



**SALEM AREA MASS TRANSIT DISTRICT  
BOARD OF DIRECTORS**

**~ WORK SESSION ~**

Monday, January 9, 2017  
5:30 PM

Courthouse Square – Senator Hearing Room  
555 Court Street NE, Salem, Oregon 97301

**AGENDA**

- 1. CALL TO ORDER** (President Bob Krebs)
- 2. DISCUSSION**
  - a. Review Draft 2017 Legislative Priorities ..... **1-6**
  - b. Strategic Planning Discussion ..... **7-26**
- 3. GENERAL MANAGER COMMENTS**
  - a. Calendar Review ..... **27**
  - b. Upcoming Board Agenda Items ..... **28**
  - c. Draft Agenda for the January 26, 2017 Regular Meeting ..... **29-30**

**Mission**

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

**Values**

*Safety – Service Excellence – Communication – Innovation – Accountability*

**SPECIAL ACCOMODATIONS** Those individuals needing special accommodations such as sign or other language interpreters to participate in the Board meeting must request such services at least 48 hours prior to the meeting. Please direct your request to the Board Secretary at 503-588-2424. Hearing impaired please call Oregon Telecommunications Relay Service, 711.

**NECESIDADES ESPECIALES** Aquellos individuos que necesiten servicios especiales como Interpretes para el lenguaje de señales u otros, para participar en la reunión de la Junta, deben solicitar dichos servicios al menos 48 horas antes de la reunión. Por favor dirigir su solicitud al Secretario de la Junta al 503-588-2424. Las personas sordas por favor llamar al Servicio de Telecomunicaciones de Oregon, 711.

Salem-Keizer Transit ~ 555 Court St NE, Suite 5230 ~ Salem, OR 97301 Phone (503) 588-2424 ~ [www.cherriots.org](http://www.cherriots.org)





## 2017 FEDERAL LEGISLATIVE AGENDA

### GRANT REQUESTS

#### PROJECT DESCRIPTION

#### REQUEST

Because of the significant reduction in federal funding for buses in MAP-21 and other factors, the Salem Area Mass Transit District (SAMTD) is facing a significant bus replacement problem. SAMTD purchased 34 Orion VII CNG buses over a four year period from 2002 to 2005. **Twenty four of SAMTD's CNG buses reached the end of useful life status in 2015. To make matters more pressing, the CNG tanks on these twenty four buses expire in 2017 setting a hard deadline for replacement. Thus, more than 50% of the District's fleet will need significant replacement of resources within two years or service could be severely disrupted.**

Buses are a transit system's most valuable physical asset because good customer service is dependent on the condition of the fleet. SAMTD is committed to providing a system that is both responsive and improves and promotes environmental sustainability.

Thus, SAMTD is seeking funding for bus replacement from two FTA grant programs:

#### **Five Zero Emission Buses**

**\$ 4,068,875**

SAMTD is requesting funds to purchase five zero emission battery electric buses in the Low-No FTA grant program. SAMTD's no emissions electric bus deployment will be another step in further reducing its carbon footprint, improving air quality and helping achieve energy independence. The proposed project will deploy two BYD 40' K9M battery electric buses, three BYD 35' K9S battery electric buses, and five 80 KW depot chargers for overnight recharging. The 2017 Low-No program will award \$55 million in federal funds to transit agencies that seek to purchase state-of-the-art buses that significantly reduce carbon emissions.

#### **Twelve CNG Replacement Buses**

**\$ 4,560,000**

SAMTD is requesting funds to replace twelve compressed natural gas buses. The timely replacement of vehicles in the fleet is one of the fundamental programs necessary for a successful transit system.

#### **Regional Transit Center Construction**

**\$ 2,000,000**

The current transit and traffic network in the Salem-Keizer region needs significant improvement. Transit Centers are designed to enhance smart growth and development from both a business and residential perspective. SKT is proceeding with the development of three new Transit Centers to improve traffic flow, reduce commuter travel times and costs and increase ridership options for current and future riders. Keizer Transit Center, the first of four new transit centers, was completed in 2012.

The second Transit Center scheduled for construction is the South Salem Transit Center (SSTC). The SAMTD Board has adopted a Locally Preferred Alternative in the site selection process. Depending on grant funding, construction could begin in 2018. This facility will improve transit reliability to the regular transit rider, encourage use by new riders, and improve overall efficiency of the transit service. SSTC will contribute to a more stable work force by providing an appealing, reliable, and efficient transportation system.

SSTC will link frequent corridor service to neighborhood circulators. The design of the Transit Center will incorporate the following elements: a 6-10 bay bus transfer center, a park and ride lot with 40 to 100 spaces, indoor passenger waiting area with restrooms and customer amenities, bicycle facilities, energy efficiency features and opportunities for commercial development.

### **Intelligent Transportation System (ITS) Project**

**\$ 1,500,000**

Intelligent Transportation Systems (ITS) improves transit planning and the customer experience by providing rich analysis and real-time information through various web and mobile channels. ITS technology would provide valuable information for partner agencies such as data for traffic flow analysis or real-time, remote access to bus security cameras for emergency situations. Additionally, ITS technology provides valuable data on vehicle diagnostics, travel patterns, and passenger ridership for computer-aided dispatch and transit planning. ITS would expand and replace current SAMTD vehicle technology which is seriously outdated, beyond useful life, and in some cases no longer supported by the manufacturer.

## **POLICY ISSUES**

### **Extend and Make Permanent the Alternative Fuels Tax Credit**

The Alternative Fuels Tax Credit was been extended to December 31, 2016. The provision provides a tax credit for a portion of costs associated with alternative fuel use by transit systems. The District supports an extension through 2017 or a permanent extension of the provision as the annual impact of this legislation on operations is approximately \$170,000.

