict Resolution: Disagreements shall be addressed constructively, with an emphasis on solutions.

Representation: Committee members shall accurately represent the Committee's recommendations when communicating externally.

**ARTICLE IV
AMENDMENTS**

The ~~SAMTD Board of Directors~~ shall have the authority to amend these Bylaws at any meeting of the ~~Board of Directors~~. The Committee may propose amendments of these Bylaws to the Board of Directors.

Amended by Board Resolution No. 2022-02 on April 28, 2022
Previous versions adopted through Board Resolutions:
#2020-06 on July 23, 2020; and
#2018-08 on September 27, 2018

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EXHIBIT A DEFINITIONS

The following definitions apply to rules in Chapter 732, Divisions 040, 042, and 044:

1. **Advisory Committee:** a committee established by a Qualified Entity to assist in carrying out the purposes of the STIF Formula Fund and to fulfill the advisory committee requirements set forth in ORS 184.761(1).
2. **Agency:** Oregon Department of Transportation (ODOT).
3. **Americans with Disabilities Act (ADA):** Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 as amended by the ADA Amendments Act of 2008.
4. **Biennium (plural, Biennia):** a two-year period which runs from July 1 of an odd-numbered year to June 30 of the next odd-numbered year.
5. **Calendar Year:** the year which begins on January 1 and ends on December 31.
6. **Capital Asset:** real property or tangible items purchased or leased with STIF Fund moneys, including vehicles and structures, with a purchase price of \$5,000 or more and a useful life of at least one year.
7. **Commission:** the Oregon Transportation Commission (“OTC”) established under ORS 184.612.
8. **Discretionary Fund:** up to five percent of STIF funds to be disbursed to Public Transportation Service Providers, which includes Qualified Entities, through a competitive grant funding process, pursuant to ORS 184.758(1)(b).
9. **Fiscal Year:** the Agency’s fiscal year which begins on July 1 and ends on June 30.
10. **Governing Body:** means the decision-making body or board of a Qualified Entity.
11. **High percentage of Low-Income Households:** an area where the percentage of Low-Income Households is above the State of Oregon average number of Low-Income Households statewide in the same year.
12. **Intercommunity Discretionary Fund:** up to four percent of STIF funds to be disbursed to Public Transportation Providers through a competitive grant funding process, pursuant to ORS 184.758(1)(c).
13. **Intergovernmental Entity:** entities organized under ORS 190.010.
14. **Low-Income Household:** a household the total income of which does not exceed 200% of the poverty guidelines updated periodically in the Federal Register by the U.S. Department of Health and Human Services under the authority of 42 U.S.C. 9902(2) for the 48 Contiguous States and the District of Columbia.
15. **Local Plan:** a local or regional public transportation plan(s), which may include adopted policy(ies) that is developed and approved by the Governing Body of a Qualified Entity, Public Transportation Service Provider, or Metropolitan Planning Organization and which includes, at a minimum:
 - a. A planning horizon of at least four years;
 - b. An existing and future conditions analysis that includes:

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- a. Current and forecast population and demographics, including locations of people who are often transit dependent, including low-income households, individuals of age 65 or older, youth, and individuals who are racially and ethnically diverse;
- b. Locations of existing housing, employment centers, medical and social and human services centers, major destinations, and other locations with needs for public transportation services and programs;
- c. Inventories of current Public Transportation Services located within, adjacent to, or with the reasonable potential to connect to the local or regional public transportation services, as applicable;
- c. Prioritized lists of public transportation improvements and capital projects; and
- d. Identified opportunities to coordinate public transportation services within and outside the county, district, or tribal area and with other agencies and areas to improve efficiency and effectiveness of service and reduce gaps in service.
- e. Local Plans include, but are not limited to: Coordinated Public Transit Human Services Transportation Plans, Transportation System Plans, Transit Development Plans, and Transit Master Plans.

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- ~~4-16.~~ **Mass Transit District:** a district organized under ORS 267.010 to 267.390.
- 17. Project:** a public transportation improvement activity or group of activities eligible for STIF moneys and a plan or proposal for which is included in a STIF Plan or in a grant application to a Qualified Entity or the Agency. Examples of project types include, but are not limited to: discrete activities, such as purchasing transit vehicles, planning, or operations; and groups of activities for a particular geographic area or new service, such as a new route that includes purchase of a transit vehicle, and maintenance and operations on the new route.
- 18. Public Corporation:** an independent legal entity that was formed by legislative action, serves a public purpose, and is under exclusive public management or control.
- 19. Public Transportation Advisory Committee (PTAC):** the ODOT Public Transportation Advisory Committee established by the Commission in 2000.
- 20. Public Transportation Service Provider:** a Qualified Entity or a city, county, Special District, Intergovernmental Entity or any other political subdivision or municipal or Public Corporation that provides Public Transportation Services.
- 21. Public Transportation Services:** any form of passenger transportation by car, bus, or other conveyance, either publicly or privately owned, which provides service to the general public (not including charter, sightseeing, or exclusive school bus service) on a regular and continuing basis. Such transportation may be for purposes such as health care, shopping, education, employment, public services, personal business, or recreation.
- 22. Qualified Entity:** a county in which no part of a Mass Transit District or Transportation District exists, a Mass Transit District, a Transportation District or an Indian Tribe.
- 23. Recipient:** a Qualified Entity or Public Transportation Service Provider that has a STIF Plan approved by the Commission or enters into an agreement directly with the Agency to receive STIF funds.

24. **Satisfactory Continuing Control:** the legal assurance that a Capital Asset will remain available to be used for its originally authorized purpose throughout its useful life or until disposition.
25. **Special District:** a service district organized under ORS 451.010(1)(h).
26. **STIF Formula Fund:** up to 90 percent of the Statewide Transportation Improvement funds to be disbursed to Qualified Entities conditioned upon the Commission's approval of a STIF Plan, pursuant to ORS 184.758(1)(a).
27. **STIF Fund:** the fund established under ORS 184.751.
28. **STIF Plan:** a public transportation improvement plan that is approved by a Governing Body and submitted to the Agency for review and approval by the Commission in order for the Qualified Entity to receive a share of the STIF Formula Fund.
29. **Statewide Transit Network:** the collection of all transit service that operates in Oregon.
30. **Sub-Recipient:** any entity that has entered into an agreement with a Recipient in order to complete one or more tasks specified in the agreement between the Agency and the Recipient.
- 2-31. **Transportation District:** a district organized under ORS 267.510 to 267.650.

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**SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS
AMENDED AND RESTATED BYLAWS**

**Adopted with Amended Motion
Resolution No. 2026-XX
March 26, 2026**

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ARTICLE I

THE MASS TRANSIT DISTRICT

Section 1. Organization and Purpose

Salem Area Mass Transit District (“District”) is a mass transit district created pursuant to ORS 267.080 for the purpose of providing mass transit services within the Salem and Keizer areas. The legal and corporate name of the municipal corporation duly established under the laws of the State of Oregon, is the "Salem Area Mass Transit District."

Section 2. Office

The office of the District shall be located within the boundaries of the District in the State of Oregon. The Board may, from time to time, designate a different location for the office as it deems appropriate.

Section 3. Seal

The District may adopt a corporate seal. If adopted, the seal shall be circular and bear the name of the District and year of its organization.

Section 4. Powers and Authorities

The District shall have all powers, rights, and privileges granted to, or otherwise available to, municipal corporations of its class under the Constitution and laws of the State of Oregon. The District shall also be subject to all duties, obligations, liabilities, and limitations imposed on municipal corporations of like character.

ARTICLE II

BOARD OF DIRECTORS

Section 1. Purpose of the Board of Directors

The District shall be governed by a Board of Directors (“Board”). Directors serve as public officials, and are responsible for establishing District policy and setting strategic direction of the organization. The General Manager and District staff implement Board-adopted policies and exercises authority delegated by the Board.

