

Salem Area Mass Transit District  
**BOARD OF DIRECTORS MEETING**  
**~ and Budget Hearing ~**

Thursday, June 23, 2022 at 6:30 PM

For community members who want to stay informed, this meeting is open to the public in the Senator Hearing Room at Courthouse Square - 555 Court Street NE, Salem, Oregon 97301. If you would like to provide public testimony and are unable to attend in person, you are welcome to access the meeting via the Zoom link below.

- ZOOMGOV \* **Meeting ID:** 160 519 4427 | **Passcode:** 512136  
Go to: <https://cherriots-org.zoomgov.com/j/1605194427?pwd=enjXS3ZIV1BUM3QvWEU3bnplbHYzZz09>
- COMCAST CHANNEL 21
- LIVE STREAM: <https://www.capitalcommunitymedia.org/all>
- ONE TAP MOBILE: +16692545252,,1605194427#,,,,\*512136# US (San Jose)
- LANDLINE PHONE: +1 669 254 5252 US (San Jose) or +1 669 216 1590 US (San Jose)

**AGENDA**

**A. CALL TO ORDER**

- Note the Attendance for a Quorum
- Pledge of Allegiance
- Safety Moment

**B. ANNOUNCEMENTS & CHANGES TO AGENDA**

**C. PRESENTATION**

**D. PUBLIC COMMENT – *In writing, by email, in person, or by ZoomGov\****

Time is designated at each Board meeting for members of the public to testify on any items of Board business other than the budget hearing, being limited to three minutes. Your comments can be in writing or spoken before the Board in person or by Zoom\*

**E. BUDGET HEARING – *In writing, by email, in person, or by ZoomGov\****

**Shall the Board adopt Resolution 2022-04 for the Adoption of the Fiscal Year 2022-2023 Budget, Making Appropriations, and Imposing and Categorizing Taxes? ..... 4**

This is time designated for members of the public to testify before the Board on the approved budget as shown in LB-1 or programs within the budget; in person at the meeting, or by:

- ZoomGov: <https://cherriots-org.zoomgov.com/j/1605194427?pwd=enjXS3ZIV1BUM3QvWEU3bnplbHYzZz09>
  - Email: [Board@cherriots.org](mailto:Board@cherriots.org)
  - Mail: Attn: Cherriots Board, 555 Court St. NE, Suite 5230, Salem, OR 97301
- Written testimony will be submitted and entered into the record if received by 3:00 p.m. on the day of the hearing, June 23, 2022.

<b>F. DELIBERATION OF BUDGET HEARING</b>	<b>5</b>
<b>G. CONSENT CALENDAR</b>	
Items on the Consent Calendar are considered routine and are adopted as a group by a single motion unless a Board member requests to withdraw an item. Action on items pulled for discussion will be deferred until after adoption of the Consent Calendar.	
<b>1. Approval of Minutes</b>	
a. May 26, 2022 Board of Directors Meeting ..... SUPPLEMENTAL AGENDA	
b. May 26, 2022 Executive Session re: Potential Litigation .....	<b>8</b>
c. May 26, 2022 Executive Session re: Labor Negotiations .....	<b>9</b>
d. May 26, 2022 Work Session .....	<b>10</b>
<b>2. Routine Business Items</b>	
a. Approval of Annual Allocation of Day Passes to United Way of the Mid-Willamette Valley for Fiscal Year 2022-2023 .....	<b>16</b>
<b>H. ITEMS DEFERRED FROM THE CONSENT CALENDAR</b>	
<b>I. ACTION ITEMS</b>	
1. Accept the South Salem Transit Center Mobility Hub Site Selection Report .....	<b>25</b>
2. Approval of Contract for Del Web Security Services .....	<b>76</b>
3. Approval of Contract for Financial Audit Services .....	<b>78</b>
<b>J. INFORMATIONAL REPORTS - None</b>	
<b>K. GENERAL MANAGER'S REPORT</b>	
<b>L. BOARD OF DIRECTORS REPORTS</b>	<b>80</b>
This is the time for Board members to report on transit-related issues through committee and meeting participation, citizen communications, or special projects they are participating in as a representatives of the District.	
<b>M. ADJOURNMENT</b>	

**Next Regular Board Meeting Date: Thursday, July 28, 2022**



## **FY 2021 BOARD PRIORITIES AND PRINCIPLES**

Salem Area Mass Transit District, also known as Cherriots, has established priorities and principles that board members can use when representing the District on external committees.

### **Cherriots Board of Directors adopts the following priorities and principles:**

#### **Support of increased public transit funding**

*While Cherriots has seen an expansion of service in recent years, noticeable gaps in frequency and coverage remain in the existing service. As such, we are supportive of initiatives that could support the expansion of public transit in Marion and Polk counties. Funding sources could include federal, state, or local (city and county) revenues.*

#### **Pedestrian and bicyclist infrastructure**

*Transit riders and other community members depend on a strong, multi-modal network to reach their destinations. Large sections of the urban growth boundary do not have sidewalks, and bike infrastructure is inadequate. As Cherriots becomes a mobility integrator, we must advocate for strong "first mile/last mile" infrastructure.*

#### **Environmental justice**

*Decisions on how to allocate resources should be viewed through a lens of environmental justice. New projects should always consider historically underserved communities. For example, an area with higher levels of pollution should be the first to receive funding targeted to mitigate pollution.*

#### **Maintenance of existing travel lanes before building new infrastructure**

*Allocation of funding for automobile travel lanes should prioritize the maintenance of existing infrastructure before building new, costly-to-maintain infrastructure.*

#### **Unaccounted costs**

*Attention should be paid to policies that put the burden of costly infrastructure on the public when the number of individuals who would benefit is nominal. For example, parking minimums increase the cost of housing and commercial properties for everyone, but only drivers of automobiles benefit.*

A public meeting of the Salem Area Mass Transit District will be held on June 23, 2022 at 6:30 p.m. at the Senator Hearing Room in Courthouse Square, 555 Court St. NE, Salem, Oregon 97301. The purpose of this meeting is to discuss the budget for the fiscal year beginning July 1, 2022, as approved by the Salem Area Mass Transit Budget Committee. A summary of the budget is presented below. A copy of the budget may be inspected or obtained at the SAMTD Administration Office at 555 Court St NE, Suite 5230, Salem OR 97301, between the hours of 8:00 a.m. and 5:00 p.m. or online at www.cherriots.org. This budget is for an annual budget period. This budget was prepared on a basis of accounting that is the same as the preceding year.

Contact: Denise LaRue, Director of Finance/CFO

Telephone: 503-588-2424

Email: denise.larue@cherriots.org

FINANCIAL SUMMARY - RESOURCES			
TOTAL OF ALL FUNDS	Actual Amount 2020 - 2021	Amended Budget This Year 2021 - 2022	Approved Budget Next Year 2022 - 2023
Beginning Fund Balance/Net Working Capital	27,045,971	34,787,841	53,028,037
Fees, Licenses, Permits, Fines, Assessments & Other Service Charges	1,532	1,182,630	2,021,727
Federal, State & all Other Grants, Gifts, Allocations & Donations	37,297,678	61,424,654	72,099,117
Interfund Transfers	3,904,138	7,467,236	10,573,385
All Other Resources Except Current Year Property Taxes	1,779,324	1,311,530	954,582
Current Year Property Taxes Estimated to be Received	13,596,564	13,024,148	14,181,650
<b>Total Resources</b>	<b>83,625,207</b>	<b>119,198,039</b>	<b>152,858,498</b>

FINANCIAL SUMMARY - REQUIREMENTS BY OBJECT CLASSIFICATION			
Personnel Services	26,921,269	30,831,625	32,695,809
Materials and Services	14,692,521	24,342,644	30,818,462
Capital Outlay	4,141,799	18,658,136	27,259,123
Interfund Transfers	3,904,138	7,467,236	10,573,385
Contingencies	0	1,500,000	1,500,000
Unappropriated Ending Balance and Reserved for Future Expenditure	33,965,480	36,398,398	50,011,719
<b>Total Requirements</b>	<b>83,625,207</b>	<b>119,198,039</b>	<b>152,858,498</b>

FINANCIAL SUMMARY - REQUIREMENTS AND FULL-TIME EQUIVALENT EMPLOYEES (FTE) BY ORGANIZATIONAL UNIT OR PROGRAM *			
Name of Organizational Unit or Program FTE for that unit or program			
General Mgr/Board of Directors/Sustainability	636,214	615,652	619,527
FTE	4.5	3.0	3.0
Deputy General Manager*	0	1,365,577	1,713,228
FTE	0.0	9.0	11.0
Human Resources & Labor Relations	650,216	672,986	929,517
FTE	5.8	5.8	6.8
Finance	2,266,877	1,656,754	1,615,983
FTE	17.4	11.5	10.5
Communication	1,277,558	1,546,454	1,671,668
FTE	13.0	13.8	13.8
Technology & Program Management*	0	1,175,842	1,219,048
FTE	0.0	7.4	7.4
Operations	20,796,636	22,319,516	23,499,322
FTE	198.7	194.9	192.7
Unallocated General Administration and Contingency	255,388	370,000	376,510
FTE	0.0	0.0	0.0
Transportation Programs Fund	1,036,163	1,108,844	1,051,006
FTE	8.7	8.8	8.2
Capital Projects Fund	352	0	0
FTE	0.0	0.0	0.0
Not Allocated to Organizational Unit or Program	56,705,803	88,366,414	120,162,689
FTE	0.0	0.0	0.0
<b>Total Requirements</b>	<b>83,625,207</b>	<b>119,198,039</b>	<b>152,858,498</b>
<b>Total FTE</b>	<b>248.1</b>	<b>254.2</b>	<b>253.4</b>

**STATEMENT OF CHANGES IN ACTIVITIES and SOURCES OF FINANCING**  
 The FY2022-23 Approved Budget reflects a revision in reporting structure for some FTE's. New revenues are included in this budget from federal and state sources that address increased expenses necessary to maintain service and address safety of passengers and employees during and after the COVID-19 pandemic.