### **Health Retirement Account - VEBA**

SKT supports legislation that will provide northwest employees of political subdivisions, such as cities, counties, port districts, and fire districts, with more flexibility in designating beneficiaries for their Health Retirement Accounts when they pass away. Many political subdivisions in Washington, Oregon, and Idaho participate in voluntary employees' beneficiary association (VEBA) trusts which provide HRAs. A 2006 IRS ruling imposes rules on HRAs which cause participants in these plans to lose earned benefits if they die without a spouse or dependent. In 2008, Congress passed the Worker, Retiree, and Employer Recovery Act of 2008 (HR 7327) that addressed this situation for certain HRA plans (those created in conjunction with public retirement systems) but not all. A technical fix is needed to include plans established by or on behalf of a state or political subdivision. This is a non-controversial, technical fix to prior legislation.

#### Contact:

Allan Pollock, General Manager/CEO Salem-Keizer Transit, 503.588.2424, [allan.pollock@cherriots.org](mailto:allan.pollock@cherriots.org)  
Joel Rubin, CFM Strategic Communications, 202.347.9171, [joelr@cfmdc.com](mailto:joelr@cfmdc.com)



## 2017 STATE LEGISLATIVE AGENDA

Cherriots has established as its 2017 legislative priority the continuation of the state employee bus pass program.

Cherriots adopts the following legislative agenda:

- Continuation of the State Employee Bus Pass Program
- Transferability of Existing Energy Incentive Tax Credits
- Transportation Funding Package
- CMAQ Funding Process 2019 and beyond
- TNC Legislation – Uber/Lyft
- VW Settlement – Bus replacement, electric bus and infrastructure investments

In addition, Cherriots supports the Oregon Transit Association (OTA) legislative priorities for the 2017 legislative session:

- Support the Oregon Transportation Forum advocacy efforts concerning a 2017 transportation investment package that includes transit

There will be an estimated 2500 to 3000 bills introduced in the 2017 legislative session. With legislators able to pre-session file an unlimited amount of bills on any subject matter or issue, there is a significant chance that Cherriots will need to track dozens or hundreds of bills. As particular concepts work through the system, CFM will work with Cherriots leadership to monitor and report on any legislative vehicles which may impact the District and prepare an appropriate response.

Adopting these 2017 legislative priorities will allow your advocates and your staff to react quickly and appropriately to issues as they arise during a hectic legislative session.

Contact:

Dale Penn, CFM Strategic Communications  
(503) 510.2200 [dalep@cfmpdx.com](mailto:dalep@cfmpdx.com)

Allan Pollock, General Manager/CEO Cherriots  
503.588.2424 [allan.pollock@cherriots.org](mailto:allan.pollock@cherriots.org)

### **Continuation of the State Employee Bus Pass Program**

Cherriots was successful in restarting the State Employee Bus Pass Program (SEBP) in 2016 through a long and challenging advocacy effort with lawmakers. Despite wide support for the program among state workers and Salem-area legislators, the program was cut from the Department of Administrative Services budget during negotiations around the 2017-2019 Governor's Balanced Budget (GBB).

Oregon is facing a daunting \$1.4 billion budget hole due to ACA roll-up costs and unfunded PERS obligations, among other reasons. That budget hole required each agency to prepare budgets with 7-10% reductions in programs and services. Unfortunately, the program division administering the SEBP, Enterprise Asset Management, saw more than a \$7 million reduction in the GBB (over 10% based on continuing service level estimates) and was forced to reduce multiple services and programs.

Our advocacy efforts have already begun to seek adequate funding to continue the program through the next biennium. Due to the fragile financial situation facing the state, any allocation of funding is fraught with difficulty. Cherriots will make the case that the state's continued investment and leadership in transit for their employees has positive economic benefits and serves as an inspiration for other entities to follow their lead.

### **Transferability of Existing Energy Incentive Tax Credits**

Cherriots and other entities have conducted various projects that qualify for energy tax credits from the Oregon Department of Energy (ODOE). Tax exempt entities like Cherriots have no income tax liability and thus cannot use the credits themselves; however, they are permitted to sell the tax credits to entities who do have tax liability.

Unfortunately, many of these tax credits obtained in 2012 and 2013, including two held by Cherriots, are unable to be sold due to a faulty formula that valued the credits at too high of a rate. Without a legislative fix to this issue, nonprofits and local governments will lose the benefit of their earned tax credit.

Working with partners at the League of Oregon Cities and at the Association of Oregon Counties, Cherriots provided two solutions to an ODOE oversight committee that met during the summer: set the rate at sale and not at pre-certification OR have the state simply pay for the credits rather than having to use the sale and transfer to a third-party process.

Entities entered into an agreement with the State of Oregon to invest in green and renewable energy with the expectation that they would recoup some of those costs. That agreement has not been met due to the mishandling of the tax credits.

This issue is complicated by three main factors:

- 1) The issue can be confusing and requires multiple conversations before lawmakers are comfortable with the subject matter,
- 2) Recent negative attention on the ODOE EIP process due to a series of news articles has resulted in a challenging political situation for any resolution to succeed; and
- 3) Any solution will require identifying and allocating state general fund dollars.

### **Transportation Funding Package**

After the most recent attempt at a Transportation Package fizzled in 2015, legislators have been working hard to bring consensus and partnership to the contentious process of funding Oregon's transit, highways and multi-modal transportation needs. The Governor's Vision Panel released their report on transportation

package components earlier this year and immediately kick-started a statewide tour by the Legislature's Joint Transportation Preservation and Modernization Committee. Transit was a significant presence at each of these meetings and all parties acknowledge the need for a robust and comprehensive transit component in a final package. This component must include items that benefit small and urban transit districts as well as Oregon's larger metro districts.