Section 2. Appointment

All Directors shall be appointed by the Governor of the State of Oregon. Each Director, upon Senate confirmation and before assuming the duties of office, shall take and

subscribe to an oath to honestly, faithfully, and impartially perform the duties of a Director and to disclose any conflict of interest in matters before the Board.

No individual who is an employee of the District shall be eligible to serve as a Director. The Board shall make good faith efforts to encourage appointments that reflect the geographic, demographic, and socioeconomic composition of the community served by the District.

Section 3. Composition and Residency Requirements

The Board shall consist of seven Directors, each representing one of the seven distinct subdistricts within the District. Directors must reside in the subdistrict they represent. If a Director moves from their subdistrict during their term of service, they must immediately resign from the Board.

Section 4. Vacancies

In the event of a vacancy on the Board, the presiding officer shall direct the General Manager to notify the Governor's office of the vacancy and take such action as may be reasonably necessary to assist the Governor in seeking applications for and filling the vacancy.

Section 5. Terms

The term of a Director shall be four years. Each Director serves at the pleasure of the Governor. Before the expiration of a Director's term, a successor shall be appointed by the Governor. A Director is eligible for reappointment as determined by the Governor.

In the event of a vacancy for any cause, the Governor shall appoint a person to serve the remainder of the unexpired term. A Director whose term has expired shall continue to serve until a successor is appointed, unless relieved earlier by the Governor.

Section 6. Training

To comply with ORS 192.770, Directors shall complete annual training on Oregon's Public Meeting Law (ORS 192.610-192.705). The training, developed or approved by the Oregon Government Ethics Commission, may be provided through live sessions, online sessions or recorded formats.

Section 5. Board Acting as a Body

The Board shall act collectively in making decisions and in communicating those decisions. No individual Director may speak or act on behalf of the Board without prior authorization, unless otherwise specifically provided in these bylaws.

Section 6. Ethics and Conflicts of Interest

Directors are subject to Oregon's Government Ethics Law (ORS 244 and OAR 199), which govern the ethical performance of duties and the avoidance of perceived or actual conflicts of interest.

Without limiting the provisions of Oregon law:

- **Prohibited Interests During Tenure** – During their tenure, no Director may have any interest, directly or through an affiliate, in a contract prohibited by the District.
- **Prohibited Interest After Tenure** – No Director may, at any time within six months following the expiration of their tenure, have any interest in any prohibited contract awarded by the District during their tenure or within six months immediately following, whether directly or through an affiliate.
- **Disclosure and Abstention** – In the case of any actual or potential conflict of interest, the Director must publicly disclose the conflict before any action is taken. In the case of an actual conflict, the Director must refrain from participating in any discussion or vote on the matter.
- **Compliance with Law** – Directors must comply fully with Oregon law and applicable federal law regarding conflicts of interest, potential conflicts of interest, and statutory or regulatory standards of ethical conduct.
- **Definitions** – For purposes of this Section:

A. Interest in a prohibited contract – Exists if a Director, or their affiliate, is a party to, or an intended beneficiary of, a prohibited contract.

B. Affiliate – Includes:

- A Director's spouse, civil union partner, domestic partner, child, stepchild, sibling, stepsibling, child-in-law, parent or stepparent;
- Any child, stepchild, sibling, stepsibling, child-in-law, parent or stepparent of a Director's spouse;
- Any individual for whom the Director has a legal obligation to provide support or who provides benefits to the Director arising out of an employment relationship;

- Any business in which the Director or any of the foregoing persons is an officer, Director, partner, owner, agent or employee;
- Any corporation in which the Director or any of the foregoing owns or owned stock valued at \$1,000 or more in the preceding calendar year.

C. Prohibited contract – A contract or agreement to which the District is a party, or as to which the District is an intended beneficiary.

D. Economic interest – Exists if the Director or their affiliate would receive a financial, pecuniary, or other economic benefit.

Section 7. Resignation and Removal

A Director may resign at any time by submitting written notice of their intent to resign to the Board President.

Directors may be removed by the Governor at any time. Only the Governor has the authority to remove a Director prior to the expiration of their term.

In the event a Director violates applicable statutes, administrative rules, Oregon’s Public Meeting Law, ethics law, or District policies, the Board may, by majority vote, recommend the removal of the member to the Governor.

Section 8. Committees

A. Establishment and Authority

The presiding officer, or the Board by majority vote at any meeting where a quorum is present, may establish standing or special committees and appoint Directors and, where appropriate, community members or representatives of organizations to serve. At the time of appointment, the presiding officer or Board shall state the purpose and duties of the committee.

Committees shall perform only those duties assigned at the time of creation and remain subject to the direction and control of the Board. All committees shall have a chair elected as provided in the bylaws or governing document establishing the committee. Committee recommendations are advisory only unless expressly authorized by the Board.

B. Standing Advisory Committees

The purpose, organization, membership composition, terms of appointment, and procedures for filling vacancies of each standing advisory committee shall be set forth in attachments to these bylaws or, where applicable, in the committee's own bylaws.

C. Application of Bylaws

Unless otherwise provided, the provisions of these bylaws applicable to the Board shall apply to committees and their meetings to the extent relevant, substituting "committee" for "Board," "committee member" for "Director," and "committee chair" for "presiding officer."

D. Compensation

Directors and committee members serve without compensation unless approved by the Board and permitted by law, as confirmed by District legal counsel.

E. Board Subcommittees

Standing subcommittees composed solely of Directors shall not exceed three members and shall be established for the limited purpose of developing recommendations for consideration by the full Board.

F. Budget Advisory Committee

The District shall maintain a Budget Advisory Committee in accordance with ORS 294.414 and other applicable provisions of Oregon law. The Budget Advisory Committee shall consist of the Directors and an equal number of qualified electors appointed by the Board. The composition, terms, and procedures of the Budget Advisory Committee shall be governed by statute and by separate Budget Advisory Committee bylaws adopted by the Board.

G. Executive Subcommittee

The President, Vice-President, and Treasurer shall serve on the Executive Subcommittee. In the absence of a member, the Secretary may attend.

The Executive Subcommittee may meet at the discretion of the presiding officer to address emergency policy or legislative matters requiring action between regularly scheduled Board meetings. The Executive Subcommittee remains subject to the authority of the Board, and its actions shall not conflict with prior Board action on the same subject. To the extent practicable, matters requiring action should be referred to a special meeting of the Board.

ARTICLE III OFFICERS

Section 1. Elections

By majority vote of the full Board membership, the Board shall elect from among its Directors the following officers: President, Vice-President, Secretary, and Treasurer, with duties as provided in Article III, Section 2.

Elections shall be held at the first regular meeting in July of each odd-numbered year. Officers shall serve two-year terms, or until their successors are elected and qualified.

No officer may serve more than two consecutive terms in the same office; however, an officer may serve subsequent terms in a different office.

If a vacancy occurs in any office other than by expiration of the term, the Board shall fill the vacancy by election at the next regular meeting or when the need arises. The newly elected officer shall assume office immediately upon election and shall serve the remainder of the unexpired term.

Section 2. Authorities and Responsibilities of Officer Positions

- A. President:** The President shall call meetings to order at the appointed time, preside over all meetings, decide questions of order, and appoint chairs for committees, commissions, and task forces.
- B. Vice-President:** The Vice-President shall preside and perform the duties of the President in the President's absence.
- C. Secretary:** The Secretary shall attest to signatures of the District and may affix the seal to contracts and other instruments authorized to be executed by the District.
- D. Treasurer:** The Treasurer shall report on the financial status of the District, monitoring expenditure reports submitted by staff.

