



**Salem Area Mass Transit District**  
**Board Of Directors Work Session Agenda Packet**

Thursday, April 9, 2026 at 5:30 p.m.

Members: Subdistrict #1 – Vacant, Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, Ian Davidson, Sara Duncan, Bill Holmstrom

---

**Available meeting formats:**

- In Person: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Join the Board Work Session via ZoomGov**
  - Meeting ID: 161 821 3987
  - Passcode: 200746
- Phone: (669) 254-5252

**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](mailto:clerkoftheboard@cherriots.org) or TTY 711 (Oregon Relay Service), at least 48 hours in advance of the meeting.

**Electronic Copies:** **Download agenda packets.**

**Email Distribution List:** To join the District's public meeting distribution list, email the Clerk of the Board at [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org).

---

**Formatos de reunión disponibles:**

- En persona: Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301
- **Únase a la sesión de trabajo de la Junta Directiva a través de ZoomGov.**
  - Meeting ID: 161 821 3987
  - Código de acceso: 200746
- **Teléfono:** (669) 216-1590

**Subtítulos (CC):** El subtítulo en directo está disponible 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](mailto:clerkoftheboard@cherriots.org) o TTY 711 (Servicio de Retransmisión de Oregón), al menos 48 horas antes de la reunión.

**Copias electrónicas:** **Descargar paquetes de la agenda.**

**Lista de distribución por correo electrónico:** Para unirse a la lista de distribución de reuniones públicas del Distrito, envíe un correo electrónico al secretario de la Junta a [clerkoftheboard@cherriots.org](mailto:clerkoftheboard@cherriots.org).

# AGENDA

---

## 1. CALL TO ORDER

- A. Note of Attendance for a Quorum
- B. Safety Minute – GM/DGM
- C. Announcements | Changes to Agenda

## 2. PRESENTATIONS

- A. None

## 3. DISCUSSIONS

- A. GM Job Description ..... 3
- B. Community Advisory Committee Work Plan ..... 8
- C. Task Force

## 4. GENERAL MANAGER COMMENTS

- A. Upcoming Board Agenda Items ..... 12
- B. Board Calendar ..... 15

## 5. ADJOURN

**Next Meeting: June 11, 2026**

## Work Session Memo – Item 3.A

**To:** Board of Directors  
**From:** Maria Hinojos Pressey, Board President  
**Date:** April 9, 2026  
**Subject:** Review the General Manager Job Description

---

General Manager Pollock has submitted his notice of intent to retire on July 21, 2026. In preparation for the recruitment and selection process there are several steps that must be accomplished prior to the Board meeting in executive session to discuss hiring a new general manager.

ORS 192.660(2)(a) states the governing body of a public body may hold an executive session to consider the employment of a public officer, employee, staff member or individual agent.

ORS 192.660(7) states the exception granted by subsection (2)(a) of this section does not apply to:

(d) The employment of the chief executive officer, other public officers, employees and staff members of a public body unless:

A: The public body has advertised the vacancy;

B: The public body has adopted regular hiring procedures;

C: In the case of an officer, the public has had the opportunity to comment on the employment of the officer; and

D: In the case of a chief executive officer, the governing body has adopted hiring standards, criteria, and policy directives in meetings open to the public in which the public has had the opportunity to comment on the standards, criteria, and policy directives.

The general manager job description was updated during a District-wide job description update project last summer. An initial review by the Board of the general manager job description occurred during the March 26<sup>th</sup> board meeting. The Board provided comment on the proposed job description and asked that the comments be incorporated into a revised version (see Attachment A) and brought to the April 9<sup>th</sup> work session for additional discussion.

If there is general consensus on the job description after the work session it will be brought to the April 23<sup>rd</sup> board meeting for final review and approval.



## General Manager

**Department:** General Manager  
**Employee Group:** Non-Represented  
**Reports To:** Board of Directors  
**FLSA Status:** Exempt  
**Approved By:**  
**Salary Grade:**

---

### Our Vision

We deliver valued mobility options that inspire community pride.