Cherriots is working collaboratively with the OTA to monitor and participate in these discussions, many of which will take place behind closed doors and during the entirety of the legislative session.

### **CMAQ Funding Process – 2019 and Beyond**

Recent determinations made by the Federal Highway Administration have agreed with long-term assertions by the Salem-Keizer Area Transportation Study (SKATS) of their eligibility of Congestion Mitigation and Air Quality (CMAQ) federal funding. Cherriots, working collaboratively with the Mid-Willamette Valley Council of Governments, have advocated for the Oregon Transportation Commission (OTC) and the Department of Transportation to honor the correct distribution of CMAQ funds going forward and compensate Salem/Keizer for past years of eligibility payments. A negotiated proposal, developed by these partners, was presented and approved at the December 2016 OTC meeting.

Cherriots has been asked to participate in a stakeholder work group to address inequality in the CMAQ funding going forward. Monitoring the conversations, participating in the debate and assessing the political landscape will require diligent work to ensure Cherriots and your SKATS partners receive an equitable distribution of funding in 2019 onwards.

### **TNC or Ridesharing Legislation – Uber/Lyft**

Transportation Network Companies (TNC), including Lyft and Uber, provide app-based ride-sourcing services for the past few years. While their presence is currently limited in the Salem-Keizer area, discussions will continue among city leaders, community members and the public around the potential to see the companies expand into Cherriots' service area.

As of November of 2016, over 41 states have passed some type of TNC legislation and we expect that number to continue to increase. Last year, Washington regulated the insurance requirements of TNC drivers and companies while California now requires extensive background checks on drivers and additional protections for passengers' personal information.

Salem legislator Rep. Brian Clem is sponsoring legislation in 2017 that would allow the app to be used statewide, over and above local municipality rights. Uber attempted to enter the Salem area last year, but left due to regulatory requirements and low user count. The TNC company goals would also include placing into statute language securing the independent contractor status of TNC drivers versus employees of the company, which would make it cheaper for the TNC to operate.

### **VW Settlement**

The Volkswagen automobile company has recently agreed to a settlement of several federal, state and consumer claims related to the installation of deceitful emissions software on their vehicles. In addition to compensation for owners and lessees, the settlement contains requirements around promotion of zero emission vehicle technology and protecting the environment. In order to meet these requirements, the settlement provides \$2.7 billion to be distributed among states from a mitigation trust fund, of which Oregon will receive \$68.24 million.

The mitigation trust fund has a prescriptive list of eligible items and actions the money can be used to promote. The allowable projects of interest to Cherriots are replacement of transit buses (model years 1992 to 2009) and the purchase of new all electric vehicles, including charging infrastructure.

A Trustee will be appointed by the court within the next two months, establishing a timeline and process for Oregon to submit a mitigation plan to access the funding. Cherriots will be monitoring the process and may advocate for funding as the situation arises.

DRAFT

# Cherriots

## 2016-17 Strategic Plan Update

**Goal:**

- Present an updated strategic plan for Board adoption no later than the June 2017 meeting

**Purpose:**

- To provide a strategic document that sets the course for the next 12 years

Responsible Party	When	What	How
Board and Executive Leadership Team	January – March Work Session	<ul style="list-style-type: none"> <li>• Define the future and strategic pillar objectives</li> </ul>	<ul style="list-style-type: none"> <li>• What should Cherriots look like in 2020, 2025, and 2030. This is meant to be aspirational and support the organization’s vision. It depicts the ideal state.</li> <li>• Set the goals and outcomes of the organization</li> </ul>
Staff	January - May	<ul style="list-style-type: none"> <li>• Update background</li> <li>• Review and update definitions of values</li> <li>• Define strategic pillars</li> <li>• Select strategic pillar action items for FY 18 &amp; FY 19</li> </ul>	<ul style="list-style-type: none"> <li>• The introduction lays a foundation of the current situation and services we provide. Update narrative for today.</li> <li>• Create a common definition of the district values so that when a value is discussed we have a common meaning</li> <li>• Create a common definition of the six strategic pillars so that when a pillar is discussed we have a common meaning</li> <li>• How we achieve the outcomes</li> </ul>