ARTICLE IV MEETINGS

The Board shall hold regular meetings, special meetings, and executive session meetings. Subcommittees established under these bylaws may also hold meetings as needed.

All regular, special, and executive session meetings are subject to the requirements of Oregon’s Public Meetings Law (ORS 192.610-192.705), including the notice requirements of ORS 192.640 and the notice of authority for executive session requirements of ORS 192.660.

Subcommittee meetings held for the purpose of conducting the business of the District, including developing recommendations to be presented to the Board, are also subject to the requirements of Oregon’s Public Meetings Law (ORS 192.610-192.705).

Section 1. Types of Meetings and Required Notice

A. Regular Meetings

Except for meetings cancelled or rescheduled in advance, the Board of Directors shall hold regular meetings on the evening of the fourth Thursday of each month. If the day fixed for a regular meeting falls on a day designated by law as a legal or national holiday, the meeting shall be held on another date and time as designated by the Board.

Regular meetings shall normally be held in the Board Room of the District, unless a different location is designated by the Board. In compliance with Oregon Public Meeting Law (ORS 192.610-192.705), the District shall provide virtual attendance options to ensure accessibility and participation for both the public and Directors.

No notice of regular meetings need be given to Board members. Public notice of time, place, and principal subjects of each meeting shall be provided in a manner reasonably calculated to give actual notice to interested persons. In the event an ordinance is to be considered at a meeting, the notice shall comply with the provisions of Article V.

B. Special Meetings

A special meeting of the Board may be called by the Board President or by a majority of the Directors. Notice of a special meeting shall be provided by the Clerk of the Board in accordance with Oregon’s Public Meeting Law (ORS 192.640), and shall be given at least 24 hours in advance to the news media that have requested notice, to the Board of Directors, and to the public.

Under no circumstances may a special meeting, unless it qualifies as an emergency meeting, be held with less than 24 hours’ notice. A special meeting is an open meeting,

and no business other than that described in the notice may be considered or acted upon at the meeting.

C. Emergency Meetings

An emergency meeting is a type of special meeting called with less than 24 hours' notice due to an actual emergency. The Board President or a majority of the Directors may call an emergency meeting. The Board must be able to articulate a valid reason why at least 24 hours' notice could not be given.

Notice of an emergency meeting shall be provided in a manner appropriate to the circumstances. The Clerk of the Board shall make reasonable efforts to notify the news media and other interested persons. Minutes of the meeting shall describe the emergency justifying the abbreviated notice.

D. Executive Sessions

The Board may hold executive sessions during regular, special, or emergency meetings after the presiding officer identifies the specific statutory authorization under Oregon's Public Meetings Law (ORS 192.610-192.705), for holding such an executive session.

If an executive session is the only portion of the meeting to be held, notice shall be provided to the news media that have requested notice, to Directors, and to the public, stating the specific provision of law authorizing the executive session.

Representatives of the news media shall be allowed to attend executive sessions, except for sessions relating to labor negotiations. The Board may require that specified information discussed in executive sessions remain confidential.

Section 2. Notices

A. Directors

Notices to Directors shall be deemed given when delivered in a manner reasonably calculated to provide notice, including but not limited to electronic communication, personal delivery, or mail, using the contact information most recently provided to the District.

B. Public

Public notice of all meetings shall be provided to any community member requesting such notice and shall be posted on the District website and social media platforms, or by other

means determined by the District to be reasonably calculated to provide actual notice to interested persons. Notice of public hearings or consideration of an ordinance shall also be published in one or more newspapers of general circulation within the District.

Section 3. Meeting Conduct

The Board President, or in their absence, the Vice-President, shall preside at all Board meetings. In the absence of both, the Secretary shall preside, and in the absence of the other officers, the Treasurer shall preside. The presiding officer may vote on all matters, make and second motions, and participate in discussions and debate. The presiding officer is responsible for maintaining order and decorum during all meetings and may, when necessary, appoint a Sergeant-at-Arms to assist in enforcing the rules of conduct and the orders of the presiding officer.

Time allotted for public testimony or comments at Board meetings, including public hearings, may be limited or extended for each speaker or subject at the discretion of the presiding officer or by majority vote of the Directors present. All questions and discussions from the public shall be addressed by the presiding officer, who shall recognize speakers, request that they identify themselves, and require comments to be confined to the matter under consideration. Direct discussion between audience members and Directors or District staff is permitted only at the discretion of the presiding officer.

Section 4. Quorum

A majority of the Directors, but in no case fewer than four, shall constitute a quorum for the transaction of business.

Section 5. Rules of Procedure

Meetings of the Board and its committees shall be conducted in accordance with the most current edition of *Robert's Rules of Order for Small Boards*, except where a specific statute, ordinance, or Board resolution provides otherwise.

Section 6. Public Meetings

All meetings of the Board and its committees shall be open to the public in accordance with Oregon's Public Meetings Law, except for executive sessions held pursuant to statute. Meeting may be conducted by telephone or other electronic means. For any meeting that is not an executive session, the District shall provide the public with at least

one physical location or one electronic means to observe or listen to the meeting in real time. The physical location provided need not include the presence of any Directors.

Section 7. Voting

All actions of the Board shall be decided by voice. If a vote is not unanimous, a show of hands or a roll call vote shall be taken. Any Director may request a roll call vote at any time.

Section 8. Minutes

The Secretary, or a person designated by the Board as the Clerk of the Board, shall keep a record of the proceedings and prepare minutes of all Board meetings. A full transcript or recording is not required, except as otherwise provided by law. Minutes must provide a true reflection of the matters discussed and the views of participants. They shall be made available to the public within a reasonable time after the meeting and must include at least:

- The names of all Directors present.
- All motions, proposals, resolutions, orders, ordinances, and measures proposed, and their disposition.
- The results of all votes, including each Director’s vote by name.
- The substance of any discussion on any matter.
- References to any documents discussed, without affecting the status of the document under ORS192.311 through 192.478.

Minutes of executive sessions shall be maintained in the same manner, except that a recording, audio or digital, may be used in lieu of written minutes, and need not be transcribed unless required by law. Information discussed during executive session may be withheld from the public disclosure if releasing it would be inconsistent with the purpose of the executive session, except as otherwise ordered by a court pursuant to ORS 192.650(2).

ARTICLE V ORDINANCES

Section 1. Authority

The Board may adopt ordinances in accordance with these bylaws and Oregon law governing special districts, including ORS 198.510-198.530. Ordinances establish rules or regulations for the operation of the District.

Section 2. Notice

- A. Regular Ordinances:** Except in an emergency, no ordinance shall be considered unless included in the published agenda of a Board meeting. The agenda shall:
- State the time, date, and place of the meeting;
 - Provide a brief description of the ordinance; and
 - Note that copies are available at District offices may be posted on the District website.
- B. Publication:** The presiding officer shall publish a Notice of Proposed Ordinance not more than ten days nor less than four days before the meeting in one or more newspapers of general circulation within the District.
- C. Numbering:** Ordinances shall be consecutively numbered each calendar year and filed in the order adopted.

Section 3. Reading and Adoption

- A.** Except for emergency ordinances, each ordinance shall be read at a regular Board meeting and passed to the next regular meeting for a second reading. Reading may be by title only if copies are available to all attendees the Board so directs.
- B.** Adoption requires the affirmative vote of four Directors, except as provided for emergency ordinances.

Section 4. Emergency Ordinances

- A.** An emergency ordinance may be introduced, read once, and adopted at a regular or special Board meeting, without prior inclusion in a published agenda if it states the reasons requiring immediate action.
- B.** Adoption requires unanimous approval of all Directors present, with a quorum present

Section 5. Signing, Filing, and Publication

- A. Non-Emergency Ordinances:** Within seven days of adoption, ordinances shall be:
- Signed by the presiding officer;
 - Attested by the Clerk of the Board;
 - Filed in the District records; and
 - Filed with the Marion County Clerk for public inspection.
- B. Emergency Ordinance:** In addition to the above, notice of adoption shall be published within 15 days in one or more newspapers of general circulation. The notice shall:

- Briefly describe the ordinance;
- State the adoption and effective dates; and
- Indicate where a copy may be inspected.