PROPERTY TAX LEVIES			
	Rate or Amount Imposed 2020 - 2021	Rate or Amount Imposed This Year 2021 - 2022	Rate or Amount Approved Next Year 2022 - 2023
Permanent Rate Levy (rate limit 0.7609 per \$1,000)	0.7609	0.7609	0.7609
Local Option Levy	n/a	n/a	n/a
Levy For General Obligation Bonds	n/a	n/a	n/a



# BOARD MEETING MEMO

Agenda Item F.

**To:** Board of Directors

**From:** Denise LaRue, Chief Financial Officer

**Thru:** Allan Pollock, General Manager

**Date:** June 23, 2022

**Subject:** Adoption of Fiscal Year 2022-23 Budget, Making Appropriations, Imposing and Categorizing Taxes

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## ISSUE

Shall the Board adopt Resolution #2022-04 for the FY2022-23 Budget, making the appropriations accordingly, and imposing and categorizing the taxes?

## BACKGROUND AND FINDINGS

In accordance with Oregon State Budget Law, the Budget Committee approved the FY2022-23 Budget on May 5, 2022 for a total appropriation of all funds of \$92,273,394 and an unappropriated total amount of \$50,011,719, for a total approved budget of \$142,285,113.

Following approval by the Budget Committee the Budget Committee Chair, Kathy Lincoln, asked that the Board set the Budget Hearing. On June 6, the budget summary and notice of a public hearing were published on the District's website and in the local newspaper as required by law. The Budget Hearing is scheduled for June 23, 2022, and has occurred prior to the consideration of this resolution asking for adoption of the budget.

## FINANCIAL IMPACT

The Budget Committee approved total appropriation of all funds of \$92,273,394, and a tax rate of \$.7609 per \$1,000 of assessed value, the permanent rate set by Measure 50. Resolution #2022-04 also imposes and categorizes taxes in accordance with Oregon Budget Law requirements.

## **RECOMMENDATION**

The Budget Committee recommends the Board adopt Resolution #2022-04, thereby adopting the FY2022-23 Budget and imposing and categorizing property taxes.

## **PROPOSED MOTION**

**I move that the Board adopt Resolution #2022-04 to adopt the FY2022-23 Budget, making appropriations, and imposing and categorizing taxes.**

**RESOLUTION NO. 2022-04**

**Adopt the Fiscal Year 2021-22 Budget for  
Salem Area Mass Transit District**

**BE IT RESOLVED** that the Board of Directors of the Salem Area Mass Transit District hereby adopts the budget for fiscal year 2022-2023 in the total amount of \$142,285,113; now on file at the District Administration Office, 555 Court St., NE, Suite 5230, Salem, OR 97301.

**MAKING APPROPRIATIONS**

**BE IT RESOLVED** that the amounts for the fiscal year beginning July 1, 2022, and for the purposes shown below are hereby appropriated:

<b>General Fund</b>		<b>Transportation Programs Fund</b>	
General Manager/Board/Sustainability	\$ 1,060,979	General Manager/Board/SIPM	\$ -
Deputy General Manager	3,393,942	Technology & Program Management	1,327,449
Human Resources and Labor Relations	1,189,487	Operations	10,323,594
Finance	1,754,571	Communication	719,753
Technology & Program Management	2,186,194	Transfers	-
Communication	2,482,037	<b>Total</b>	<b>\$ 12,370,796</b>
Operations	27,252,024		
Unallocated - General Administration	1,250,856		
Transfers	10,573,385		
Contingency	1,500,000		
<b>Total</b>	<b>\$ 52,643,475</b>		
<b>Capital Project Fund</b>			
Finance & Technology	\$ 490,791		
Technology & Program Management	4,678,050		
Operations	22,090,282		
Transfers	-		
<b>Total</b>	<b>\$ 27,259,123</b>		
		<b>Total Appropriations, All Funds</b>	<b>\$ 92,273,394</b>
		Total Unappropriated and Reserve Amounts, All Funds	<b>\$ 50,011,719</b>
		<b>TOTAL APPROVED BUDGET</b>	<b>\$ 142,285,113</b>

**IMPOSING THE TAX**

Be it resolved that the Board of Directors of the Salem Area Mass Transit District hereby imposes the taxes provided for in the adopted budget at the rate of \$.7609 per \$1,000 of assessed value for operations; and that these taxes are hereby imposed and categorized for the tax year 2022-2023 upon assessed value of all taxable property within the district as follows:

<b>General Government Limitation</b>	<b>Excluded from Limitation</b>
Permanent Rate Tax.....\$.7609/\$1,000	\$0.00

The above resolution statements were approved and declared adopted on this 23th day of June 2022.

**ATTEST:**

X \_\_\_\_\_  
President  
Board of Directors

X \_\_\_\_\_  
Treasurer  
Board of Directors



Salem Area Mass Transit District  
Board of Directors

~ EXECUTIVE SESSION | Labor Negotiations ~  
Thursday, May 26, 2022

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

**MINUTES**

**No information shall be disclosed by the Board, staff or media present in executive session except to state the general subject of the session pursuant to ORS 192.660(4)**

**MEETING CALLED TO ORDER -**

5:50 PM

**ADJOURNED -**

6:05 PM

**PRESENT:**

Board

- X President Ian Davidson
- X Director Chi Nguyen
- X Director Maria Hinojos Pressey
- X Director Sara Duncan
- X Director Sadie Carney
- X Director Ramiro Navarro Jr.

Staff

- Allan Pollock, General Manager
- X David Trimble, Deputy General Manager
- X Tom Dietz, Director of Transportation
- X Christina Conner, Chief Human Resources Officer
- X Sara Sayles, SAMTD Legal Counsel
- X Adam Collier, SAMTD Labor Counsel
- Spencer Rockwell, SDAO Asst. General Counsel

**UNDER THE AUTHORITY OF ORS: LABOR NEGOTIATIONS**

- 192.660(2)(d)** To conduct deliberations with persons designated by the governing body to
- 192.660(2)(f)** carry on labor negotiations pursuant to ORS 192.660(2)(d) and to consider
- 192.660(4)** information or records that are exempt from disclosure by law, including
- 199.660(5)** written advice from the attorney.

**DISCUSSION:** The Board was advised by the District’s labor counsel on pending labor negotiations.

Allan Pollock, General Manager

RECORDING SECRETARY





Salem Area Mass Transit District  
Board of Directors

~ **EXECUTIVE SESSION | Litigation** ~  
Thursday, May 26, 2022

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

**MINUTES**

**No information shall be disclosed by the Board, staff or media present in executive session except to state the general subject of the session pursuant to ORS 192.660(4)**

**MEETING CALLED TO ORDER -**

**5:30 PM**

**ADJOURNED -**

**5:45 PM**

**PRESENT:**

Board

- X President Ian Davidson
- X Director Chi Nguyen (virtual)
- X Director Maria Hinojos Pressey
- X Director Sara Duncan
- X Director Sadie Carney
- X Director Ramiro Navarro Jr.

Staff

- X Allan Pollock, General Manager
- X David Trimble, Deputy General Manager
- X Tom Dietz, Director of Transportation
- X Christina Conner, Chief Human Resources Officer
- X Spencer Rockwell, SDAO Assistant General Counsel
- X Sara Sayles, SAMTD Legal Counsel
- X Adam Collier, SAMTD Labor Counsel

**UNDER THE AUTHORITY OF ORS: LITIGATION**

- 192.660(2)(f)** Consult with legal counsel concerning the legal rights and duties of the
- 192.660(2)(h)** District with regard to current litigation or litigation likely to be filed and to
- 192.660(4)** consider information or records that are exempt from disclosure by law,
- 199.660(5)** including written advice from the attorney.

**DISCUSSION:** The Board considered information shared by legal counsel concerning potential litigation and the District’s legal rights and duties.

Allan Pollock, General Manager

RECORDING SECRETARY



Salem Area Mass Transit District  
 Board of Directors  
 ~ **VIRTUAL WORK SESSION** ~  
 May 26, 2022

Join ZoomGov Meeting: <https://cherriots-org.zoomgov.com/j/1608361530?pwd=MHNSRGZ3a1FIT5XSHIGdzYvRWpuUT09>

Meeting ID: **160 836 1530**  
 Passcode: **864458**

By Phone US (San Jose): +1 **669 254 5252**

Meeting ID and Passcode: same as above

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

**MINUTES**

**PRESENT:** President Ian Davidson; Directors Chi Nguyen (virtual), Ramiro Navarro Jr., Sadie Carney, Maria Hinojos Pressey, and Sarah Duncan

**Staff** Allan Pollock, General Manager; David Trimble, Deputy General Manager; Christina Conner, Chief Human Resources Officer; Denise LaRue, Chief Financial Officer; Tom Dietz, Director of Operations; Patricia Feeny, Director of Communication; Sara Sayles, SAMTD Legal Counsel (virtual); Ross Aguilar, Systems Administrator; and Linda Galeazzi, Executive Assistant

**1. CALL TO ORDER 6:10 PM**  
 President Ian Davidson called the work session to order at 6:10 p.m.  
 A quorum was present.