# Cherriots

SALEM-KEIZER TRANSIT



# STRATEGIC PLAN

# FISCAL YEAR 2011/2012

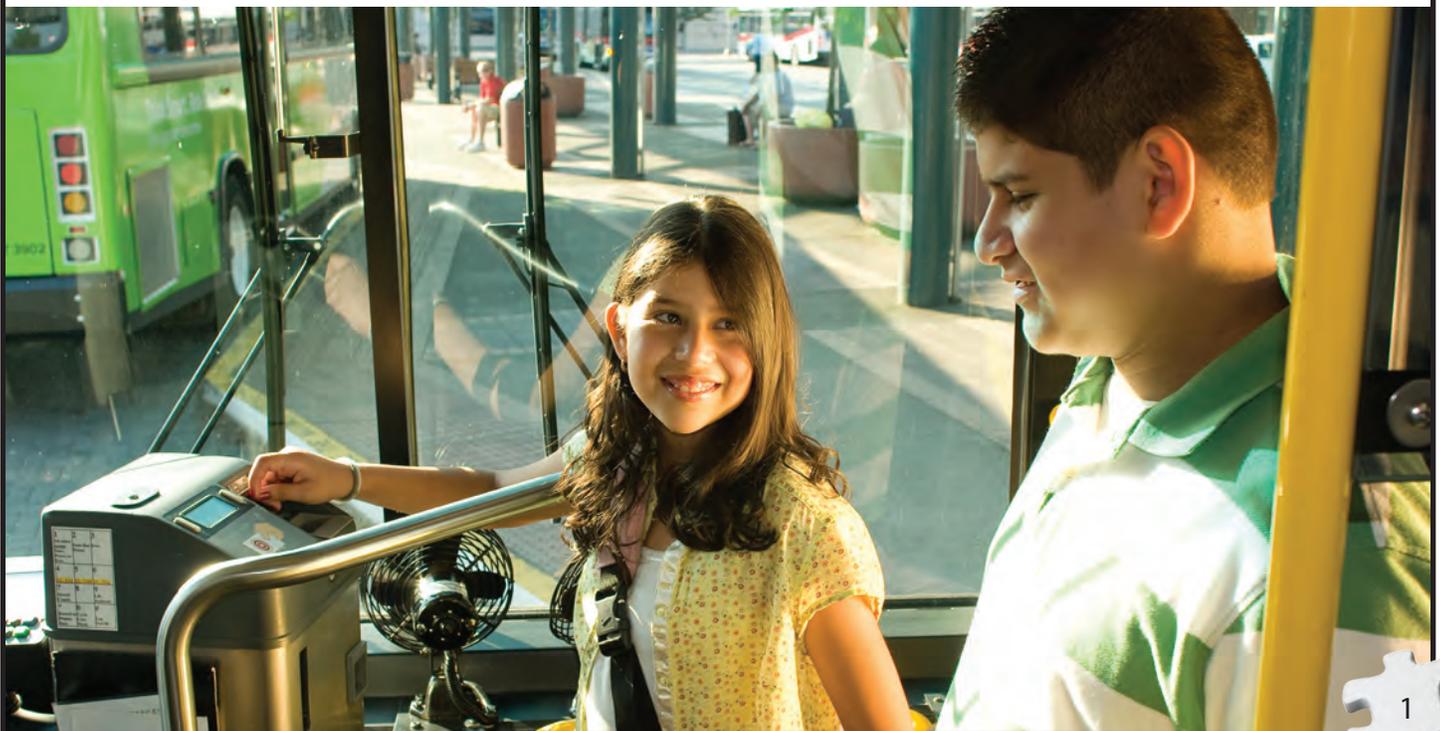


## Board of Directors

Jerry Thompson, President	Subdistrict 5
Kate Tarter, Vice-President	Subdistrict 3
Ron Christopher, Treasurer	Subdistrict 2
Robert Krebs, Secretary	Subdistrict 6
Joe Green	Subdistrict 1
Pete Jossi	Subdistrict 4
Marcia Kelley	Subdistrict 7

## Management Team

Allan Pollock	General Manager
Pat Mercier	Director of Finance
Paula Dixon	Director of Human Resources
Sue Quick	Director of Operations
Steve Dickey	Director of Transportation Development
Jared Choc	Strategic Planning and Technology Services Manager



# GUIDING PRINCIPLES



## **Vision**

**Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options**

## **Mission**

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

## **Values**

**Safety • Service Excellence • Communication • Innovation • Accountability**



# INTRODUCTION



This Strategic Plan provides a narrative on Salem-Keizer Transit's goals for the next twenty years. This plan serves as a guide for decision making and for the evolution of our general operations over time to obtain our goals. The plan is intended to be brief, approachable, realistic, and useful.

**This document is divided into four primary sections:**

## BACKGROUND GUIDING PRINCIPLES FUTURE & GOALS

The "Background" section provides details on the Strategic Plan and on the status of Salem-Keizer Transit today. The "Guiding Principles" section shares our Vision, Mission, and Values; documenting why and how we operate. The

"Future" section outlines our vision for the coming twenty years. The "Goals" section details the targets and measures that we seek to accomplish in the coming years.

This plan is a complementary document to existing operational and divisional work plans. Notably, the Salem-Keizer Transit "Strategic Operations Plan" supports this Strategic Plan by outlining specific methodology and systems for daily operations and service expansion.

The Salem-Keizer Transit Strategic Plan is a living document, and will be updated periodically to reflect organizational changes and new goals. Salem-Keizer Transit management and the Board of Directors will meet annually to review this plan and to ensure that our direction is sound and current.



# BACKGROUND



## Who We Are

Salem-Keizer Transit, officially known as the Salem Area Mass Transit District, provides public transportation services to the Salem and Keizer communities, as well as to many communities throughout Oregon's mid-Willamette Valley. Since inception in the 1960s, we have grown to provide a mix of fixed route, paratransit, regional, and rideshare services.



Salem-Keizer Transit is funded through a combination of tax revenues, passenger fares, advertisement proceeds, grant funds, and contracts. We maintain a relationship with the Amalgamated Transit Union Local 757, which represents the maintenance and operations bargaining unit members.

## Urban Service

Our fixed route service, commonly known as **Cherriots**, provides regularly scheduled transit service within the Salem-Keizer urban growth boundary.

Our 24 routes provided service for over 4.2 million passengers in fiscal year 2010. Sixty-four buses travel nearly 8,000 miles per day to serve our community.

Historically, fixed route service has been operated as a "pulse" system, where routes depart from the central, downtown area and travel outward to the edges of the urban growth boundary and return.

In recent years, however, Salem-Keizer Transit has begun to adjust this system. As identified in the Salem-Keizer Transit Strategic Operations Plan, new development of route plans and trip schedules has followed a 3Cs structure – circulators, centers, and corridors. Circulator routes connect neighborhoods to transit centers. Transit centers are interconnected by high frequency corridor routes. The 3Cs model is responsive to changing land use demands and provides customers with a more practical transportation option.