Section 6. Effective Date

- A.** Non-emergency ordinances take effect on the 30th day after adoption unless a later date is specified or the ordinance is referred to District voters.
- B.** Emergency ordinances take effect immediately upon adoption.

ARTICLE VI RESOLUTIONS

Section 1. Authority

The Board may take action by resolutions except where Oregon law requires action by ordinance.

Section 2. Numbering and Filing

Resolutions shall be consecutively numbered each calendar year and filed in the order adopted.

Section 3. Adoption

A resolutions may be adopted by the affirmative vote of a majority of Directors present at a meeting where a quorum is present.

Section 4. Signing and Recordkeeping

All resolutions shall be signed by the presiding officer, attested by the Clerk of the Board, and filed in the District records.

ARTICLE VII GENERAL MANAGER

The General Manager shall manage the day-to-day operations of the District and administer the programs and policies adopted by the Board. The General Manager shall attend all meetings of the Board and may participate in discussion but shall have no vote. In the absence of the General Manager, the General Manager Pro Tempore shall attend and may participate in the same manner.

ARTICLE VIII MISCELLANEOUS

Section 1. Amendment

These bylaws may be revised or amended at any regular or special Board meeting by a majority vote of the full Board, except as otherwise provided herein. Proposed revisions or amendments must be made available to each Director at least one week prior to the meeting at which they will be considered.

Section 2. Indemnification

To the fullest extent permitted by law, and except in cases of malfeasance, willful misconduct, or gross neglect of duty, the District shall defend, hold harmless, and indemnify each Director, officer, employee, and agent against any tort claim or demand, whether groundless or otherwise, arising from acts or omissions performed within the scope of their duties.

Expenses include reasonable attorney's fees and any costs of judgement or settlement. The District reserves the right to select the attorney who will provide services and receive compensation under this provision.

Such legal services and indemnification shall apply regardless of whether the District is a party to the underlying action or is itself subject to liability.



**SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS
AMENDED AND RESTATED BYLAWS**

**Adopted with Amended Motion
Resolution No. ~~2026-XX2020-08~~
~~August 27, 2020~~ March 26, 2026**

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RULE 1 ARTICLE I
THE MASS TRANSIT – NAMED DISTRICT

Section 1.1. — Legal Name Organization and Purpose

Salem Area Mass Transit District ("District") is a mass transit district created pursuant to ORS 267.080 for the purpose of providing mass transit services within the Salem and Keizer areas. The legal and corporate name of the municipal corporation duly established under the pursuant to the laws of the State of Oregon, is the "Salem ALEM Area REA Mass ASS Transit RANSIT District ISTRICT,"

Section 2. Office

The office of the District shall be located within the boundaries of the District in the State of Oregon. The Board may, from time to time, designate a different location for the office as it deems appropriate.

1.2 — Other Names

~~The District may also, from time to time, adopt and use business names which may include, without limitation, "Cherriots."~~

RULE 2 — SEAL OF DISTRICT

Section 3. Seal

~~The District may adopt a corporate seal. If adopted, A seal shall not be required. If utilized, the seal of the District the seal shall be in the form of a circle ular and shall bear the name of the District and the year of its organization.~~

RULE 3 — OFFICE OF DISTRICT

~~The office of the District shall be at such place within the District boundaries, State of Oregon, as the District shall from time to time designate.~~

RULE 4 Section 4. — Powers and Authorities POWERS, RIGHTS AND LIABILITIES

~~By and in the corporate name, Tthe District shall have and exercise all powers, functions, rights, and privileges granted to, or otherwise available to, now and hereafter given to, and shall be subject to all the duties, obligations, liabilities and limitations now and hereafter imposed upon municipal corporations of its the same class under by the Cconstitution and laws of the State of Oregon, and The District shall also be subject to all duties, obligations, liabilities, and limitations imposed on municipal corporations of like character, have and exercise all other powers, functions, rights and privileges usually exercised by or which are incidental to, or inherent in, municipal corporations of like~~

~~character and degree. The District shall have all powers possible to have under the constitution and laws of this State.~~

Commented [KP1]: Simplified this section a little bit - it was redundant.

ARTICLE II ~~RULE 5~~ — ELIGIBILITY AND DUTIES OF THE BOARD

BOARD OF DIRECTORS

5.1 — Section 1. Purpose of the Board of Directors

~~The Salem Area Mass Transit District shall be governed by a Board of Directors (“Board”). Directors serve as public officials, and are responsible for establishing District policy and setting strategic direction of the organization. The General Manager and District staff implement Board-adopted policies and exercises authority delegated by the Board.~~

Section 2. Appointment Eligibility

~~All Directors shall be appointed by the Governor of the State of Oregon. Each Director, upon Senate confirmation and before assuming the duties of office, shall take and subscribe to an oath to honestly, faithfully, and impartially perform the duties of a Director and to disclose any conflict of interest in matters before the Board.~~

~~Any~~~~No~~ individual who is an employee of the District ~~is not~~~~shall be~~ eligible to serve as a ~~Director~~~~member of the governing Board of the Salem Area Mass Transit District.~~ ~~The Board shall make good faith efforts to encourage appointments that reflect the geographic, demographic, and socioeconomic composition of the community served by the District.~~

Commented [KP2]: Thoughts on adding inclusive language surrounding board eligibility/membership?

5.2 — Duties

~~The Board shall~~ ~~The Board shall provide the policy and legislative direction for the District.~~ **Section 3.- Composition and Residency Requirements**

Commented [KP3]: Dscussed Above in Purpose

~~The Board shall consist of seven Directors, each representing one of the seven distinct subdistricts within the District. Directors must reside in the subdistrict they represent. If a Director moves from their subdistrict during their term of service, they must immediately resign from the Board.~~

Section 4. ~~RULE 6~~ — BOARD VACANCIES Vacancies

~~In the event of a vacancy on the Board, the presiding officer shall direct the General Manager to notify the Governor’s office of the vacancy and take such action as may be~~

reasonably necessary to assist the Governor in seeking applications for and filling the vacancy.

Section 5. Terms

The term of a Director shall be four years. Each Director serves at the pleasure of the Governor. Before the expiration of a Director's term, a successor shall be appointed by the Governor. A Director is eligible for reappointment as determined by the Governor.

In the event of a vacancy for any cause, the Governor shall appoint a person to serve the remainder of the unexpired term. A Director whose term has expired shall continue to serve until a successor is appointed, unless relieved earlier by the Governor.

Section 6. Training

To comply with ORS 192.770, Directors shall complete annual training on Oregon's Public Meeting Law (ORS 192.610-192.705). The training, developed or approved by the Oregon Government Ethics Commission, may be provided through live sessions, online sessions or recorded formats.

Section 5. Board Acting as a Body~~RULE 7 — BOARD ACTING AS A BODY~~

The Board shall act ~~collectively as a body~~ in making ~~its~~ decisions and in communicating those decisions, announcing them. No ~~individual member~~ Director ~~may~~ shall speak or act on behalf ~~for~~ of the Board without prior authorization, ~~of the Board~~ unless otherwise specifically provided ~~for~~ in these bylaws.

RULE 8 — BOARD CONFLICT OF INTEREST~~Section 6. Ethics and Conflicts of Interest~~

Directors are subject to Oregon's Government Ethics Law (ORS 244 and OAR 199), which govern the ethical performance of duties and the avoidance of perceived or actual conflicts of interest.