**2. PRESENTATION – None**

**3. DISCUSSION**

**A. 2023-25 Biennium Statewide Transportation Improvement Fund Plan**

**Staff report:** PowerPoint Presentation in the agenda packet

**Presenter:** Allan Pollock, General Manager  
 Chris French, Service Planning Manager

GM Pollock provided a brief presentation on the newly formed Statewide Transportation Improvement Fund (STIF), due to the merger of the Special Transportation Fund (STF) and the STIF; and on the role of the Qualified Entity (QE). GM Pollock described the STIF as an ongoing, dedicated fund used to improve and expand public transit. Its revenue is based

on employee payroll taxes statewide at 1/10 of one percent. The QE, as a designated body, manages the allocation of the STIF revenue when they are distributed to QEs throughout the state. QEs are either mass transit or transportation districts; county commissioners (if there are no districts); and federally recognized Indian Tribes. The District is the QE for Marion and Polk County areas, and is responsible to form an advisory committee (the STIF Advisory Committee), and publish Notification of Funding Availability (NOFA). In addition, the District is responsible to manage the project selection process; oversee the plans of Public Transportation Service Providers (PTSP); receive, review and file quarterly reports from PTSPs to ODOT; and conduct annual reviews of PTSP program compliance. The District is also a PTSP in the Marion/Polk county area that include Cherriots Local, Cherriots Regional, Woodburn Transit and Silverton's Silver Trolley.

Chris French reviewed the planning process for the District as a PTSP beginning with a needs assessment that is done every two years before the biennium; public outreach for feedback to refine the draft service plan, presenting the draft service plan to the STIFAC, and then to the Board for approval at their October 27, 2022 meeting. Then stepping in to the role as the QE to finalize the plan (that includes Cherriots Local, Regional, Woodburn Transit, and Silverton's Silver Trolley) for submission to the Public Transportation Division of ODOT between October 28 and November 18, 2022.

There was time for questions and answers.

**Follow-up:** Board members were advised to:  
1) become familiar with the STIF program priorities (*OAR for STIF Plan Contents*);  
2) Have an understanding of the difference in the role that the District is in as both a QE and as a PTSP.  
Director Navarro had a question about community feedback being skewed. GM Pollock said they would look in to that and get back to him.

#### 4. GENERAL MANAGER COMMENTS

**Staff report:** In the agenda packet for the Board's Work Session

**Presenter:** Allan Pollock, General Manager

GM Pollock provided a brief review of the upcoming agenda items and board calendar.

**Follow-up:**

#### 5. WORK SESSION ADJOURNED

**6:32 PM**

Submitted by:

Linda Galeazzi, CMC

Executive Assistant/Clerk of the Board

# Or. Admin. R. 732-042-0015

## Section 732-042-0015 - STIF Plan Contents

- (1) A Qualified Entity shall adopt a written STIF Plan to establish a list of Projects for public transportation located within the Qualified Entity's area of responsibility to guide STIF Formula Fund investments.
- (a) A STIF Plan must cover at least a Biennium, but it may include up to two Biennia subject to Commission approval.
  - (b) A STIF Plan must address the transportation needs of people residing in or traveling into and out of the Qualified Entity's area of responsibility.
  - (c) A Qualified Entity that is a Mass Transit District or Transportation District with jurisdictional boundaries within a county or counties which are not Qualified Entities shall adopt a STIF Plan that considers the Public Transportation Services for the area outside of district boundaries but within the remainder of the county or counties.
  - (d) A STIF Plan may be included in a Qualified Entity's Local Plan or it may be a stand-alone plan.
  - (e) The STIF Plan must contain an explanation of how the plan defines and identifies communities with a high percentage of Low-Income Households.
  - (f) A STIF Plan must include a description of the Qualified Entity's method to sub-allocate STIF Formula Fund moneys to Public Transportation Service Providers and other potential Sub-Recipients and the process for developing the method.
- (2) A Qualified Entity's STIF Plan must contain the following sections:
- (a) Descriptions of Proposed Projects: For each proposed Project, the STIF Plan must include the factors listed in section (3) of this rule.
  - (b) Summary of Planned Expenditures: The STIF Plan must include a summary listing:
    - (A) The total funding sought in the STIF Plan;
    - (B) The total funding sought for each Recipient or Sub-Recipient; and,
    - (C) For Qualified Entities that are Mass Transit Districts or Transportation Districts which do not share contiguous jurisdictional boundaries with a single county, the total funding sought by geographic area inside and outside the district's jurisdictional boundary but within its area of responsibility.
  - (c) Summary of Prior Expenditures on Specific Improvements: If the Qualified Entity received STIF Formula Funds in the preceding two Fiscal Years, the STIF Plan must include a summary of the amount of moneys allocated to fund each of the following:
    - (A) Increased frequency of bus service schedules in communities with a high percentage of Low-Income Households;

- (B)** The expansion of bus routes and bus services to reach communities with a high percentage of Low-Income Households;
- (C)** Fund the implementation of programs to reduce fares for public transportation in communities with a high percentage of Low-Income Households;
- (D)** The procurement of buses that are powered by natural gas, electricity or other low or no emission propulsion for use in areas with populations of 200,000 or more;
- (E)** The improvement in the frequency and reliability of service connections between communities inside and outside of the Qualified Entity's service area;
- (F)** Coordination between Public Transportation Service Providers to reduce fragmentation in the provision of transportation services;
- (G)** Implementation of programs to provide Student Transit Services for students in grades 9 through 12; and
- (H)** Implementation of programs that enhance services for older adults and people with disabilities.

**(d)** Summary of Current Projects: The STIF Plan must include a summary of Projects recommended by the Qualified Entity's Advisory Committee for the duration of the STIF Plan, identified by Fiscal Year.

**(e)** Advisory Committee Information: The STIF Plan must include a list of the Qualified Entity's current Advisory Committee and the online or other location(s) where Advisory Committee materials may be reviewed as described in OAR 732-040-0030(4)(b). In addition, the STIF Plan must include a statement that the Qualified Entity consulted with its Advisory Committee as required by these rules and, if applicable, an explanation of why the Advisory Committee's recommendation was not adopted by the Governing Body.

**(f)** Recipient Accountability Methods: The STIF Plan must include a description of the methods the Qualified Entity will use to ensure that it complies with these rules and achieves the goals identified in the STIF Plan.

**(g)** Sub-Recipient Accountability Methods: The STIF Plan must include a description of the methods and agreement or contract language that the Qualified Entity will use to oversee its Sub-Recipients, address deficiencies in Sub-Recipient performance, and to ensure that the Qualified Entity can accomplish the applicable requirements of these rules, including but not limited to audit and compliance requirements, accounting requirements, capital asset requirements and reporting requirements.

**(h)** Remediation Strategies: If the Qualified Entity has submitted three or more Quarterly Reports within the past two years which indicate that it failed to substantially comply with its approved STIF Plan, the STIF Plan must include a description of the Qualified Entity's strategies to ensure that it will substantially comply with the proposed STIF Plan.

**(i) Governing Body Adoption:** The STIF Plan must include documentation that the Governing Body approved the STIF Plan prior to its submittal to the Agency. If STIF Formula funds will be jointly managed by two or more Qualified Entities, the STIF Plan must include documentation demonstrating each Governing Body's commitment to joint management.

**(3)** The STIF Plan must include descriptions of each proposed Project as described below. A Qualified Entity shall include in its STIF Plan only Projects which appear in a Local Plan. Qualified Entities eligible for no more than the minimum STIF Formula Fund allocation under OAR 732-042-0010(2) or Rural Public Transportation Service Providers that are unable to meet the Local Plan requirements during the first Formula Fund solicitation cycle may use a portion of their first STIF Formula Fund allocation or sub-allocation to improve public transportation services if they have a current approved Coordinated Human Services Public Transportation Plan and if they also use a portion of the first allocation or sub-allocation to develop a Local Plan that is consistent with STIF Local Plan requirements. For each proposed Project, the STIF Plan must describe:

**(a)** Proposed funding level for each Project and a description of what the Qualified Entity intends to do with the STIF Formula Fund moneys it receives for the individual Project.

**(b)** Whether the Project would improve or expand public transportation or maintain an existing service. For Projects that would maintain an existing public transportation service, the STIF Plan must specify the amount and percentage of each Project budget for this purpose.

**(c)** Anticipated benefits and discrete measurable outcomes associated with each Project with specific reference to whether the Project advances each of the criteria listed at 732-042-0015(2)(c).

**(d)** Identification of the Local Plan(s) from which each Project was derived and identification of the board, council, commission, or other governing body which approved the Local Plan.

**(e)** The proposed Recipient or Sub-Recipient of the STIF Formula Fund moneys for that Project.

**(f)** A full budget including fund sources and for yet-to-be obligated fund sources, the timing for funding decisions, if known.

**(g)** For proposed Projects which are part of a larger multi-phase Project, the phasing plan including schedule and budget with known and potential funding sources identified.

**(h)** The amount of moneys from the STIF Formula Fund distribution that would be allocated to fund each of the criteria listed at 732-042-0015(2)(c).

**(i)** Identification of the extent to which the Project is consistent with Oregon Public Transportation Plan goals, policies, and implementation plans.

(j) At least one Project described in the STIF Plan must implement a program(s) to provide Student Transit Services for students in grades 9 through 12, if practicable, and allocate at least one percent of the Qualified Entity's estimated STIF Formula Fund disbursement to that program(s) each year. In this instance, a program(s) is considered practicable when Public Transit Services within the Qualified Entity's area of responsibility can be feasibly and efficiently used by students in grades 9 through 12. If the Qualified Entity determines that it is not Practicable to identify such a Project or to allocate funding for this purpose, it shall specify in its STIF Plan the reason(s) for its determination.