***Our 24 routes provided service for over 4.2 million passengers in fiscal year 2010.***



# BACKGROUND



Salem-Keizer Transit provides many transportation services for special populations, including senior and disabled customers.

## CherryLift

Our **CherryLift** service provides complementary paratransit service under the Americans with Disabilities Act (ADA) within the Salem-Keizer urban growth boundary. This origin-to-destination, curb-to-curb transportation service is designed for those with disabilities that prevent their use of the fixed route transit system. Day to day operation of CherryLift is contracted with an independent organization; however, Salem-Keizer Transit maintains the fleet of paratransit vehicles for the CherryLift service.

Salem-Keizer Transit also offers mobility management services. **Mobility management** is an innovative approach to managing and delivering coordinated transportation options to senior, disabled, and low income populations.

Finally, we offer **travel training** services to provide education and assistance in learning how to use transit services. Targeting the transit-dependent, travel training helps provide experience and comfort in utilizing transportation options.



## Regional Service

We recognize that not all destinations and departures occur within the Salem and Keizer urban growth boundaries. Increasingly, new services are added to connect rural communities and major cities. These services connect with other transit agencies and transportation options, creating a transportation network which stretches across the mid-Willamette valley and beyond.

Salem-Keizer Transit coordinates rural, non-emergency medical transportation for many communities in the mid-Willamette valley area through the **TripLink** call center. This



# BACKGROUND



## Rural Service

The Chemeketa Area Regional Transportation System (**CARTS**) provides fixed and deviated fixed route service for Marion and Polk counties. Three curb-to-curb and five deviated fixed routes provided 120,000 rides in fiscal year 2010. In addition to passenger fares, CARTS is also funded by a combination of federal and state dollars. Rideshare options also connect rural communities through carpooling and vanpooling programs.



program links multiple independent service providers, creating a regional network of transportation services for Oregon Health Plan and Medicaid recipients.

Our **Cherriots Rideshare** program promotes and coordinates easy and cost-effective transportation options. Currently, the Rideshare program offers information, advocacy, and coordination for carpooling, vanpooling, public transit, bicycling, walking, and telecommuting.

Regular, fixed route Cherriots commuter service connects Salem and Keizer with the cities of Wilsonville and Grand Ronde.



# GUIDING PRINCIPLES



Our Vision, Mission, and Values represent the cornerstone of Salem-Keizer Transit's Strategic Plan. Our Vision Statement sets our long-range objective, and provides a compelling image of environmentally friendly, economically thriving communities supported by an array of transportation options. Our Mission Statement describes the work that we do to achieve our vision, and demonstrates a commitment to quickly, efficiently, and safely connect people with the places that they want to be. Our Values describe the way in which we operate, and reflect what we expect, who we are, and how we make decisions.

## Our Vision

**Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options**

## Our Mission

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

## Our Values

### Safety

We emphasize safety in everything we do. We are committed to providing safe, secure, and clean public areas and work sites.

### Service Excellence

We serve the public, each other, and our business partners with friendliness, courtesy, respect, and dignity. We recognize that our

customers are why we exist, and we take pride in the positive impact we make in their daily lives.

### Communication

We foster trust, inclusiveness, and cooperation in our communication. We promote an open, respectful culture, where opinions and ideas are shared and where candor is valued. We listen to and actively engage our customers, community partners, and employees.

### Innovation

We encourage and respect new and challenging ideas from employees, partners, and the public. We use innovation, technology, and best practices to anticipate and respond to the future needs of our community.

### Accountability

We take responsibility for our actions as individuals and as an organization. We are

accountable as stewards of public funds and community trust; we honor this commitment with transparency, honesty, and integrity.



# FUTURE



## In the Year 2015

Our vision is to make a positive difference by enhancing community livability through innovative, sustainable regional transportation options. In the next five years we will work towards this vision by strengthening our core services. We will improve the experience of public transportation, expand access to new areas and new customers, and seek additional funding for responsible growth.



We will provide a fixed route transit system with fewer barriers. Our fare structure will be easy to understand and purchases will be simple. You will find the right bus and route with little effort, and your ride will be more comfortable. We will work to increase coverage, frequency, and availability – seeking to bring weekend and more evening service to our community.

We will ensure that our fixed route system is designed to efficiently meet the needs of our community and region. We will develop new processes and implement new technology

to improve the ride experience. We will meet with businesses as partners, tailoring service and support to encourage commerce and commuting. We will meet with neighborhood associations and community groups to ensure that our service is visible, effective, and attainable.

We hope to more effectively and efficiently serve our special populations, including seniors and disabled customers. We envision paratransit service that is more cost-effective and that is tailored to the design of our transit system and the needs of our communities. We will expand travel training opportunities, which help bring the freedom of fixed route service to many.

## In the Year 2020

In ten years, our vision continues to expand beyond the limits of the urban growth boundary. We envision an inter-connected web of transportation options bridging the distance between cities and communities.

We will expand the frequency, availability, and destinations of our commuter routes. We will increase partnerships with other transit and transportation organizations, ensuring that our service is complementary to other services.

We will increase rural fixed-route service, bringing transportation options to more communities across the mid-Willamette



# FUTURE



Valley. You will be able to ride more frequently connected routes to neighboring communities which surround Salem and Keizer.

We will continue to improve and refine our service. We will work to implement innovative solutions such as rapid transit, transit signal priority, and downtown trolley service to create an infrastructure ready for new transportation connections and choices.

## In the Year 2030

In twenty years, we envision environmentally friendly, economically thriving communities across the mid-Willamette Valley supported by an array of transportation options. We see Salem and Keizer as a hub, connecting Portland, Eugene, the Cascades, and the Coast.