Without ~~otherwise~~ limiting the provisions of Oregon law:

- **Prohibited Interests During Tenure** - During their tenure, No Board member Director may have, at any time during the member's tenure in office, have any interest, directly or through an affiliate, in a ~~in any prohibited~~ contract prohibited by the District, awarded by the District during the member's tenure in office, whether directly or through an affiliate.

~~Amended and Restated Board Bylaws~~

~~August 27, 2020~~

- ~~**Prohibited Interest After Tenure**~~ – ~~No~~ ~~No~~ ~~Board member~~ ~~Director~~ may ~~have~~, at any time within six ~~months~~ following the expiration of their ~~member's~~ tenure ~~in office~~, ~~have~~ any interest in any prohibited contract awarded by the District during their ~~member's~~ tenure ~~or within in office or the~~ six ~~months~~ ~~immediately following~~ ~~subsequent thereto~~, whether directly or through an affiliate.
- ~~**Disclosure and Abstention**~~ – In the case of any actual or potential conflict of interest, the ~~member~~ ~~Director~~ must publicly ~~disclose~~ ~~announce~~ the ~~actual or potential~~ conflict of interest before ~~any~~ action is taken. ~~Further, in~~ the case of an actual conflict of interest, the ~~member~~ ~~Director~~ must refrain from participating in any discussion or vote on the matter.
- ~~**Compliance with Law**~~ – ~~A~~ ~~Board member~~ ~~Directors~~ must ~~also fully~~ comply ~~fully~~ with Oregon law and applicable ~~F~~ federal law ~~regarding~~ ~~relating to~~ conflicts of interest, potential conflicts of interest, and statutory ~~and/or~~ regulatory standards of ethical conduct.
- ~~**Definitions**~~ – ~~For purposes of this Section:~~ ~~The following definitions apply for the purposes of this Rule:~~

~~**A. An "interest in a prohibited contract"**~~ – ~~e~~Exists if ~~the~~ ~~a~~ ~~Board member~~ ~~Director~~, or ~~their~~ ~~an~~ affiliate ~~of the Board member~~, is a party to, or an intended beneficiary of, a prohibited contract.

~~**B. An "affiliate"**~~ – ~~Includes:~~

- ~~is~~ ~~The~~ ~~A~~ ~~Board member's~~ ~~Director's~~ spouse, ~~civil union partner~~, ~~domestic partner~~, child, stepchild, sibling, stepsibling, ~~son~~ ~~child~~ ~~in-law~~, ~~daughter in-law~~, parent or stepparent;
- ~~a~~ ~~Any~~ child, stepchild, sibling, stepsibling, ~~child~~ ~~son~~ ~~in-law~~, ~~daughter in-law~~, parent or stepparent of a ~~spouse of the Board member~~ ~~Director's~~ ~~spouse~~;
- ~~Any~~ ~~an~~ individual for whom the ~~Board member~~ ~~Director~~ has a legal obligation to provide support; ~~or an individual for whom~~ ~~provides benefits to the Board member~~ ~~Director~~ ~~provides benefits~~, or from whom the ~~Board member~~ ~~receives benefits~~, arising out of an employment relationship;
- ~~Any~~ ~~a~~ business in which ~~any of the foregoing or the~~ ~~Board member~~ ~~Director~~ or ~~any of the foregoing persons~~ is an officer, ~~director~~ ~~Director~~, partner, owner, agent or employee;
- ~~or a~~ ~~Any~~ corporation in which ~~any of the~~ ~~Director or any of the~~ foregoing owns or owned stock ~~valued at~~ ~~worth~~ \$1,000 or more ~~at any point~~ in the preceding calendar year.

B.C. A “~~p~~Prohibited contract – ~~A contract~~ or agreement to which the District is a party, or as to which the District is an intended beneficiary.

C.D. An “~~e~~Economic interest” – ~~exists~~ Exists if the ~~Board member~~ Director or ~~an~~ their affiliate ~~of a Board member~~ would receive a financial, pecuniary, or other economic benefit.

Section 7. Resignation and Removal

A Director may resign at any time by submitting written notice of their intent to resign to the Board President.

Directors may be removed by the Governor at any time. Only the Governor has the authority to remove a Director prior to the expiration of their term.

In the event a Director violates applicable statutes, administrative rules, Oregon’s Public Meeting Law, ethics law, or District policies, the Board may, by majority vote, recommend the removal of the member to the Governor.

Section 8. Committees

A. Establishment and Authority

The presiding officer, or the Board by majority vote at any meeting where a quorum is present, may establish standing or special committees and appoint Directors and, where appropriate, community members or representatives of organizations to serve. At the time of appointment, the presiding officer or Board shall state the purpose and duties of the committee.

Committees shall perform only those duties assigned at the time of creation and remain subject to the direction and control of the Board. All committees shall have a chair elected as provided in the bylaws or governing document establishing the committee. Committee recommendations are advisory only unless expressly authorized by the Board.

B. Standing Advisory Committees

The purpose, organization, membership composition, terms of appointment, and procedures for filling vacancies of each standing advisory committee shall be set forth in attachments to these bylaws or, where applicable, in the committee's own bylaws.

C. Application of Bylaws

Unless otherwise provided, the provisions of these bylaws applicable to the Board shall apply to committees and their meetings to the extent relevant, substituting "committee" for "Board," "committee member" for "Director," and "committee chair" for "presiding officer."

D. Compensation

Directors and committee members serve without compensation unless approved by the Board and permitted by law, as confirmed by District legal counsel.

E. Board Subcommittees

Standing subcommittees composed solely of Directors shall not exceed three members and shall be established for the limited purpose of developing recommendations for consideration by the full Board.

F. Budget Advisory Committee

The District shall maintain a Budget Advisory Committee in accordance with ORS 294.414 and other applicable provisions of Oregon law. The Budget Advisory Committee shall consist of the Directors and an equal number of qualified electors appointed by the Board. The composition, terms, and procedures of the Budget Advisory Committee shall be governed by statute and by separate Budget Advisory Committee bylaws adopted by the Board.

G. Executive Subcommittee

The President, Vice-President, and Treasurer shall serve on the Executive Subcommittee. In the absence of a member, the Secretary may attend.

The Executive Subcommittee may meet at the discretion of the presiding officer to address emergency policy or legislative matters requiring action between regularly scheduled Board meetings. The Executive Subcommittee remains subject to the authority of the Board, and its actions shall not conflict with prior Board action on the same subject.

To the extent practicable, matters requiring action should be referred to a special meeting of the Board.

ARTICLE III

OFFICERS

Section 1. Elections

By majority vote of the ~~whole full membership of the~~ Board membership, the Board shall ~~elect~~choose from among its ~~members~~ Directors the following officers: President, Vice-President, Secretary, and Treasurer, with duties as provided in Article III, Section 2, primary responsibilities as noted.

Elections shall be held at the first regular meeting in July of each odd-numbered year. Officers shall serve two-year terms, or until their successors are elected and qualified.

No officer may serve more than two consecutive terms in the same office; however, an officer may serve subsequent terms in a different office.

If a vacancy occurs in any office other than by expiration of the term, the Board shall fill the vacancy by election at the next regular meeting or when the need arises. The newly elected officer shall assume office immediately upon election and shall serve the remainder of the unexpired term.

Section 2. Authorities and Responsibilities of Officer Positions

A. ~~President:~~ — 9.1 — President

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

A. ~~Vice-President:~~

A. — 9.2 — Vice President

B. The ~~V~~vice-~~p~~president shall preside and perform the duties of the ~~p~~president, in the ~~President's~~ his/her absence.

B. ~~Secretary:~~

B. — 9.3 — Secretary

Commented [KP4]: Question for Legal: Should this say "Whole Membership" - What if someone is absent?