*Or. Admin. R. 732-042-0015*

PTD 1-2018, adopt filed 06/26/2018, effective 7/1/2018; PTD 5-2020, amend filed 09/23/2020, effective 9/23/2020; PTD 1-2022, amend filed 01/25/2022, effective 1/25/2022

*Statutory/Other Authority: ORS 184.619, ORS 184.658 & ORS 184.761*

*Statutes/Other Implemented: ORS 184.751-184.766*

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# BOARD MEETING MEMO

Agenda Item G.2.a

To: Board of Directors

From: Linda J. Galeazzi, Executive Assistant

Thru: Allan Pollock, General Manager

Date: June 23, 2022

Subject: Approval of Annual Allocation of Day Passes to the United Way of the Mid-Willamette Valley for FY 2023

## ISSUE

Shall the Board approve an annual allocation of “Day Passes” to the United Way of the Mid-Willamette Valley for fiscal year 2022-2023?

## BACKGROUND AND FINDINGS

On February 25, 1999, the Board adopted Resolution #99-03 for a Donation of Transit Items Policy to promote the use of public transit, to foster good community relations, and to be a proactive participant in community affairs. On August 25, 2005, the donation policy was amended by Resolution #05-04 to form a partnership between Cherriots and the United Way of Mid-Willamette Valley (‘United Way’) to offer ‘Day Passes’ for Cherriots Local service at no cost to local nonprofit organizations for distribution to clients who need transportation in the Salem-Keizer area. The initial allocation was 4,000 day passes per fiscal year, and in 2016, the Board raised the annual allocation to 5,000 day passes. Half of the allocation is distributed in July and again in January of each fiscal year.

United Way has set up a process for non-profit organizations serving Salem and Keizer area residents to apply to receive Day Passes through the Cherriots Bus Pass Program. United Way does not distribute bus passes to individuals directly. Once the non-profits successfully complete the application process, they are responsible for distributing passes to those in need of transportation support in the Salem-Keizer area. United Way staff screens member agency applicants for eligibility, and tracks distribution.



Non-profit organizations receiving Cherriots Day Passes from United Way must report on how they utilized the bus passes. As part of the reporting, organizations receiving bus passes must submit at least one story telling United Way how the bus pass program impacted or benefited one of their clients.

This process has worked well and those in need of transportation assistance have been provided assistance through member agencies. United Way has a link on their website to the Transportation Assistance site. For more information about the Cherriots Bus Pass Program, process and application go to: <https://www.unitedwaymwv.org/transportation-assistance.html>.

## **FINANCIAL IMPACT**

For Cherriots Local service, the cost for a full fare Day Pass is \$3.25 each. The cost for a youth Day Pass is \$1.00. When used, the pass becomes effective at the time of activation on the bus.

The value of the District's FY2023 donation of day passes will range from a high of \$16,250 for 5,000 full fare day passes to \$5,000 for 5,000 youth day passes dependent upon United Way's client needs.

## **RECOMMENDATION**

Staff recommends the approval of an annual allocation of 5,000 day passes to the United Way of the Mid-Willamette Valley for FY 2023 at a value of up to \$16,250 dependent upon United Way's client needs.

## **PROPOSED MOTION**

**I move that the Board approve an annual allocation of 5,000 day passes to the United Way of the Mid-Willamette Valley for FY 2023.**

## Bus Pass requests from June 2021 to June 2022

Organization	Requested		Granted		Requested Regional		Granted Regional	
	Adult	Youth	Adult	Youth	Adult	Youth	Adult	Youth
Boys & Girls Club of Salem, Marion and Polk Counties	10	60	10	39	6	6	3	3
Bridgeway Recovery Services, Inc.	500		365	0	75	0	32	0
Bridgeway Recovery Services Inc.	250	50	250	50	0	0	0	0
Every child	25	15	25	15	0	0	0	0
Catholic Community Services	200	20	200	20	0	0	0	0
Catholic Community Services	500	100	365	65	50	50	21	24
Center For Hope & Safety	300	50	300	50	0	0	0	0
Center for Hope & Safety	300	100	219	65	25	25	11	12
Church at the park	100	50	73	33	100	50	30	24
City of Keizer	20	0	20	0	0	0		
Easterseals Oregon	50		37	0	50	0	21	0
Easterseals Oregon	50	0	50	0	0	0	0	0
Great Circle Recovery	25	0	20	0	10	0	4	0
Inner Sight	25	15	20	10	0	0	0	0
Keizer Community Library, Inc.	30	10	20	7	0	0	0	0
Kindness Closet of Salem	25	0	25	0	0	0	0	0
Kindness Closet of Salem	40	0	19	0	5	0	2	0
Lucille's Home	6	3	6	2	6	0	3	0
Marion Polk Food Share	30	20	40	30	0	0	0	0
Mid-Willamette Valley Community Action Agency	500	0	500	0	0	0	0	0
Moving Forward	8	8	8	8	0	0	0	0
Moving Forward	100	100	73	65	5	0	2	0
MWVCAA-The ARCHES Project	400	0	293	0	100	5	35	2
Northwest Human Services	450	25	328	16	100	80	35	38
Northwest Human Services, Inc.	250	10	250	10	0	0	0	0
Polk County & Community Outreach	50	25	50	25	0	0	0	0
Polk County Family & Community Outreach	50	35	36	23	150	5	92	5
Roberts @ Chemekera	50	50	36	33	0	0	0	0
Salem First Free Methodist Church	40	15	29	10	0	0	0	0
Salem Free Clinics	10	5	10	5	0	0	0	0
Salem Free Clinics	10	5	7	3	10	0	4	0
Salem Housing Authority	100	20	100	20	0	0	0	0
Salem Housing Authority	100		73	0	0	0	0	0
Salem Keizer School District	10	75	10	49	0	0	0	0
Silverton Area Community Aid	15	5	11	3	15	0	6	0
Society of St. Vincent de Paul Emergency Assistance	50	10	36	7	20	0	8	0
St. Francis Family Housing	30	30	22	20	10	0	4	0
St. Germaine Pregnancy Resource Center	2	1	2	1	0	0	0	0
The Salvation Army of Marion & Polk Counties	200		146	0	0	0	0	0
UGM	200	0	250	0	0	0	0	0
UGM	600		467	0	0	0	0	0
VETcare Transitional Program	50	0	50	0	0	0	0	0
Walker Middle School	0	0	0	0	0	0	0	0
Women at the Well Grace House	50		36	0	0	0	0	0
Womens at the Well Grace House	75	0	75	0	0	0	0	0
<b>Totals</b>	<b>5886</b>	<b>912</b>	<b>4962</b>	<b>684</b>	<b>737</b>	<b>221</b>	<b>313</b>	<b>108</b>

Green=Request dates are July 2021 to December 2022

Yellow=Dates are January 2022 to June 2022

Allan Pollock  
Salem-Keizer Transit  
925 Commercial Street SE, Suite 100  
Salem, OR 97302

Dear Allan, Leadership Team, and Cherriots Board of Directors,

One of United Way's key goals to promote the resiliency and ability to thrive is collective impact. To provide the opportunity for our community members to connect people with places through safe, friendly, and reliable public transportation services is the very definition of collective impact. The strong partnership with Salem-Keizer Transit has allowed us to offer Cherriots' Day Passes at no cost to our nonprofit partner organizations. This strategic alliance enables us to fulfill a much-needed service at a time of great need; as such, we feel very fortunate and grateful to be able to administer this program.

To assure the best use of this resource, the United Way conducts a biannual application process, allowing new partners to access the program. Our goal is to direct distribution of the passes to individuals who are seeking employment; require transportation to physical or mental health appointments; or need help obtaining emergency services such as food, shelter and/or clothing. Many community organizations are eager to participate because the passes expand their ability to provide transportation services that would otherwise go unmet.

So you have a chance to hear first-hand how this resource has impacted those we support, we have included some statements to share with your organization. You can be assured that this partnership enhances the lives of our friends and neighbors throughout Marion County.

Last year, the Board of Directors of Salem-Keizer Transit approved an allocation of 5,000 passes for a 12-month period. We respectfully request they approve to continue the same level of commitment, which has provided necessary hope and transportation services for so many in our community.

In partnership,



Rhonda Wolf, CEO  
*United Way of the Mid-Willamette Valley*

### **Bridgeway Recovery Services Bus Pass Story:**

Bridgeway Recovery Services serves many clients in our addiction recovery and mental health programs who are lower income individuals. It is often difficult for these individuals to find the time and/or the means to be able to travel to our locations for their appointments especially during the COVID 19 pandemic. One client who has been struggling to make ends meet during the pandemic expressed their appreciation for the bus pass. "I didn't know how I was going to be able to return after my initial appointment." Bridgeway informed them of the free bus pass program, and the client expressed their appreciation for the pass. "Knowing that I have a way to get back [to Bridgeway] for my individual session is so helpful!" Almost every client that Bridgeway serves who receives a bus pass has a similar story to this client. Many lower income individuals Bridgeway serves lack the means or access to reliable transportation. On behalf of the clients we are able to help under this program, Bridgeway would like to express our gratitude to both United Way and Cherrriots for enabling access to transportation for these individuals to more easily receive the services they need.

1/14/2022

The United Way & Cherriots Bus Pass Program has impacted and benefitted one of our clients in the following ways:

One of our clients is recovering from a severe domestic violence situation and came to us for shelter, with three children in DHS custody. When she arrived, DHS was setting up in office visits for our client to be with her children. She has no employment, does not know the area very well and because of this amazing program through United Way and with Cherriots...we were able to provide her with daily bus passes, so she was able to make her visits consistently and on time. She also was able to utilize these passes to look for suitable employment and because of this, she is now employed full time.

We at Women at the Well Grace House thank you so much for your continued support.

Hey Megan!