### Our Mission

Creating Community Connections

### Our Values

Communication • Humility • Excellence • Respect • Resourceful • Inclusive • Ownership •  
Transparency • Safety

---

### Nature of the Position

The General Manager reports directly to a seven-member Board of Directors appointed by the Governor from sub-districts within the system's boundaries. The General Manager is responsible for the overall planning, organizing, and directing of all services of the District, including staff support to the Board, general administrative functions, operations, and maintenance. The General Manager must effectively direct the District within the laws of the State of Oregon and the policies adopted by the Board of Directors. This individual is held accountable for the financial integrity of the District.

As the designated employee responsible for overseeing the EEO program, the General Manager is committed to upholding our Equal Employment Opportunity policies and ensuring compliance with all applicable federal, state, and local laws. The GM will lead efforts to foster a diverse, equitable, and inclusive workplace by monitoring EEO initiatives, addressing complaints, providing guidance on non-discriminatory practices, and ensuring that all employment decisions are made without regard to race, color, religion, gender, sexual orientation, national origin, age, disability, veteran status, or any other protected characteristic alongside the EEO Officer.

### Essential Duties and Responsibilities

Under Oregon Revised Statute 267.140, the General Manager shall:

- Have full charge of the acquisition, construction, maintenance and operations of the transit system of the District.
- Have full charge of the administration of the District's business affairs.
- Enforce all ordinances adopted by the Board.
- Administer the personnel system adopted by the Board and, except for officers appointed by the Board, appoint, discipline, or remove all officers and employees, subject to Oregon statutes and the Board's rules.

- Prepare and submit to the Board within 30 days after the end of each fiscal year a complete report of the finances and administrative activities of the District for that preceding fiscal year.
- Keep the Board advised as to the needs of the District.
- Prepare all plans and specifications for equipment acquisition or construction of improvements or facilities for the District.
- Cause to install and maintain a system of auditing and accounting that shows completely and at all times the financial condition of the District.
- Devote the entire working time of the General Manager to the business of the District.
- Perform such other duties as the Board requires by resolution.
- The ability to consistently adhere to a defined work schedule, and be present onsite, is crucial to the successful performance of this role's job duties and responsibilities because the essential duties of this role require reliable presence for planned or unplanned in-person meetings, and other interactions necessary to operate efficiently, including the communication of assignments to and from managers and direct reports, and other day-to-day activities to serve internal and public access needs.
- Perform additional duties as assigned.

Additional Essential **FunctionsDuties** and Responsibilities:

- Develop and promote a positive working atmosphere for District employees and clearly define expectations.
- Maintain ongoing effective oral and written communication with internal and external stakeholders.
- Oversee the preparation and management of the annual budget.
- In English, Communicate complex subjects and sensitive information, both orally and in writing, with other employees and the general public in a clear, concise, and logical manner, and have the ability to communicate effectively before groups; being able to do so in Spanish, as well, is a plus.
- Interact with employees, representatives of other agencies, vendors, and the general public using courtesy, tact, and good judgment.
- Work in a management team approach to discuss and resolve District-wide and General Manager Division policy issues.

**Knowledge, Skills, and Abilities**

- Demonstrated backgrounds in strategic planning, transit operations, labor relations and collective bargaining contract negotiation, property and lease management, and government finance mechanisms are preferable.
- Prior experience working for Boards, Commissions, or councils of elected/appointed officials is preferred.
- Demonstrated background working with Federal and State agencies such as the U.S. Department of Transportation, Federal Transit Administration, and equivalent state organizations should be evident.
- Comprehensive knowledge of the principles and practices involved in public transportation operations, including organization, routing, scheduling, and customer service principles.
- Comprehensive knowledge of public management principles and practices.