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

~~C.~~ **Treasurer:**

~~C.~~ ~~9.4~~ ~~Treasurer~~

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

ARTICLE IV

MEETINGS

~~The Board shall hold regular meetings, special meetings, and executive session meetings. Subcommittees established under these bylaws may also hold meetings as needed.~~

~~All regular, special, and executive session meetings are subject to the requirements of Oregon's Public Meetings Law (ORS 192.610-192.705), including the notice requirements of ORS 192.640 and the notice of authority for executive session requirements of ORS 192.660.~~

~~Subcommittee meetings held for the purpose of conducting the business of the District, including developing recommendations to be presented to the Board, are also subject to the requirements of Oregon's Public Meetings Law (ORS 192.610-192.705).~~

RULE 10 — ELECTION OF OFFICERS

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

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~~RULE 11 — REGULAR MEETINGS~~Section 1. Types of Meetings and Required Notice
~~11.1 Time~~

A. Regular Meetings

Except for meetings ~~cancelled or rescheduled in~~ ~~vacations announced in~~ advance, the Board of Directors shall hold regular meetings on the evening of the fourth Thursday of each month. ~~When~~ ~~if~~ the day fixed for any regular meeting falls ~~upon~~ ~~on~~ a day designated by law as a legal or national holiday, ~~such~~ ~~the~~ meeting shall be held on another date and time ~~as~~ designated by the Board.

~~1.~~

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~~2.~~ 11.2 Place

Regular meetings shall normally be held in the Board Room of the ~~Salem Area Mass Transit~~ District, unless a different ~~location~~ ~~place~~ is designated ~~by the Board~~ ~~from time to time~~. ~~In compliance with Oregon Public Meeting Law (ORS 192.610-192.705), the District shall provide virtual attendance options to ensure accessibility and participation for both the public and Directors.~~

~~11.3 Notice~~

No notice of regular meetings need be given to ~~the directors~~ ~~Board members~~. Public notice of time, place, and principal subjects of ~~each~~ meetings shall be ~~provided~~ ~~given~~ in a manner reasonably calculated to give actual notice to interested persons. In the event an ordinance is to be considered at a meeting, the notice shall comply with the provisions of ~~Rule 18~~ ~~Article V~~.

B. Special Meetings

A special meeting of the Board may be called by the Board President or by a majority of the Directors. Notice of a special meeting shall be provided by the Clerk of the Board in accordance with Oregon's Public Meeting Law (ORS 192.640), and shall be given at least 24 hours in advance to the news media that have requested notice, to the Board of Directors, and to the public.

Under no circumstances may a special meeting, unless it qualifies as an emergency meeting, be held with less than 24 hours' notice. A special meeting is an open meeting, and no business other than that described in the notice may be considered or acted upon at the meeting.

C. Emergency Meetings

An emergency meeting is a type of special meeting called with less than 24 hours' notice due to an actual emergency. The Board President or a majority of the Directors may call an emergency meeting. The Board must be able to articulate a valid reason why at least 24 hours' notice could not be given.

Notice of an emergency meeting shall be provided in a manner appropriate to the circumstances. The Clerk of the Board shall make reasonable efforts to notify the news media and other interested persons. Minutes of the meeting shall describe the emergency justifying the abbreviated notice.

D. Executive Sessions

The Board may hold executive sessions during regular, special, or emergency meetings after the presiding officer identifies the specific statutory authorization under Oregon's Public Meetings Law (ORS 192.610-192.705), for holding such an executive session.

If an executive session is the only portion of the meeting to be held, notice shall be provided to the news media that have requested notice, to Directors, and to the public, stating the specific provision of law authorizing the executive session.

Representatives of the news media shall be allowed to attend executive sessions, except for sessions relating to labor negotiations. The Board may require that specified information discussed in executive sessions remain confidential.

~~3. _____~~

~~4. **RULE 12 — ADJOURNING MEETINGS**~~

~~5. Meetings may be adjourned, and a special meeting called, to be held at a specific time and place before the day of the next regular meeting. A meeting may be adjourned by the vote of the majority of the members present, even in the absence of a quorum.~~

~~**RULE 13. — SPECIAL MEETINGS**~~

~~1. **13.1 Call**~~

~~2. The president of the Board or a majority of the directors may call a special meeting. A special meeting may also be called as provided in Rule 12.~~

~~_____ **13.2 Notice**~~

~~At least twenty four (24) hours' notice of special meetings shall be given to the news media which have requested notice, the Board of Directors, and the public.~~

~~**RULE 14 — EMERGENCY MEETINGS**~~

~~_____ **14.1 Call**~~

~~The president of the Board or a majority of the directors may call emergency meetings.~~

~~_____ **14.2 Notice**~~

~~In case of an actual emergency, a meeting may be held upon such notice as is appropriate to the circumstances, and the minutes for such a meeting shall describe the emergency justifying less than 24 hours' notice.~~

~~**RULE 15 — EXECUTIVE SESSIONS**~~

~~The Board of Directors may hold executive sessions during a regular, special or emergency meeting after the presiding officer has identified the authorization under ORS 192.610 to 192.690 for holding of such executive session.~~

~~_____ **15.1 Notice**~~

~~If an executive session only will be held, notice shall be given to the news media which have requested notice, members of the Board of Directors and to the general public, stating the specific provision of law authorizing the executive session.~~

~~_____ **15.2 Attendance by News Media**~~

~~Representatives of the news media shall be allowed to attend executive sessions, other than those relating to labor negotiations, but the governing body may require that specified information discussed in the executive session be undisclosed.~~

~~**RULE 16 — NOTICES** Section 2. Notices~~

A. Directors

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—16.1 Notices to Directors

Notices to ~~directors~~ Directors shall be deemed given when delivered in a manner reasonably calculated to provide notice, including but not limited to electronic communication, personal delivery, or mail, using the contact information most recently provided to the District. ~~person, when emailed to the email address last specified by the director in the records of the District office for the emailing of communications to the director, when sent by telephone, SMS or other form of electronic communication to the message number or address last specified by the director in the records of the District office for the electronic delivery of communications to the director, or when deposited in the United States mail with postage fully prepaid, directed to the address last specified by the director in the records of the District office for the mailing of communications to the director.~~

~~B.~~ B. Public

~~—16.2—~~ Public Notice

Public notice of all meetings shall be ~~provided~~ given to any community member requesting such notice and shall be posted on the District website and social media platforms, ~~the District's Twitter feed, the District's Facebook page, or in such~~ by other means ~~manner as the District determines~~ by the District from time to time to be reasonably calculated to ~~provide~~ give actual notice to interested persons, ~~or a combination of the foregoing.~~ Notice of public hearings or consideration of an ordinance shall also be ~~published~~ given in one or more newspapers of general circulation within the District.

Section 3. Meeting Conduct

RULE 17 — CONDUCT OF MEETINGS

17.1 — Presiding Officer

The ~~Board P~~ resident, ~~or~~ and in their ~~president's~~ absence, the ~~V~~ vice-p resident, shall preside at all Board ~~-meetings of the District directors.~~ In the absence of both, the ~~s~~ Secretary shall preside, and in the absence of the other officers, the ~~t~~ Treasurer shall preside.

The presiding officer ~~shall~~ may vote on all matters, ~~and may~~ make and second motions, and participate in discussions and debate.

~~Amended and Restated Board Bylaws~~

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The presiding officer ~~shall be is~~ responsible ~~for to assure that order and decorum are~~ maintaining order and decorum during all meetings ~~of the Board. The president of the Board, and may~~, when necessary, ~~may~~ appoint a ~~Sergeant-at-Arms to assist in who shall have the responsibility to maintain order to~~ enforceing the rules of conduct, and ~~to enforce~~ the orders ~~given by of~~ the presiding officer.