I've attached the Bus Pass Tracking form. The bus passes helped multiple homeless Veterans to find shelter. For example, we had a homeless Veteran come into our office. The Veteran had been sleeping in a field near the Fairgrounds for 3 months. The Veteran enrolled into our Supporting Services for Veteran Housing Program, but he still needed shelter. During the enrollment, we were able to reach out to VETcare, a transitional program that gives a homeless Veteran their own room and bed to sleep. The Veteran didn't have any transportation and had zero income to pay for a bus pass. We were able to give the Veteran one of United Way's daily bus to get over to VETcare, so the Veteran didn't have to continue to sleep in a field (especially in this weather). We are happy to add that the Veteran has been accepted for his own apartment, and he moves in tomorrow.

This is just one example of how useful the United Way daily bus passes are. The bus passes have helped many Veterans get to a shelter (VETcare, Tanner Project, UGM, Salvation Army, Simonka House), get to a job interview, get to medical appointments, get to DHS, and even get to and from a new job they just started.

Thanks so much!

**Andrew Rice | Housing Services Program Manager**  
Easterseals Oregon, Supportive Services for Veteran Families  
3878 Beverly Ave NE, Suite 5 | Salem OR 97305  
Office 971-304-7140 | Mobile 971-267-6902 | Fax 971-915-0345  
[arice@or.easterseals.com](mailto:arice@or.easterseals.com) | [easterseals.com/oregon](http://easterseals.com/oregon)

**Please consider making a tax-deductible donation to support Easterseals Oregon!**

We have been so lucky to share these bus passes with the folks staying in the pallet shelters. One of our gentleman have terminal cancer and had not been able to get to and from his medical appointments. We got him the bus passes and not only has he been able to make his appointments, but he is now housed and doing very well. The Cancer of course is not gone, but his quality of life is so much improved due to the wonderful donations of bus passes. Thank you!!

## **Salem Housing letter**

## Kindness closet letter

We were able to utilize three of our bus passes to assist one of our friends living on the streets obtain his drivers license, which has led to him getting a part-time job and working toward full-time. Without a valid photo ID it is virtually impossible for someone to move forward with employment, housing or other resources. Being able to assist him in doing so has opened doors for him to move toward independence. He is incredibly grateful.





# BOARD MEETING MEMO

Agenda Item I.1

**To:** Board of Directors

**From:** Stephen Dickey, Director of Technology and Program Management  
David Trimble, Deputy General Manager

**Thru:** Allan Pollock, General Manager

**Date:** June 23, 2022

**Subject:** South Salem Transit Center Mobility Hub Site Selection Final Report

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## ISSUE

Shall the Board accept the South Salem Transit Center Mobility Hub (SSTCMH) Site Selection Study Final Report as prepared by Parametrix Inc., and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition?

## BACKGROUND AND FINDINGS

Work on the SSTCMH Site Selection Study began in January of 2021, and is now at the point of conclusion. At the June 24, 2021 meeting of the Board of Directors, a presentation was made providing an update on the SSTCMH site selection project. This update provided an overview of what was learned in the first phase of the project in developing a current and future conditions technical memo that documented existing service levels and the developed environment where they currently operate. The memo also evaluated the anticipated development of the Salem-Keizer area over the next twenty years, and what service enhancements would be needed to adequately provide a level of public transportation services that keeps up with the growth. This portion of the study, helps to provide a framework for determining the preferred location for the SSTCMH.

The second phase was presented in an update to the Board on November 18, 2021, which involved the development of prototypical designs of a transit center. This process began to clarify what will be included in the SSTCMH, an important part of the process as this information will help determine the size of parcel needed to construct the facility. During this meeting the concept of super stops were introduced as well. The super stop

concept is in addition to the primary transit center and serve to facilitate better integration between primary or Core Network lines and local circulating service. The presentation by Parametrix in this meeting included an update on the project, what was learned in the second phase, and explained the next steps toward selecting a site.

Now the project is nearing the finish line for the site selection study. The ultimate purpose of the study was to provide a short list (2-3) of sites at the conclusion, that, due to the criteria used to evaluate sites for the feasibility of use from an operational standpoint, for the Board of Directors to consider in selecting a final site for development. It is important to note that the inclusion of these sites in the study does not mean that development is inevitable, but that they scored the highest in the feasibility for development according to the study.

As planned there will be several more steps to complete before the overall project will be ready to open for operation. These steps include:

- Final evaluation by the Board of Directors and a determination of the final site to proceed with for developing the SSTCMH (July 2022).
- The Board to take action to direct staff to proceed with the steps required for property acquisition (July 2022).
- Prepare and complete a solicitation for a consultant team to complete:
  - National Environmental Protection Act (NEPA) study (public outreach required),
  - assistance with the purchase process, and
  - complete design and engineering of the facility for construction (public outreach required).
- Complete a schematic design to support the NEPA study.
- Complete the NEPA study and submit it to the Federal Transit Administration (FTA) for concurrence.
- Complete the FTA required process for an appraisal, and a review of that appraisal. These are also submitted to FTA for concurrence.
- Complete full design and engineering. This step will have significant staff involvement and input from the public.
- Bring the final design, and the construction estimate prepared by the consultant to the Board for approval.
- Use the final design and estimate to prepare a solicitation for construction.
- Award the construction contract and issue a notice to proceed.
- Obtain permits for construction and proceed with construction of the facility.
- Complete final inspections, and prepare to open the facility for operation.

The SSTCMH Site Selection Study Final Report (Attachment A) documents the full process involved in the site selection process and the rationale for the final recommendation of the

sites identified in the study. One note, the cost estimate on page 3-3 is still in development and will be provided to the board as part of the staff report at the meeting where the Board of Directors will take action to select the final site for acquisition. Ryan Farncomb with Parametrix, Inc. will present an overview of the final report, findings from the study, and lessons learned that will better prepare the district for the next steps in completing the SSTCMH project.

## **FINANCIAL IMPACT**

None

## **RECOMMENDATION**

Staff recommends the Board accept the South Salem Transit Center Mobility Hub Site Selection Study Final Report and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition.

## **PROPOSED MOTION**

**I move the Board accept the South Salem Transit Center Mobility Hub Site Selection Study Final Report and approve the recommendation of the sites identified in the report as finalist sites to proceed with the required steps for property acquisition.**



# SOUTH SALEM TRANSIT CENTER AND MOBILITY HUB

SCREENING AND SITE  
RECOMMENDATION  
REPORT



# Draft South Salem Transit Center and Mobility Hub Screening and Site Recommendation Report

*Prepared for*

**Cherriots**

555 Court Street NE  
Suite 5230  
Salem, Oregon 97301

*Prepared by*

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## CITATION

Parametrix. 2022. Draft South Salem Transit Center and  
Mobility Hub Screening and Site Recommendation Report.  
Prepared by Parametrix, Portland, Oregon.  
June 2022.

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## ACRONYMS AND ABBREVIATIONS

Board	Cherriots Board of Directors
CAC	Citizen Advisory Committee
CSA	Comprehensive Systems Analysis
DBH	diameter at breast height
GIS	geographic information systems
NEPA	National Environmental Policy Act
OOH	online open house
SBP	Strategic Business Plan
SSTCMH	South Salem Transit Center and Mobility Hub
TCMH	Transit Center and Mobility Hub
TOD	transit oriented development

## EXECUTIVE SUMMARY

In June 2022, Cherriots completed a study to site a new South Salem Transit Center and Mobility Hub (SSTCMH) with the goal of improving mobility for riders living within and traveling to south Salem. The study was launched to determine a suitable site for the future SSTCMH with the goal of improving the quality of service and mobility options for transit users traveling to, from, and through south Salem. Generally bounded by the Willamette River, Interstate 5 (I-5), Fairview Industrial Drive SE, and Delaney Road SE, the project study area represented the area where it is expected the SSTCMH will be sited.

The study was undertaken in two phases. The first phase focused on identification of potential transit network modifications that were then used to inform design and siting needs for the future SSTCMH, studied as part of Phase 2. The findings and recommendations from Phase 1 are summarized in the South Salem Transit Center and Mobility Hub Transit Market Technical Assessment and this report documents the screening process and recommendations resulting from the analysis conducted during Phase 2.

The efforts undertaken during Phase 2 focused on four primary tasks:

1. Preparation of prototypical designs for the SSTCMH and enhanced “super” stops
2. Development of screening criteria and analysis of potential site suitability in accordance with these criteria
3. Initial outreach and due diligence to determine the willingness of owners to sell their property and investigate the sites for critical areas, protected plant or animal species, and the presence of hazardous materials
4. Public engagement that focused on soliciting feedback in response to the conceptual designs as well as any additional issues for consideration.

Using feedback received from the public during Phase 1, as well as input from the Citizens Advisory Committee (CAC), Board of Directors (Board), and community, the prototypical designs for the SSTCMH incorporated estimated operational and passenger facilities needs including:

- Bus shelters
- Bicycle storage and repair amenities
- Space for micromobility facilities
- Customer restrooms
- Space for transit passenger pickup and drop off
- Bus bays, including operational space for paratransit and microtransit
- A multipurpose open space/plaza
- Electric bus charging facilities
- Operator facilities

These designs helped to illustrate how large a selected site for the SSTCMH needed to be, which was a key factor in the screening process. Should super stops be developed in lieu of the SSTCMH, they would likely be developed in small, proximate clusters located on-street at transit transfer location.

## Site Evaluation, Screening, and Due Diligence

Several sites were evaluated as potential locations for the SSTCMH through a two-step process. The first step, known as a “fatal flaw analysis”, was applied to more than 12,000 parcels in the study area to eliminate those with significant constraints from further consideration. For example, all parcels that are

zoned as single-family residential were removed from further consideration, as development of a transit center is not a permitted use in these zones.