- Extensive knowledge of federal laws, regulations, and mandates about public transportation operations, ability to rapidly learn local and state laws and regulations as well as District policies and guidelines related to the operation of the District's public transportation systems.
- Extensive knowledge of transportation-related safety and security hazards and safety and security precautions involved in public transportation systems.
- Extensive knowledge of the principles and practices of public-sector labor relations and the administration of labor contracts.
- Extensive knowledge of budget formulation and administration.
- Considerable knowledge of public procurement principles and practices.
- Considerable knowledge of federal and state regulations related to contract administration.
- ~~Communicate complex subjects and sensitive information, both orally and in writing, with other employees and the general public in a clear, concise, and logical manner, and have the ability to communicate effectively before groups.~~
- Read, analyze, and interpret general business periodicals, transit-related journals, technical procedures, and governmental regulations.
- ~~Work in a management team approach to discussing and resolving District-wide and General Manager Division policy issues.~~
- ~~Use courtesy, tact, and good judgment when interacting with other employees, representatives of other agencies, vendors, and the general public.~~
- Work with mathematical concepts such as probability and statistics. Ability to apply fractions, percentages, ratios, and proportions to practical situations.
- Maintain confidential information.
- Be self-starting and proactive.
- Produce quality work while meeting time and budget commitments.
- Extensive skills in leading and working constructively with subordinate staff and effectively supervising staff.
- Extensive listening and negotiating skills.
- Considerable skill in operating a personal computer using word processing, spreadsheet, and database software applications.
- Perform job functions safely.

## Minimum Qualifications

- Bachelor's degree; Master's degree desired.
- Twelve (12) years of senior management experience that includes financial management, business administration, and leadership training sufficient to acquire the knowledge, ability, and skills necessary to perform the duties and responsibilities of the position; Public Sector employment a plus.
- Must present the District with a valid Oregon driver's license and must maintain a driving record that demonstrates adherence to safety and traffic laws and regulations, [only if driving District vehicles](#).
- Candidates with any satisfactory combination of related experience and training that equips them with the required knowledge, abilities, and skills for this position are encouraged to apply. SAMTD reserves the right to determine the equivalences of education and experience.

## Licenses, Certifications, and Other Requirements

- Degree in in Public Administration, Business Administration, or Transportation Management.
- Extensive ~~transportation~~~~transit~~-related experience is ~~required~~~~preferred~~.
- ~~Required experience navigating a labor union environment.~~

## Physical Requirements

- ~~Frequent use, moving, and lifting of a common administrative supplies and office equipment/technology such as, but not limited to a~~ calculator, phone, printer, computer, ~~writing utensils~~ and related hardware.
- ~~A person must be able to stand, sit, see, hear, talk, use hands to type~~
- ~~, handle, or feel tools or controls, and use hands and arms to reach~~ with or without a reasonable accommodation.

## Working Conditions

- Duties are performed both in the office and in the field.
- Occasional evening or weekend duties subject to call on a 24-hour basis.
- Must travel ~~occasionally~~ frequently to attend meetings and conferences.

*Job Descriptions are intended to present a descriptive list of the range of duties performed by employees in the position. They are not intended to reflect all duties performed within the job. Job descriptions are subject to revision and may be updated as appropriate to reflect operational changes within the role.*

*~~Essential Duties and Responsibilities include knowledge, skills, abilities, and other characteristics in this job description. Employees in this position must maintain the level of mental and physical fitness required to perform the essential functions of this classification with or without reasonable accommodation.~~*

*Employees in all positions must pass a background investigation, including criminal and employment investigations. Some positions require further screening, such as a pre-employment drug screen.*

## **ADA Statement**

*As applied to the workplace, applicants and employees must be qualified to perform the essential Functions, including essential knowledge, skills, and abilities of the job with or without reasonable accommodation. Essential functions may include required job functions performed infrequently as well as production standards related to the quality and quantity of work. If a person with a disability could meet job qualifications with a reasonable accommodation, Cherriots will work with the employee to accommodate the need. If Cherriots' accommodation is effective in allowing the employee to perform the essential functions of the job, it need not be the employee's preferred accommodation.*

## Work Session Memo - Item 3.B

**To:** Board of Directors  
**From:** Tom Dietz, Chief Operations Officer  
**Thru:** Allan Pollock, General Manager  
**Date:** April 9, 2026  
**Subject:** Community Advisory Committee Work Plan

---

The CAC Bylaws establish the framework for both work planning and meeting frequency.