We envision Salem residents boarding frequent, regularly available buses to commute to worksites, shopping, parks, schools, and neighboring communities. We see customers catching commuter rail to Portland from a transit center, and higher speed rail connecting Salem with California and Washington.

Salem-Keizer Transit will provide “last-mile” service for broad, regional transportation. We will ensure that our system is robust, and able to handle a new mobile society. We will ensure that our system compliments rail, airline, and other regional transportation partners in service and in quality.



# GOALS



The Salem-Keizer Transit Strategic Plan contains six primary goals. These goals reflect how we will realize and practice our Vision, Mission, and Values. Each goal comprises several objectives and strategies which help guide our work and measure our accomplishments.

## GOAL 1

### Provide an Exceptional Transportation Experience

We envision an easy, comfortable transit experience -- a system where customers from all communities can quickly and easily purchase fares, board buses, and arrive safely and comfortably at their destination. We see a future where transit agency borders and service boundaries blur, where inter-connected transportation options become apparent and easy for users.

To create this system, we will provide the highest quality transit services possible. We will focus on meeting the needs of our existing customers while continually improving our service to attract new choice riders such as commuters and students.

### Objective

Increase use of transportation options

- Increase transportation option awareness
- Implement targeted outreach campaigns

### Objective

Enhance customer satisfaction

- Identify baseline customer satisfaction
- Develop a customer satisfaction improvement plan



# GOALS



## GOAL 2

### Ensure Organizational Viability

We will ensure that our services continue to match community needs. We will continue to develop appropriate resources and funding to sustain operations. We will seek to provide exceptional, essential transportation services today and for years to come. Enhancing community livability with transportation services is a long-term ambition which requires responsible growth and cost-effective operations.

We will ensure our ability to provide services today and in the future by maintaining a balanced budget, by ongoing identification of new revenue sources and opportunities for efficiency, and by providing responsible stewardship of public funds. We will continuously work to assure that our operations are as cost-efficient as possible.

#### Objective

Maintain fiscal integrity

- Maintain a balanced, responsible budget

#### Objective

Build Public Trust

- Plan and implement a public outreach and communication plan
- Provide a consistent message

#### Objective

Improve data management and reporting

- Implement electronic fare collection
- Create a data warehouse
- Enhance performance reporting

## GOAL 3

### Partner with the Community

We seek relationships with business partners and community neighbors. We will ensure that transportation services are compatible with changes in community growth and development by actively participating in the greater community. We recognize that transportation is complementary to the workplaces, parks, businesses, schools, and people that make a community.



We will work to develop effective, lasting relationships with business, government, and community partners. These relationships, both formal and informal, are the essential building blocks for effective transit growth.

#### Objective

Develop community partnerships

- Expand and strengthen partnerships
- Increase outreach

#### Objective

Increase involvement in the community

- Encourage volunteerism and civic involvement
- Identify sponsorship opportunities

# GOALS



## Goal 4

### Improve and Promote Environmental Sustainability

We will provide environmentally responsible transportation options to businesses and to the community. We will minimize our own impact to the environment on the road, in our public spaces, and in our work facilities.

We recognize that we are part of a global movement to improve the environmental sustainability of everyday lives. We imagine cities free of congestion and pollution. In the place of gridlock we see modern, fuel efficient vehicles carrying passengers quickly and effectively. We envision communities designed for walking, bicycling, and sustainable living – we see transit connecting the people that live in these communities with the places they work, shop, attend school, and play.

#### Objective

Provide environmentally sustainable transportation options

- Increase awareness of environmentally sustainable choices
- Research new sustainable methods, vehicles and practices

#### Objective

Adopt environmentally sustainable business practices

- Develop a culture of environmental responsibility and awareness
- Earn environmental certifications

## Goal 5

### Be an Employer of Choice

We seek to attract and retain the right mix of talent, skill, ability, and enthusiasm to build a strong, vital, and dynamic team. We will provide environments which develop, support, and engage employees.

We will earn a reputation as a desirable place to work. We will provide an environment that is fair, rewarding, and fun while challenging employees to grow in their careers.



#### Objective

Attract and retain the right mix of talent, skill, and ability

- Provide a fair compensation plan based on occupation, location, and industry
- Support professional development

#### Objective

Develop a culture that promotes trust, engagement, productivity, and safety

- Provide clear expectation
- Identify baseline employee engagement
- Improve employee engagement
- Provide and promote the use of current tools and technology



# GOALS



## Goal 6

### Improve Connectivity

We will work to identify the needs of our community. We will tailor availability, frequency, and service locations to provide the greatest benefit for our community and region. We recognize that origins and destinations often stretch beyond the urban growth boundary; we imagine a future where trips to other communities are easy, quick, and efficient. We envision regular connections throughout Salem, Keizer, and across the mid-Willamette Valley from the coast to the Cascades – these regular connections provide essential access for commerce, education, and leisure.

We will develop local and regional partnerships, seeking to coordinate a broad, diverse transportation network. We will foster and promote opportunities for connectivity with other transportation options. We will provide

new destinations for our community, and avenues for others to visit our cities.