Upon completion of the Fatal Flaw analysis, 9 sites remained within the study area. The project team performed a detailed evaluation of these sites to identify the following three candidate sites, shown in Figure ES-1, for final consideration.

- Site D, located at the southwest corner of Fabry Road SE and Commercial Street SE
- Site F, located at the northwest corner of Wiltsey Road SE and Commercial Street SE
- Site 8, located at the northeast corner of Wiltsey Road SE and Commercial Street SE

Metrics considered during this evaluation addressed land use, transit operations, customer benefit, nonmotorized access, impacts to surrounding properties, costs, and potential for acquisition. Conceptual designs and cost estimates were prepared to help the project team to understand how the key elements of the SSTCMH would be applied at each site, the likely ingress and egress points for purposes of understanding potential traffic impacts, and whether the candidate sites are likely to be of sufficient size to accommodate all desired SSTCMH features.

## Next Steps

The findings included in this report will be used to inform final selection of the preferred site for the SSTCMH. Once identified by the Board of Directors, Cherriots will proceed with negotiations with the site owner(s) to acquire the desired property(ies). Additional steps that will be performed to develop the SSTCMH include:

- Preliminary environmental investigations
- Site boundary survey
- Preliminary and final design
- Environmental review
- Construction

Public engagement will be undertaken throughout all remaining steps of the development process.

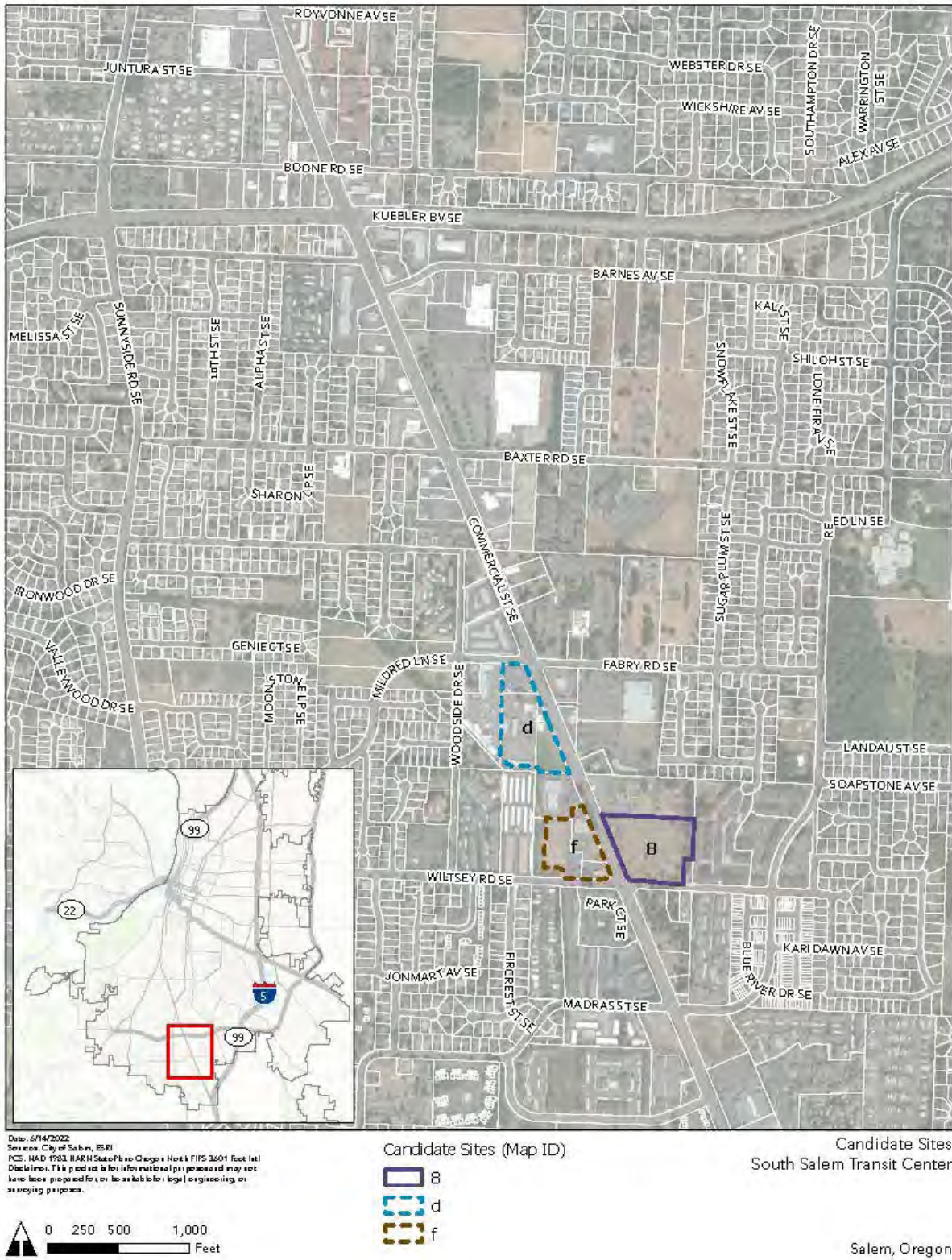


Figure ES-1. SSTCMH Candidate Sites

# 1. INTRODUCTION

## 1.1 Project Background and Purpose

As a public transit agency, Cherriots continuously strives to improve mobility for riders within its service area. To support people living within and traveling to and from south Salem, Cherriots is planning a new South Salem Transit Center and Mobility Hub (SSTCMH). This study was launched to identify and analyze potential transit network and service modifications, opportunities to improve access through new and emerging mobility options, and determine a suitable site for the future SSTCMH with the goal of improving the quality of service and mobility options for transit users.

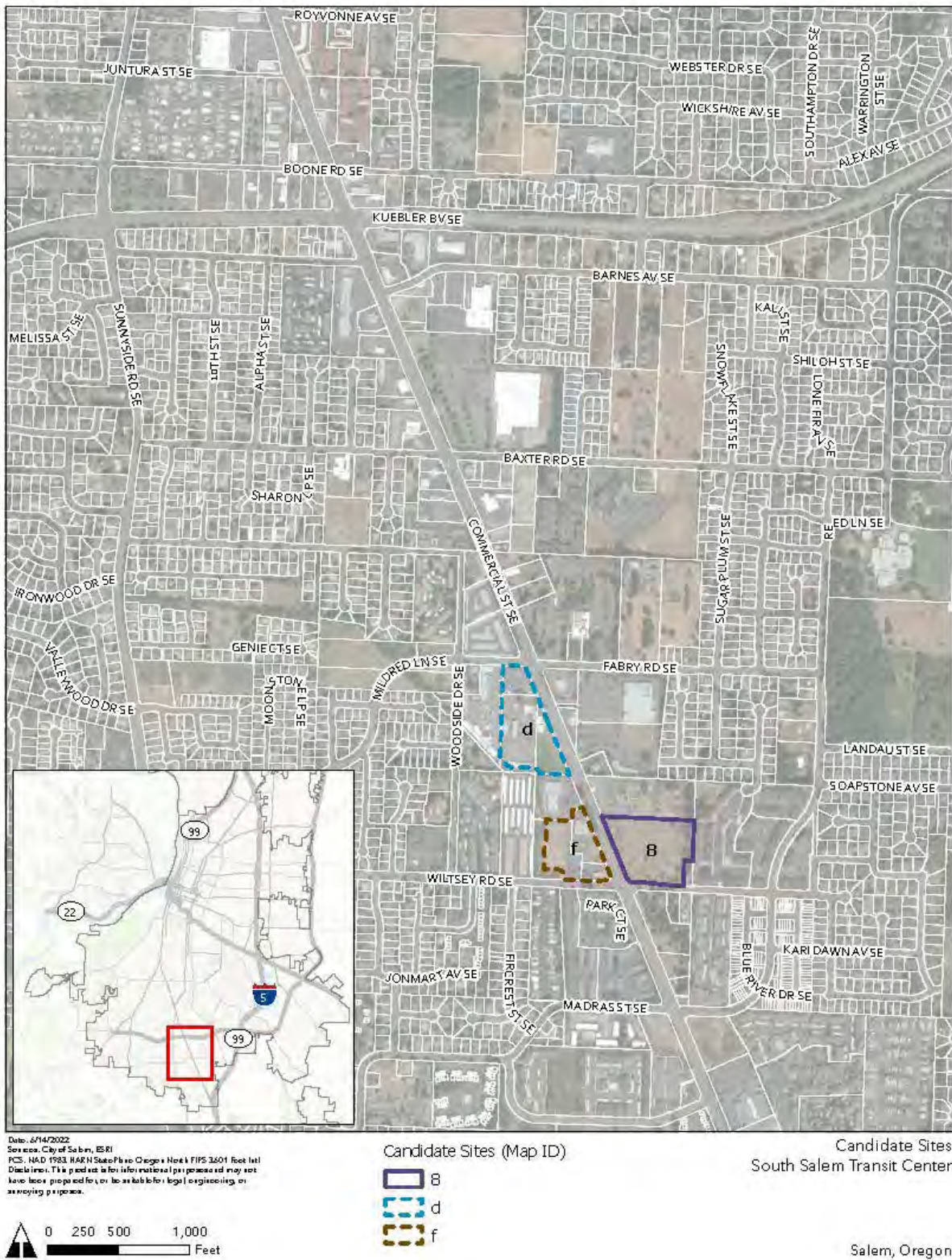
This study was undertaken during a period when transit and mobility are rapidly evolving. The COVID-19 pandemic changed assumptions about how, where, and when people will travel in the future, and the long-term effects of changes in travel patterns will be realized over the coming years. A new transit center and mobility hub in south Salem will provide opportunities to modify the transit network serving south Salem and accommodate new and emerging transportation options that can provide for seamless first- and last-mile options<sup>1</sup> for riders.