Article I, Section 3 states that 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, to be reviewed annually during a joint work session.

Article IV, Section 1 states that meeting frequency will be determined by the work plan, with a minimum of quarterly meetings and a maximum of monthly meetings, coordinated with staff.

This work session is intended to support that process by providing an opportunity for discussion and alignment between the Board and CAC.

### **PROPOSED APPROACH:**

Staff has developed a proposed work plan and meeting schedule for consideration (Attachments A and B).

The proposed approach is organized into phases that:

- Build a shared understanding of system performance and community perception
- Incorporate both survey data and qualitative community input
- Support the CAC in developing informed, meaningful feedback for the Board

The proposed meeting schedule aligns with this phased approach and remains within the parameters established by the bylaws.

The Board and CAC may refine, modify, or develop an alternative approach consistent with their roles as outlined in the bylaws.

### **NEXT STEPS:**

Feedback received during this work session will inform refinements and/or development of the CAC work plan to be approved at the April board meeting.

# Community Advisory Committee (CAC)

## Proposed Work Plan

---

### Phase 1 Foundational Understanding

**Objective:** Establish a baseline understanding of current services, performance, community/customer perception, and capital project context.

**Tasks:**

- Presentation on FY26 survey results
- Performance report presentation
- Presentation on capital projects/South Salem Transit Center update
- Tour of Del Webb (optional)
- Communication training

**Result:**

- CAC members will have a consistent foundation of understanding that prepares members to interpret future survey results and engage in informed community conversations.
- 

### Phase 2: FY27 Survey Results

**Objective:** Ensure all CAC members are starting from an accurate foundation of understanding.

**Tasks:**

- Presentation or refresher on key findings from:
  - Customer Satisfaction Survey
  - Community Value Survey
- Identify:
  - What stands out as strengths to maintain
  - Where results show need for improvement
  - Where additional questions could provide clarification results

**Result:**

- Agreed-upon focus areas for community conversations (not solutions)
- 

### Phase 3: Structured Constituent Conversations

**Objective:** Gather qualitative insight that *adds context* to the survey results.

**Tasks:**

- CAC members will use a shared set of guiding questions, grounded in the agreed-upon focus areas.

Example Questions

1. Value & Awareness

The survey shows high awareness of Cherriots and strong perceived community value.

- *What does "value" mean to people in your networks?*
- *Where do they see the greatest benefit?*
- *Are there benefits they think are overlooked or misunderstood?*

2. Access & Use

Many community members don't currently ride, often due to car access.

- *What would need to change for transit to be more relevant to them?*
  - *What trips do they still see transit as essential for - even if they don't ride now?*
3. Strengths to Maintain  
Safety, cleanliness, reliability, and customer service rate well above national averages.
- *Which strengths matter most to people?*
  - *Which feels most fragile or important to protect?*

Framing for CAC members:

- These are listening conversations, not persuasion
- Capture themes, not individual opinions
- Note uncertainty, confusion, or tension - not just agreement

**Result:**

- CAC members bring summarized notes back to the committee, identifying overarching themes (not individual anecdotes)

#### **Phase 4: Synthesis & Deliberation**

**Objective:** Make use of constituent conversations in creating sharable, usable insight.

**Tasks:**

- Compare what CAC members heard across constituencies
- Identify:
  - Common themes
  - Meaningful differences between groups
  - Areas where survey results were confirmed, complicated, or challenged
- Discuss what the Board should understand, not what it should “do” (yet)

**Result:**

- A consensus among CAC members on thematic findings to share out with the Board of Directors (not recommendations yet)

#### **Phase 5: Recommendations to the Board**

**Objective:** Translate insight into guidance.

**Tasks:**

- CAC develops:
  - Key takeaways the Board should consider
  - Clarifications or questions the data alone didn't answer
  - Suggested areas for future focus, analysis, or engagement
  - Proposed prioritization of importance

**Result:**

- A concise memo or presentation to the Board:
  - “What we heard”
  - “What it suggests”
  - “What may warrant further consideration”

# Proposed Workplan Timeline

This timeline outlines activities for Phases 1-5 from April 2026 through April 2027.