### Objective

Collaborate with regional partners

- Inventory existing regional services and stakeholders
- Establish regional transit service providers group

### Objective

Increase regional access

- Identify gaps in regional connectivity
- Develop coordinated service plans

### Objective

Improve existing service

- Perform a comprehensive service analysis
- Update and implement the strategic operations plan





# SALEM-KEIZER TRANSIT GUIDING PRINCIPLES



## VISION

Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options

## MISSION

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

## VALUES

Safety • Service Excellence • Communication • Innovation • Accountability



# SALEM-KEIZER TRANSIT 2015-16 STRATEGIC PRIORITIES

## PROVIDE AN EXCEPTIONAL TRANSPORTATION EXPERIENCE

- Implement Phase I of the Moving Forward project in September 2015
- Implement a flexible transportation pilot project in West Salem prior to September 2015
- Implement Bus Stop Improvement Project
- Increase electronic fare collection system fare media options

## BE AN EMPLOYER OF CHOICE

- Implement safety first campaign initiative
- Implement a service excellence campaign

## PARTNER WITH THE COMMUNITY

- Continue community outreach efforts to inform/educate the community on products and services
- Implement first year of marketing plan

## ENSURE ORGANIZATIONAL VIABILITY

- Conduct refresh of organizational branding
- Establish intelligent transportation system master plan
- Implement new contract for contracted services (CherryLift, CARTS, RED Line)
- Acquisition of new point of sale system
- Acquisition of a Business Intelligence System
- Acquisition of new HR/Finance software

## IMPROVE AND PROMOTE ENVIRONMENTAL SUSTAINABILITY

- Award contract for new fixed route buses
- Complete design work for South Salem Transit Center

## IMPROVE CONNECTIVITY

- Implement a new service model for rural transit services
- Construct a signalized intersection at Keizer Transit Center

# Salem-Keizer Transit

## Strategic Priorities for Fiscal Year 2017



### Provide an exceptional transportation experience

- Conduct a fare analysis
- Complete bus stop improvement project
- Conduct a rider and origin & destination survey
- Conduct a community and attitude awareness survey
- Conduct a customer education campaign

### Be an employer of choice

- Implement a wellness campaign
- Implement a "Safety First" campaign
- Develop a "Service Excellence" campaign

### Partner with the Community

- Develop a communications plan
- Implement second year of Cherriots Rideshare strategic plan

### Ensure organizational viability

- Develop a service planning and core network policy
- Conduct FTA required 100% ridecheck
- Implement HR/Finance software package
- Develop intelligent transportation system master plan

### Improve and promote environmental sustainability

- Reestablish District sustainability committee

### Improve connectivity

- Update of strategic plan
- Develop Regional Service Plan
- Complete Keizer Transit Center signalized intersection



# Salem-Keizer Transit

## Guiding Principles

*Cherriots*  
SALEM-KEIZER TRANSIT

### Vision

Making a positive difference by enhancing community livability through innovative, sustainable regional transportation options

### Mission

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

### Values

Safety • Service Excellence • Communication • Innovation • Accountability



UPDATED: January 6, 2017



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

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

JANUARY 2017

- 25 Wed 6:00 PM MWVCOG Annual Dinner, Chemeketa Viticulture Center
26 Thu 6:30 PM SAMTD Board of Directors Meeting

FEBRUARY 2017

1



79th Legislative Assembly convenes.

Legislative Session is the period of time in which the Legislative Assembly is convened for purpose of lawmaking. Regular sessions convene each February and may last 160 days in odd-numbered years and 35 days in even-numbered years.

4

ORS 255.075

County Elections to Publish Notice of May 16, 2016 Local Election

- Affects SAMTD Board of Director Positions in Subdistricts 2-4-6

7 Tue

TAC Meeting 10:00 AM - 2:00 PM

STF Advisory Committee 2:30 - 3:30 PM

Mill Creek Conference Rm 5147 - SKT Administration Office - Suite 5230
555 Court St NE

6 Mon 5:30 PM

SAMTD Board Work Session

11-14 . . . . .

APTA CEO Conference - San Diego, CA

20 Mon

CLOSED

HOLIDAY - PRESIDENT'S DAY

SKT Administration Office / Customer Service Closed; NO Bus Service



23 Thu 6:30 PM

SAMTD Board of Directors Meeting

MARCH 2017

7 Tue 3:00-4:30p

STF Advisory Committee

6 Mon 5:30 PM

SAMTD Board Work Session

12-14 . . . . .

APTA Legislative Conference - Washington D.C.

16

. . . . .

District Candidates to File with County Elections Official
(ORS 255.235) ... Verified Signatures or \$10 filing fee

20

. . . . .

Filing Candidate Statements with the County Election Officials
for Inclusion in County Voters' Pamphlet