This study was undertaken in two phases, concluding with the recommendations in this report of three promising locations, listed below and shown in Figure 1-1, as well as conceptual designs, and cost estimates for a future transit center and mobility hub in south Salem.

- Site D, located at the southwest corner of Fabry Road SE and Commercial Street SE
- Site F, located at the northwest corner of Wiltsey Road SE and Commercial Street SE
- Site 8, located at the northeast corner of Wiltsey Road SE and Commercial Street SE

---

<sup>1</sup> The distance between a traveler's origin/destination and a transit station/stop is commonly referred to as the first/last mile. <https://www.apta.com/research-technical-resources/mobility-innovation-hub/first-last-mile-solutions/>



**Figure 1-1. SSTCMH Candidate Sites**

The primary steps and key milestones associated with this study included:

- Phase 1 focused on assessment of the current and future transit market that informed development of a conceptual future transit network including routing as well as service frequency. These assumptions provided operational needs for site ingress and egress and the service frequency and service types were used to develop an appropriately sized prototypical design for the SSTCMH. The findings and recommendations from Phase 1 are detailed in the South Salem Transit Center and Mobility Hub Transit Market Technical Assessment. A Community Outreach Report was also prepared that summarizes the public engagement efforts undertaken and the feedback received during Phase 1.
- Phase 2 included the following four tasks:
  1. Development of a prototypical design for the SSTCMH. The prototypical design incorporated passenger amenities and the needed facilities to accommodate forecast bus volumes for all anticipated services based on the conceptual future transit network, as well as other mobility options such as shared micromobility<sup>2</sup>, parking, and charging.
  2. Development of siting criteria, assessment of potential locations, and identification of candidate sites for additional evaluation that incorporated the minimum site size informed by the prototypical design as well as the operational needs of the conceptual transit network.
  3. Initial outreach and due diligence to determine the willingness of owners to sell their property and investigate the sites for critical areas, protected plant or animal species, and the presence of hazardous materials. This task concluded with identification of recommended sites for potential future acquisition and development.
  4. Public engagement that focused on soliciting feedback in response to the conceptual designs as well as any additional issues for consideration

It is important to note that the final SSTCMH could be sited and developed in a variety of forms, including a single site that accommodates all needs or a series of enhanced “super” stops that collectively provide for the mobility needs in south Salem. Additionally, while this study resulted in both prototypical and conceptual designs for the facility, the exact facility features and amenities would be determined during a future phase of design work.

Both phases of the project were accompanied and informed by a robust public engagement process that engaged partner agencies, the citizen advisory committee (CAC), and the communities Cherriots serves.

### 1.1.1 Project History

Development of a transit center in south Salem has been an element of Cherriots’ planning efforts for many years. Beginning in 2004, the need for a transit center in south Salem was identified as part of Cherriots’ Strategic Business Plan (SBP). Upon adoption of the SBP, Cherriots began a site selection process for the South Salem Transit Center in parallel with the site selection process for the Keizer Transit Center. This effort concluded with recommendations for siting the South Salem Transit Center near Commercial Street SE and Madrona Street SE, and well as siting recommendations for the Keizer Transit Center.

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<sup>2</sup> Micromobility refers to a range of small, lightweight devices operating at speeds typically below 15 mph and that are ideal for trips up to about 6 miles. <https://www.itdp.org/multimedia/defining-micromobility/>

With these recommendations, Cherriots pursued grant funding for construction of the two transit centers. These efforts were successful for the Keizer Transit Center, which opened in 2013; however, funding was not secured for the South Salem Transit Center until 2015 via Connect Oregon V. This funding, along with the match provided through the Salem-Keizer Area Transportation Study, allowed Cherriots to complete the site selection process, identifying the property occupied by the south Salem Walmart as the preferred site for the South Salem Transit Center.

With this decision, Cherriots completed an existing conditions report, performed public outreach, and prepared a documented categorical exclusion report for compliance with the National Environmental Policy Act. Additional work included development of appraisals, site topographical surveys, and the preliminary design shown in Figure 1-2 to prepare for purchase of the property. Cherriots negotiated with the property owner for purchase of the property; however, the offer was not accepted, and the only remaining option to acquire the property was the condemnation process. This was expected to be a lengthy and costly process, and thus, Cherriots abandoned pursuit of this location for the South Salem Transit Center.

Additionally, Cherriots' operating environment has changed, similar to many other transit agencies who have shifted away from providing large capacity bus or rail services and toward a mix of services including fixed-route and on-demand services, as well as accommodations for microtransit<sup>3</sup> and micromobility options such as shared scooters or bicycles. This expanded accommodation of services will combine to create a hub for transit access in south Salem, improving mobility for all users.



**Figure 1-2. Preliminary Site Design for the South Salem Transit Center at the South Salem Walmart Property**

<sup>3</sup> Small-scale, on-demand public transit services that can offer fixed routes and schedules, as well as flexible routes and on-demand scheduling. <https://www.apta.com/research-technical-resources/mobility-innovation-hub/microtransit/>



## 1.2 Study Area

The south Salem study area was generally bounded by the Willamette River, Interstate 5 (I-5), Fairview Industrial Drive SE, and Delaney Road SE as shown in Figure 1-3. The study area represented the area where it is expected the SSTCMH will be sited to maximize the potential for mobility in south Salem. However, the study looked beyond these borders to the broader community served by Cherriots to fully address the transit needs of people traveling to, from, and within south Salem.

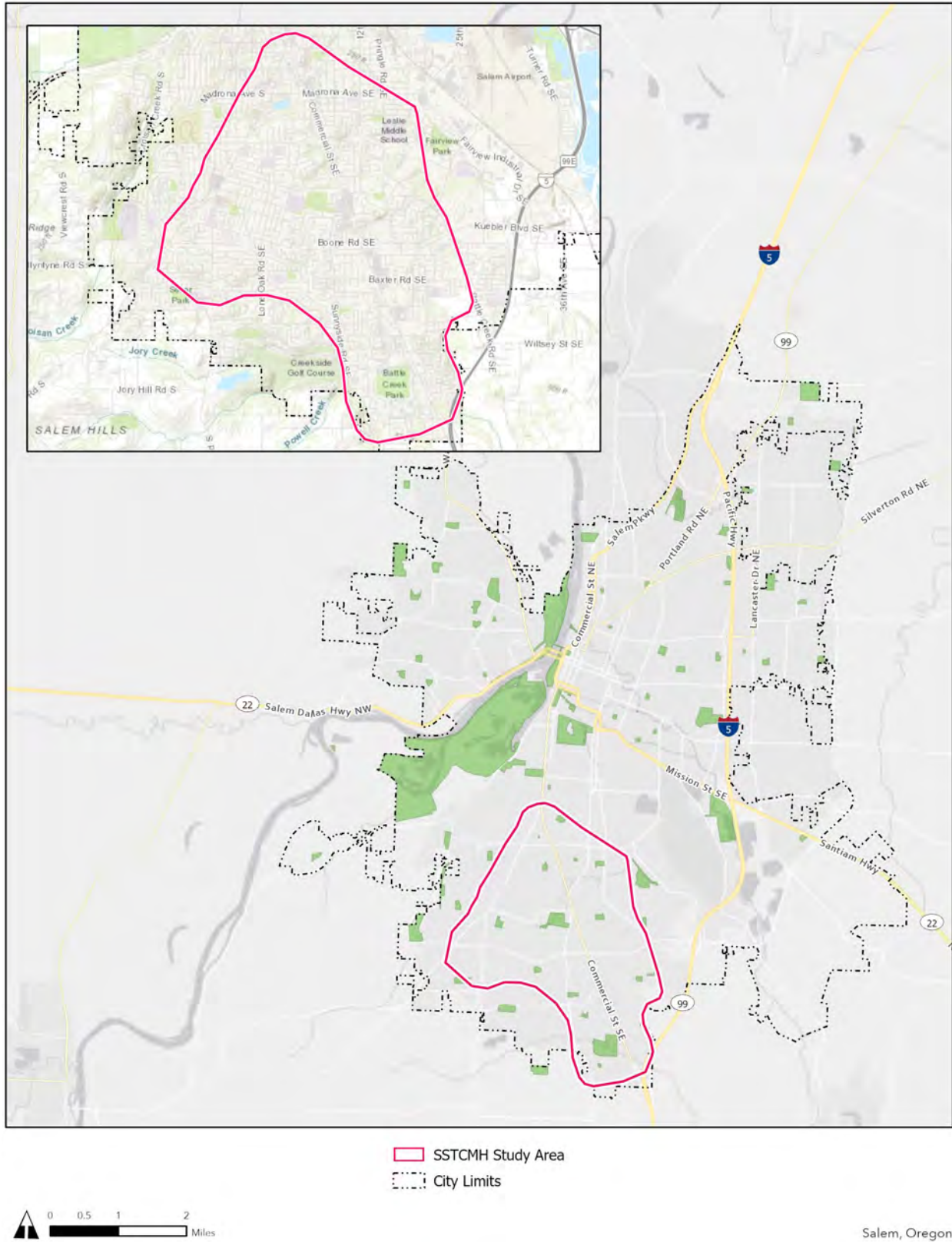


Figure 1-3. South Salem Transit Center and Mobility Hub Project Study Area

## 1.3 Public Outreach

Community engagement associated with Phase 2 comprised outreach to the community as well as presentations to the Citizen Advisory Committee (CAC) and Cherriots Board of Directors (Board).