The approach includes a pause in formal meetings from May through September 2026 (usually 2 meetings), while continuing to share reports and information. Monthly meetings will resume from October 2026 through April 2027.

---

## Phase 1: Foundational Understanding

**Timeline: April – December 2026**

- **April 2026**
  - Present FY26 Survey Results
- **May – September 2026 (no meetings; information sharing only)**
  - Provide reports, presentations, and other items from Board meetings to CAC members via email.
- **October 2026**
  - Annual Performance Report
- **November 2026**
  - Capital Projects Presentation
  - Tour of Del Webb (optional)
- **December 2026**
  - Communication Training

---

## Phase 2: FY27 Survey Results

**Timeline: January 2027**

---

## Phase 3: Structured Constituent Conversations

**Timeline: February – March 2027**

---

## Phase 4: Synthesis & Deliberation

**Timeline: March – April 2027**

---

## Phase 5: Recommendations to the Board

**Timeline: March – April 2027**

## Work Session Memo – Item 4.A

**To:** Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** April 9, 2026  
**Subject:** Upcoming Work Session and Board Meeting Agenda Items

---

### Upcoming Work Session and Board Agenda Items

#### April

##### 9<sup>th</sup> - Work Session

**Safety Minute – GM/DGM**

**Discussions/Presentations**

- CAC Work Plan Development – TD
- GM Job Description – AP
- Task Force – AP

##### 23<sup>rd</sup> - Board Meeting

**Safety Minute – GM/DGM**

**Action Items**

- Approve GM Job Description – AP
- Approve CAC Work Plan\* – TD

**Informational Items – None**

**Presentations**

State Legislative Update – AP

#### May

##### 5<sup>th</sup>, 7<sup>th</sup>, 12<sup>th</sup> - Budget Advisory Committee Meetings

**Safety Minute – Human Resources**

**Discussion & Action Item**

- Approve FY27 Proposed Budget

##### 14<sup>th</sup> - Work Session – CANCELED

**Safety Minute – Human Resources**

**Discussions/Presentations – None**

##### 28<sup>th</sup> - Board Meeting

**Safety Minute – Human Resources**

**Action Items**

- Adopt FY27 Board Meeting & Work Session Schedule\* – AP
- Q3 NTD Reportable Assault Data\* – CC
- Approve STIFAC Recommendation – 5310 Formula Funds – SA
- Adopt Resolution, Amending Board Policies – AP

**Informational Items – None**

**Presentations**

- Q3 Strategic Plan Report – AP
- Q3 Performance Report – SA
- Q3 Finance Report – DT

## June

### 11<sup>th</sup> - Work Session

#### Safety Minute – Operations

- APC Dashboard Presentation - SA
- COA - SA

### 25<sup>th</sup> : Board Meeting

#### Safety Minute – Operations

#### Budget Hearing

#### Action Items

- Approval of FY27 United Way Donation\* - AP
- Adopt Resolution No. 2026-XX to Adopt FY27 Budget – DT
- Approve Budget Amendment - DT