23 Thu 6:30 PM

SAMTD Board of Directors Meeting

APRIL 2017

4 Tue 3:00-4:30p

STF Advisory Committee

10 Mon 5:30 PM

SAMTD Board Work Session



## Upcoming Board Meeting and Work Session Agenda Items

January 9, 2017

<u>Month</u>	<u>Work Session</u>	<u>Board Meeting</u>
February 2017	<ul style="list-style-type: none"> <li>Strategic Planning</li> <li>Review Connector Pilot Project Analysis</li> <li>NB Retirement Plan Pension Amendment (Clark Williams, Attorney, Heltzel Williams PC)</li> </ul>	<ul style="list-style-type: none"> <li>Finance, Rideshare, Performance Report – 2nd Qtr</li> <li>NB Retirement Plan Pension Amendment</li> </ul>
March 2017	<ul style="list-style-type: none"> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li><b>PLACEHOLDER:</b> Transportation Services Contract Approval</li> </ul>
April 2017	<ul style="list-style-type: none"> <li>Strategic Planning</li> </ul>	
May 2017	<ul style="list-style-type: none"> <li>Review Draft FY18 Board Meeting Schedule</li> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Finance, Rideshare, Performance Report – 3<sup>rd</sup> Qtr</li> <li>Approval of Local Election Results</li> </ul>
June 2017	<ul style="list-style-type: none"> <li>Strategic Planning</li> </ul>	<ul style="list-style-type: none"> <li>Budget Hearing/Res#2017-XX Adopt FY18 Budget</li> <li><u>Consent:</u> <ul style="list-style-type: none"> <li>Adopt FY2018 BOD Meeting Schedule</li> <li>Approval of FY2018 United Way Donation</li> </ul> </li> </ul>
July 2017	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Oath of Office for Newly Elected Board (2017)</li> <li>Election of Officers/Oath of Office (2017)</li> <li>Accept Annual Preliminary Year-end Financial Rpt</li> </ul>
August 2017	<ul style="list-style-type: none"> <li>Board Committee Assignments (2017)</li> <li><b>Placeholder:</b> Ethics Training</li> </ul>	<ul style="list-style-type: none"> <li>Accept Annual Security Report</li> <li>Rideshare, Performance Report - 4<sup>th</sup> Qtr</li> <li>Appoint Board Committee Assignments (2017)</li> </ul>
September 2017		<ul style="list-style-type: none"> <li>Fiscal Year End Performance Report</li> <li>Approval of Annual SDIS Board Check List</li> <li><b>Executive Session (GM CPE) – (2017)</b></li> </ul>
October 2017	<ul style="list-style-type: none"> <li>Proposed FY2018 Budget Calendar</li> </ul>	<ul style="list-style-type: none"> <li>Approval of FY2018 Budget Calendar</li> </ul>
November 2017	<ul style="list-style-type: none"> <li>Strategic Plan Discussion</li> <li>Appointments to STFAC &amp; Budget Committee</li> </ul>	<b>NO REGULAR BOARD MEETING</b> <b>Thanksgiving Holiday</b>
December 2017	<b>NO Work Session</b>	<ul style="list-style-type: none"> <li>STF Advisory Committee Appointments</li> <li>Finance, Rideshare, Performance Reports – 1<sup>st</sup> Qtr</li> </ul>
January 2018	<ul style="list-style-type: none"> <li>Review Draft 2018 Legislative Priorities</li> </ul>	<ul style="list-style-type: none"> <li>Adoption of 2018 Legislative Priorities</li> </ul>
<b>To Be Determined:</b> <ul style="list-style-type: none"> <li>Fare Analysis</li> <li>Contract for Project Manager</li> <li>Stops &amp; Shelters Construction/Design Contract</li> <li>Title VI Update</li> <li>Connector Pilot Project Decision</li> </ul>		

Salem Area Mass Transit District  
**BOARD OF DIRECTORS MEETING**

Thursday, January 26, 2017  
6:30 PM  
Courthouse Square – Senator Hearing Room  
555 Court Street NE, Salem, Oregon 97301

**AGENDA**

**REGULAR BOARD MEETING**

- A. CALL TO ORDER & NOTE OF ATTENDANCE**
- B. PLEDGE OF ALLEGIANCE** – Director John Hammill, Board Secretary
- C. ANNOUNCEMENTS & CHANGES TO AGENDA**
- D. PRESENTATION** – FY2016 Auditors Report by Grove, Mueller & Swank, P.C.
- E. PUBLIC COMMENT** - Each person’s comments are limited to three (3) minutes.
- F. CONSENT CALENDAR**
  - 1. **Approval of Minutes** [Action]
    - a. Board Meeting of December 8, 2016
- G. ITEMS DEFERRED FROM THE CONSENT CALENDAR**
- H. ACTION ITEMS**
  - 1. Adoption of 2017 Legislative Priorities
  - 2. Adoption of Regional Service Plan
  - 3.
- I. INFORMATION ITEMS**
- J. REPORTS**
  - 1. Board Subcommittee Reports and Minutes [*Receive and File*]
    - a. November 14, 2016 Board Work Session
    - b. December 8, 2016 Web Design Subcommittee Meeting .....
    - c. January 3, 2017 STF Advisory Committee Meeting - CANCELLED
- K. BOARD & MANAGEMENT ISSUES**
  - 1. General Manager
  - 2. Board President
  - 3. Board of Directors
- L. ADJOURNMENT**

**Next Regular Board Meeting Date: Thursday, February 23, 2017**

BOARD MEETING PROCEDURES

- **SPECIAL ACCOMMODATIONS** The facility used for this meeting is wheelchair accessible. Those individuals needing special physical or language accommodations such as sign or other language interpreters, or alternative formats of printed materials to participate in the Board meeting may request such services at least 48 hours or more prior to the meeting. Please direct your request to the Clerk of the Board in the General Manager's Office at 503-588-2424. Individuals with a hearing impairment may call Oregon Telecommunications Relay Service, 711.
- **ADAPTACIONES ESPECIALES** de la instalación utilizada para esta reunión es accesible en silla de ruedas. Aquellas personas que necesitan física especial o alojamiento, lenguaje como signo o intérpretes de la lengua o formatos alternativos de materiales impresos para participar en la reunión de la Junta podrán solicitar que tales servicios en menos de 48 horas o más antes de la reunión. Por favor dirija su solicitud a la Secretaria de la Junta en la oficina del Gerente General en 503-588-2424. Personas con discapacidad auditiva pueden llamar Oregon servicio de retransmisión de telecomunicaciones, 711.

For an electronic copy of the Board meeting agenda packet, go to [www.cherriots.org/board](http://www.cherriots.org/board). Regular Board meetings are televised on Channel 21; and can be viewed at any time on CCTV's website at <http://www.cctvsalem.org/>

SAMTD Board of Directors Email: [Board@cherriots.org](mailto:Board@cherriots.org)  
General Manager's Office / Salem-Keizer Transit  
555 Court Street NE, Suite 5230 / Salem, OR 97301  
Phone (503) 588-2424 / Website: [cherriots.org/board](http://cherriots.org/board)