Time ~~allotted for public testimony or comments at Board meetings, including public hearings, by members of the audience at public hearings or any Board meeting~~ may be limited or extended for each speaker ~~or and for each subject at the discretion of by~~ the presiding officer or by majority vote of the ~~members Directors~~ present. All questions and discussions ~~from the public shall be addressed by the presiding officer, who shall recognize speakers, request that they identify themselves, and require comments to be confined to the matter under consideration, by members of the audience shall be directed to the presiding officer.~~

Direct discussion between ~~audience members and of the audience and Board members Directors~~ or District ~~staff employees~~ is permitted only at the discretion of the presiding officer. ~~Every person desiring to speak shall first address the presiding officer, and upon recognition, shall give their name and shall confine his/her comments to the issue under consideration.~~

Section 4. Quorum

17.2 Quorum

~~A majority of the Directors, but in no case fewer than fFour (4) members, of the Board shall constitute a quorum for the transaction of business.~~

Section 5. Rules of Procedure

~~17.3 Rules~~

~~The provisions of Robert's Rules of Order for small boards (11th ed.) shall be the parliamentary procedure for meetings of the District Board and committees except when a specific rule is provided by statute or an ordinance or resolution of the Board. Meetings of the Board and its committees shall be conducted in accordance with the most current edition of Robert's Rules of Order for Small Boards, except where a specific statute, ordinance, or Board resolution provides otherwise.~~

Section 6. Public Meetings~~17.4 Meetings to be Public~~

All meetings of the ~~District~~ Board and ~~its~~ committees shall be open to the public in accordance with Oregon's Public Meetings Law, subject to the applicable open meetings laws of the State of Oregon. Said meetings of the District Board and committees shall be open to the public except for ~~ting~~ executive sessions held pursuant to statute. A ~~meeting~~ may be conducted~~held~~ by telephone or other electronic means communication provided that, For any meeting that is not an executive session, the District unless the meeting is an executive session, the District shall provide~~make~~ available to the public with at least one physical location ~~place where~~, or at least one electronic means to observe or listen to the meeting in real time ~~by which, the public can listen to the communication at the time it occurs~~. The physical location provided need not include the presence of any Directors. A place provided may be a place where no member of the District Board is present.

Section 7. Voting

17.5—Matters to be Considered

~~Regular Meetings. At regular meetings and adjourned sessions of regular meetings, the Board of Directors can consider any matters they desire to consider, whether in the published agenda or not, except that an ordinance can only be considered at a regular meeting or an adjourned session of a regular meeting if consideration of that ordinance appeared in the published agenda for the regular meeting.~~

~~Special Meetings. At special meetings only those matters shall be considered that were specified in the notice of the meeting.~~

~~Emergency Meetings. At emergency meetings, only the emergency matters shall be considered.~~

17.6—Manner of Voting

~~All actions of Voting on all matters coming before the Board shall be decided by voice. If, except that if the a vote is not unanimous, a show of hands or a roll call vote shall be taken, required. In addition, aAny director-Director may also request a roll call vote at any time of the roll.~~

Section 8. Minutes

17.7—Minutes

The ~~secretary~~Secretary, or a person designated by the Board ~~of Directors~~ as ~~the Clerk of the Board~~Recording Secretary, shall keep a record of the proceedings and prepare

Commented [KP6]: This is already covered in meetings and is redundant.

~~Amended and Restated Board Bylaws~~

~~August 27, 2020~~

minutes of ~~all the District~~ Board meetings. ~~A Neither a full transcript nor a recording of the meeting is not~~ required, except as otherwise provided by law, ~~but the written minutes~~ must ~~provide give~~ a true reflection of the matters discussed ~~at the meeting~~ and the views of ~~the~~ participants. ~~They~~ All minutes shall be ~~made~~ available to the public within a reasonable time after the meeting, and ~~must shall~~ include at least ~~the following~~ information:

- ~~The names of All members of the Board of~~ Directors present.
-
- ~~All motions, proposals, resolutions, orders, ordinances, and measures proposed, and their disposition.~~
-
- ~~The results of all votes and, including, the vote of each director~~ Director's vote by name.
-
- ~~The substance of any discussion on any matter.~~
-
- ~~References to any documents discussed, Subject to and~~ without affecting the status of the document under ~~ORS 192.311 through 192.478 192.410 to 192.505,~~ a reference to any documents discussed at the meeting.

Minutes of executive sessions shall be ~~maintained in the kept the same manner, as the minutes of regular meetings,~~ except that ~~instead of written minutes,~~ a recording ~~of any executive session may be kept in the form of audio or digital a sound tape recording, may be used in lieu of written minutes, and which~~ need not be transcribed unless ~~otherwise provided required~~ by law. ~~Information Material, is for which an is authorized to be held, from disclosure unless~~ discussed during executive session may be withheld from the public disclosure if releasing it would be inconsistent with the purpose of the executive session, except as otherwise ordered by a court pursuant to ORS 192.650(2).

~~RULE 18~~ **ARTICLE V** ~~—~~

ORDINANCES

~~18.1~~ **Section 1. Publication of Agenda Authority**

~~The Board may adopt ordinances in accordance with these bylaws and Oregon law governing special districts, including ORS 198.510-198.530. Ordinances establish rules or regulations for the operation of the District.~~

Section 2. Notice

A. Regular Ordinances: Except in an emergency, ~~anno~~ ordinance shall ~~not~~ be considered ~~unless or voted upon by the Board unless the ordinance is~~ included in ~~the~~ published agenda of ~~the~~ Board meeting. The agenda shall:

- ~~of the meeting shall s~~State the time, date, and place of the meeting;
- ~~give~~Provide a brief description of the ordinance; ~~to be considered at the meeting,~~ and
- ~~state~~Note that copies ~~of the ordinance a~~are available at District offices. ~~The District may also make copies of the ordinance available~~ be posted on the District's web-site.

B. Publication: The presiding officer shall ~~publish~~ ~~cause~~ a Notice of Proposed Ordinance ~~to be published~~ not more than ten days nor less than four days before the meeting; in one or more newspapers of general circulation within the District. ~~The notice shall include all information required by Rule 18.1a.~~

C. Numbering: Ordinances shall be ~~numbered~~ consecutively numbered each calendar year and filed in the order ~~in which they are~~ adopted.

Section 3. Reading and ~~18.2~~ Adoption

A. ~~Except for emergency ordinances, as provided in Rule 18.3, before a~~ each ordinance shall be read at a regular Board meeting and passed to the next regular meeting for a second reading. Reading may be by title only if copies are available to all attendees the Board so directs. ~~is adopted it shall be read during a regular meeting of the District Board and passed to the next regular meeting for second reading. The reading of an ordinance shall be full and distinct unless at the meeting; a copy of the ordinance is available for each person who desires a copy; and the Board directs that the reading be by title only.~~

~~A.~~ Adoption requires

B. ~~Except as provided by Rule 18.3, the affirmative vote of four (4) Board members~~ Directors, except as provided for emergency ordinances is required to adopt an ordinance.

Section 4. ~~18.3~~ Emergency Ordinances

A. ~~An~~ An ordinance to meet an emergency ordinance may be introduced, read once, and adopted put on its final passage at a regular or special Board meeting, without prior

~~inclusion being described~~ in a published agenda, if it states the reasons requiring immediate action, ~~are described in the ordinance.~~

~~A.B. Adoption requires~~The unanimous approval of all Directors members of the Board present, ~~at the meeting, with~~ a quorum ~~being present, is required to adopt an emergency ordinance.~~

Section 5.18.4 — Signing, and Filing, and Publication

A. Non-Emergency Ordinances: ~~Within seven days of adoption, ordinances shall be:~~

- ~~•~~
- ~~• Within seven days after adoption of an ordinance, the enrolled ordinance shall be:~~
 - Signed by the presiding officer;
 - ~~• Attested by the person serving as Clerk of the Board Recording Secretary at the session at which the Board adopted the ordinance; and~~
- ~~•~~
- Filed in the District records; and
- Filed with the Marion County Clerk for public inspection. of the District.