#### Informational Items - None

#### Presentations – None

## July

### 9<sup>th</sup> - Work Session

#### Safety Minute – Planning & Development

#### Discussions/Presentations – None

- Micromobility Feasibility Study - July

### 23<sup>rd</sup> - Board Meeting

#### Safety Minute – Planning & Development

#### Action Items

- Acceptance of the Preliminary FY26 Financial Report -DT

#### Informational Items

- Service Change Briefing for September 2026 - AP

#### Presentations - None

## August

### 13<sup>th</sup> - Work Session

#### Safety Minute – Safety & Security

#### Discussions/Presentations – None

### 27<sup>th</sup> - Board Meeting

#### Safety Minute – Safety & Security

#### Action Items

- Q4 NTD Reportable Assault Data\* - CC
- Board Committee Assignment - AP
- Year-End & Capital Project Highlights - DT

#### Informational Items

- Q4 Strategic Plan Report – AP
- FY26 Annual Commuter Options Report -SA

#### Presentations - None

### Items To Be Scheduled – Board Meeting

Agenda Item	Owner
Award of Contract for DW Fencing	CC
SSTC Land Acquisition	DT
Ordinance (1) XX, First Reading	AP
Ordinance (2) XX, First Reading	AP
Ordinance (1) XX, Second Reading	AP
Ordinance (2) XX, Second Reading	AP

### Items To Be Scheduled – Work Session

Agenda Item	Owner
Cybersecurity Assessment	DT
ITS & BEB Dashboard Demo	TD : SA
TSP Presentation	SA

### Recurring Agenda Items

<b>January</b>	Annual Approval Legislative Agenda Annual Survey Results	<b>July</b>	Biannual (Odd Years) Officer Election Annual Financial Report Service Briefing
<b>February</b>	Quarterly NTD Safety Reports	<b>August</b>	Annual Board Committee Assignment Annual Commuter Options Report Quarterly Safety NTD Reports
<b>March</b>	Service Briefing	<b>September</b>	Annual Performance Annual Safety & Risk Reports Annual Million-Mile Recognition
<b>April</b>	Quarterly NTD Safety Reports	<b>October</b>	Annual Approval Budget Calendar
<b>May</b>	Annual Board Mtg. Schedule Adoption	<b>November</b>	---
<b>June</b>	Annual United Way Donation Annual Budget Adoption	<b>December</b>	Annual AC Appointments Annual AC Officer Appointments Quarterly Safety NTD Reports Service Briefing

*AP-Allan Pollock , DT-David Trimble , CC-Cliff Carpentier , JR-Jaél Rose , SA-Shofi Azum , TD-Tom Dietz  
 \*Consent Calendar*

## Work Session Memo – Item 4.B

**To:** Board of Directors  
**From:** Allan Pollock, General Manager  
**Date:** April 9, 2026  
**Subject:** Board Calendar

### Board Calendar

#### Board & Committee Meetings

Date	Time	Event
Apr 9	5:30p	Board Work Session
Apr 10	1:30p	Board DEI Subcommittee Meeting
Apr 21	5:30p	Community Advisory Committee
Apr 23	5:30p	Board Meeting
May 1	TBD	Board DEI Subcommittee Meeting
May 5	5:30p	Budget Advisory Committee Meeting 1
May 7	5:30p	Budget Advisory Committee Meeting 2 (If Necessary)
May 12	5:30p	Budget Advisory Committee Meeting 3 (If Necessary)
May 14	5:30p	Board Work Session
May 28	5:30p	Board Meeting
Jun 5	TBD	Board DEI Subcommittee Meeting
Jun 11	5:30p	Board Work Session
Jun 25	5:30p	Board Meeting

#### District Events & Initiatives

Date	Time	Event
Apr 23		Take Your Child To Work Day
May 21	11:30a	Employee Appreciation Day

#### Community, Regional, & Industry Events

Date	Time	Event
Apr 12-14		APTA Legislative Conference – Washington, DC
May 17-20		APTA Mobility Conference – Salt Lake City, UT

#### Key Dates & Holidays

Date	Event
<b>Apr 15</b>	<b>Due Date: Board to file SEI Report through OGEC</b>
May 25	<b>Memorial Day:</b> Administrative Offices Closed & Saturday-level Bus Service
Jun 19	<b>Juneteenth:</b> Administrative Offices Closed & Saturday-level Bus Service