~~B. A certified copy of each ordinance shall be filed with the Marion County Clerk, available for public inspection.~~

B. Emergency Ordinance: In addition to the above, notice of adoption shall be published within 15 days in one or more newspapers of general circulation. The notice shall:

- Briefly describe the ordinance;
- State the adoption and effective dates; and
- Indicate where a copy may be inspected.

~~Section 6. In addition to all actions described in Rule 18.4a, the following actions are required:~~

~~Within fifteen days after adoption of an emergency ordinance, notice of the adoption of the ordinance shall be published in one or more newspapers of general circulation within the District. The notice shall: a) Briefly describe the ordinance; b) State the date when the ordinance was adopted and the effective date of the ordinance; and State that a copy is on file in the District offices and at the Marion County Clerk, available for public inspection.~~

~~18.5 — Effective Date~~

~~A. Non-emergency~~ Except for an emergency ordinance, an ordinance shall take effect on the 30th day after ~~it is adopted~~ it is adopted, unless a later date is specified or the ordinance is referred to District voters, prescribed by the ordinance. If an ordinance is referred to the voters of the District, it shall not take effect until approved by a majority of those voting on the ordinance. An

~~C.B.~~ Emergency ordinances may take effect immediately upon adoption.

~~RULE 19~~ **ARTICLE VI —
RESOLUTIONS**

Section 1. Authority

The Board may, ~~from time to time, choose to~~ take action ~~in the form of by~~ resolutions except ~~in those cases where~~ Oregon law requires action ~~in the form of by~~ ordinance ~~is required by law~~.

Section 2. Numbering and Filing

Resolutions shall be ~~numbered~~ consecutively numbered each calendar year and filed in the order ~~in which they are~~ adopted.

Section 3. Adoption

~~A~~ Resolutions may be adopted by the affirmative vote of ~~the~~ majority of ~~the Board members~~ Directors present at ~~any~~ meeting ~~whereat which~~ a quorum is present.

Section 4. Signing and Recordkeeping

All Resolutions ~~shall~~ **must** be signed by the presiding officer, ~~and~~ attested by the Clerk of the Board ~~secretary, and then~~ filed in the District records ~~of the District~~.

RULE 20 — ARTICLE VII
GENERAL MANAGER

The General Manager shall manage the day-to-day operations of the District and administer the programs and policies adopted by the Board. The General Manager shall attend all meetings of the Board and may participate in ~~such meetings~~ discussion, but ~~shall have~~ no vote. In the absence of the General Manager, the General Manager Pro Tempore shall attend and may participate in the same manner.

ARTICLE VIII ~~RULE 21~~ **SMOKING**

~~Smoking in the rooms where the Board of Directors or any committee meets is prohibited.~~

RULE 22 ~~COMMITTEES~~

~~The president, from time to time, or the Board, by majority vote of its members at any meeting, may appoint Board members and other interested community members and representatives of groups and organizations to serve on standing or special committees. At the time of appointment of such members, the president shall state the purpose and duties of the committee. Any committee authorized by the Board shall perform the duties prescribed by the Board at the time the committee was created and shall be subject to the direction and control of the Board. All committees shall have a chairperson elected as provided in the bylaws establishing the committee. Recommendations of such committees shall be considered as advisory only.~~

~~The purpose of each standing advisory committee, any conditions expressed by the District on the committee's organization or conduct, the membership and terms of appointment, and procedures for filling vacancies, shall be included as attachments to these bylaws.~~

~~Except as may be specifically directed elsewhere in the bylaws, all provisions of these bylaws shall apply to committees and their meetings to the extent relevant, substituting "committee" for "Board", "committee members" for "directors", and "committee chairperson" for "president."~~

~~All members of the Board and committees serve without compensation, unless approved by the Board and, pursuant to formal opinion of the District's legal counsel, permitted by law.~~

~~Standing committees composed solely of members of the Board may not have more than three (3) members, and their sole purpose shall be to arrive at a specific recommendation for action to be taken by the full Board.~~

Commented [KP7]: This does not feel like a bylaw thing???

Commented [KP8]: Sara - Our CAC members and Board of Directors ride the bus for free – does this need to go in here somewhere?

22.1 Executive Committee

~~The president, vice president and treasurer shall serve on the Executive Committee. In the absence of a member of the Executive Committee the secretary may attend. The Executive Committee may meet at the discretion of the president to resolve any emergency policy or legislative issue that requires immediate action between regularly scheduled Board meetings. The Executive Committee is subject to the authority of the Board of Directors, and none of the acts of the Executive Committee shall conflict with action previously taken by the Board regarding the same subject. To the extent possible, such emergency actions should be deferred to a special meeting of the Board.~~

22.2 Budget Committee

~~Pursuant to the requirements and provisions of Section 294.336 of Oregon Revised Statutes, a budget committee shall consist of the Board and a like number of qualified electors of the District who shall be appointed pursuant to the following:~~

~~Prior to the first meeting of the Budget Committee in any given year, vacancies in the office of appointive members of the committee shall be filled by appointment of the Board.~~

~~Appointments to the Committee may, at the discretion of the Board be made as follows:~~

~~The Board member representing the subdistrict of the vacancy may recommend to the Board the appointment of a qualified elector. The Board member representing the subdistrict of the vacancy may call for applications for the Budget Committee.~~

~~Appointive members of the Budget Committee shall be appointed for terms of three years, and subsequently, upon recommendation of the Board members and subject to Board approval, may be reappointed to such position.~~

RULE 23 —

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Commented [KP11]: With the Budget Committee Bylaws going to the Board in March for Approval - I do not think this section is necessary here?

MISCELLANEOUS

Section 1. Amendment~~AMENDMENT~~

These bylaws, ~~as adopted by the District,~~ may be revised or amended at any regular or special ~~Board~~ meeting ~~of the Board~~ by a majority ~~vote of the majority~~ of the full ~~whole~~ ~~membership of the~~ Board, except as otherwise provided ~~in the bylaws herein;~~ ~~provided that copies of the p~~Proposed revisions or amendments must be ~~shall have been made~~ available to each ~~Board member~~ Director at least one ~~(1)~~ week prior to the ~~regular or special~~ meeting at which ~~proposed revisions or amendments are to be acted upon~~ they will be considered.

Section 2. RULE 24 ~~Indemnification~~INDEMNIFICATION

To the fullest extent permitted ~~provided~~ by law, and except in ~~the~~ cases of malfeasance, in ~~office or~~ willful misconduct, or gross ~~wanton~~ neglect of duty, the District shall defend, hold ~~save~~ harmless, and indemnify each Director ~~every Board member,~~ officer, employee, and agent against any tort claim or demand, whether groundless or otherwise, arising from ~~out of an alleged~~ acts or omissions performed within the scope of their ~~duties~~ occurring in the performance of duty.

Expenses include reasonable attorney's fees and any costs of judgement or settlement. The District reserves the right to select ~~shall have the right to choose~~ the attorney who ~~for whom services will be provided and services and receive~~ compensation paid pursuant ~~to~~ under this provision.

Such ~~Legal~~ legal services and indemnification shall apply regardless of whether ~~be provided by~~ the District under this provision ~~irrespective of whether or not the District~~ is a party to the underlying action or is ~~cause or~~ itself subject to liability.

BOARD MEETING MEMO – AGENDA ITEM 8.B

To: Board of Directors
From: Allan Pollock, General Manager
Date: February 26, 2026
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	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	

FINANCIAL IMPACT

None.

RECOMMENDATION

For informational only.

PROPOSED MOTION

None.