Public outreach with the community was undertaken from September to October 2021. Engaging the entire community, including traditionally underserved populations, was a major priority of the engagement program. Initial demographic research revealed that there is a large Spanish-speaking population in the study area; as a result, the project team translated materials into Spanish.

The primary objective for the second phase was to report back to the community regarding:

- Findings from the community survey (conducted in spring 2021) and technical analysis
- How that information influenced design concepts
- Next steps in the study process

Phase 2 outreach activities included an update to the project landing page ([www.southsaalemTC.org](http://www.southsaalemTC.org)) developed during Phase 1 and the launch of an online open house (OOH). Landing page updates included a revised project timeline and the addition of study resources from the first phase of outreach. Updates were made in both English and Spanish. The English page was viewed almost 1,000 times by more than 580 unique visitors and the Spanish page was viewed 5 times by 5 unique visitors.

The OOH was developed in English and Spanish using the ArcGIS StoryMaps platform. Content included text, charts, and maps to walk the community through what Cherriots learned from the Phase 1 community survey and transit market technical assessment. The public could access the OOH through the study landing page between September 27 and October 18, 2021. Additionally, the OOH directed people to visit the landing page to learn more about the project.

The OOH was promoted using transit center and on-bus notifications, outreach emails, and social media posts. All notifications included content in both English and Spanish and referred interested community members to the project landing page where they could access the OOH.

In addition to the activities above, the project team conducted a statistically significant survey of south Salem residents to understand attitudes, needs, and habits with respect to transit. This survey provided important information about the community's preferences and desires for a future SSTCMH.

The Community Outreach Report summarizes the public engagement efforts undertaken and the feedback received during Phase 2.

Presentations to the CAC were made in September 2021 and April 2022 and the Board in November 2021.

## 1.4 Limitations of This Study

This study is based on current information, including existing conditions, available natural resources maps, and adopted plans and policies. Limited on-site evaluations were performed as part of the due diligence task. No critical areas delineations, land survey, or soils testing for hazardous material were performed. The findings and recommendations detailed in this report should not be construed as a commitment to develop the SSTCMH at any of the evaluated sites in south Salem.

The conceptual transit network developed during Phase 1 served as a basis for many of the assumptions employed in this study. Portions of the analysis describe the potential for redesign of some Cherriots

routes. Potential route modifications described in this report should not be construed as a commitment by Cherriots to modify service.

It is important to note that this study has a limited scope and therefore does not evaluate or document environmental impacts pursuant to the National Environmental Policy Act (NEPA). The conceptual designs included in this report are meant to represent potential transit passenger facility layouts for each site. They should not be construed as preferred or final designs for any of the sites.

## 1.5 Report Organization

This report is organized into the following four chapters:

Chapter 1, Introduction, describes the project background and purpose, the study area, public outreach and the limitations of the study.

Chapter 2, Project Context and Analysis Assumptions, details the assumed transit network and associated operations, the existing and planned transportation services and facilities within the study area, and prototypical design developed for the SSTCMH.

Chapter 3, Evaluation Screening, describes the steps used to evaluate sites within the study area for siting of the future SSTCMH. It details the criteria used to objectively analyze the viability of each site. This section includes the results of the evaluation screens that narrowed the potential sites for consideration. The conceptual designs and cost estimates for the recommended sites are included in this section.

Chapter 4, Recommendations and Next Steps, describes the recommendations based on the results of this analysis.

## 2. PROJECT CONTEXT AND ANALYSIS ASSUMPTIONS

### 2.1 Assumed Transit Network and Operations

The key findings of the Transit Market Technical Assessment contributed to development of assumed future network changes that were used to analyze and screen potential sites for the SSTCMH.

Considerations that contributed to the recommendation are summarized in Table 2-1 and included:

- Findings from previous Cherriots studies
- Existing and planned land use changes
- Service to traditionally transit-dependent populations served by the Cherriots network
- The presence of sidewalks and bicycle facilities are in the study area
- Employment and population growth
- Public input received in response to a survey performed for this project
- Current and future travel patterns

Because the network would differ based on the location of the SSTCMH, the following service changes were assumed as applicable to the site:

- The Kuebler Link would be implemented, with connections at Commercial Street SE near the intersection with Kuebler Boulevard.
- Routes 6, 8/18, and 21 would be modified to serve the SSTCMH, with it serving as a stop along the route or a new terminus
- Service frequencies for Routes 6, 8/18, and 21 would remain constant with current levels

It is important to note while these are all important considerations for the network in this area, that does not necessarily mean that solving these challenges would be a priority for Cherriots in the context of other needs elsewhere.

**Table 2-1. Recommended Network Revisions in South Salem**

Factor/Consideration	Potential Strategies	Related Plans	Cost Impact	Role of SSTCMH	Land Use Factors
Access to downtown from Fairview Industrial Dr/ Route 6.	Increase frequency of Route 6.	2017 Needs Assessment Report, A Better Cherrits	Expansion	Potential layover for future 30 -minute Route 6. This probably requires splitting the route or creating a short line.	
Access to employment areas apart from downtown from areas away from Commercial St SE.	Increase frequency on Routes 6, 8, and 18, create an east-west Kuebler Link, or extend Route 11.	Ongoing Kuebler Link planning	Expansion; providing bus stops along Kuebler Blvd could be costly	Potential terminus for future service connecting south Salem to Lancaster Drive via Kuebler Blvd. Consider development of a “super stop” near WinCo Foods on Rickey St SE to facilitate transfers between Routes 4 and 11 and potential Kuebler Blvd service or, alternatively, a super stop at location of existing southern Route 11 terminus at the Marion County Jail.	
East-west access within south Salem connecting areas on either side of Commercial St SE.	Extend routes such as 6, 8, or 18 into opposite area. This may not be practical given runtime constraints with downtown pulse. Improve coordination of transfers (timing, walk connection) between Routes 6, 8, and 18.	2017 Needs Assessment Report	Possibly no or low cost, depending upon location of future SSTCMH	Timed transfer point for connections between routes. A new facility would create space for vehicles to hold together and greatly reduce walk required for transfer.	Most significant employment growth opportunities are located east of Commercial St SE. Residential growth is projected along and near Liberty Rd S.
Connection to the Salem-Albany route.	If the Intercity Service alternative is selected, provide a connection between local routes and the Salem-Albany route at the future SSTCMH.	Salem-Albany Corridor Feasibility Study	Possibly no or low cost, depending upon location of future SSTCMH	Timed transfer point for connections between routes.	

Factor/Consideration	Potential Strategies	Related Plans	Cost Impact	Role of SSTCMH	Land Use Factors
More recently developed areas such as those south of Mildred Ln and the south end of Sunnyside are far from existing transit services and have poor job access.	New coverage services.	2017 Needs Assessment Report	Expansion	Potential coordination point for coverage feeders.	Growth in these areas has predominantly been characterized by owner-occupied, single-family attached (townhome) and detached residential. Multifamily (senior, affordable, and market-rate) generally locate along Commercial St SE and, to a lesser extent, Liberty Rd S.
Relatively few zones in Salem code allow “ground transportation facilities.”	Provide transit service along corridors where adjacent zoning would allow for development of the SSTCMH or prepare for variance or rezoning process. Track comprehensive plan update.	Comprehensive plan update; Salem Municipal Code			The SSTCMH should be compatible with most or all Commercial and Employment Zones. Work with City to guide comprehensive plan update.
Evidence of one-way commute patterns from south Salem (e.g., to downtown).				Serve as connector to downtown and NE.	Almost two-thirds of the land use acreage in the study area is residential.
Employment growth is projected/expected in currently underserved locations.	Expand transit service to southeast Salem (Mill Creek Employment Center) from south Salem.	2014 CSA; Comprehensive Plan	Expansion	Potential connection to broaden reach of transit service from south Salem to east and southeast Salem.	New and proposed developments (including Amazon) will increase demand for transit service. Southeast Salem was not previously projected for significant growth.
Limited availability of developable land on main arterials, likely resulting in slower growth and limited change in existing land use patterns that are relatively low density.	Target transit service at current and expected activity nodes.	2014 CSA; Comprehensive Plan	Increase likely	Highlights importance of local area mobility hub(s) and/or on-demand transit service.	The economics of development in south Salem are unlikely to warrant redevelopment of existing property. Zoning changes to Mixed-Use along Commercial St SE will improve prospects.

Factor/Consideration	Potential Strategies	Related Plans	Cost Impact	Role of SSTCMH	Land Use Factors
No direct connection between south Salem and job centers in East Salem, Lancaster Corridor, or Mill Creek Industrial Center.	Extend or alter Route 11, initiate Kuebler Link service, or other service changes.		Increase; providing bus stops along Kuebler Blvd could be costly	Increases importance of crossing point of Route 11/Kuebler Link and Route 21. Consider development of a “super stop” near WinCo Foods on Rickey St SE to facilitate transfers between Routes 4 and 11 and Kuebler Link route or at the existing Route 11 terminus at the Marion County Correctional Facility.	Outside of downtown, east Salem/Lancaster corridor is one of Salem’s largest employment centers and a significant destination for south Salem workers. Jobs are planned for Mill Creek Industrial Center, but evidence of job growth is limited. Kuebler Blvd functions as a limited-access highway for portions of its length through the study area and east toward I-5/Lancaster Drive, with high traffic speeds and infrequent opportunities for pedestrian crossings. Developing transit stops in this environment presents challenges due to long walk distances and potentially uncomfortable stop-waiting conditions.

CSA = Comprehensive Systems Analysis



## 2.2 Existing and Planned Transportation Services and Facilities

The Salem CIP identifies many projects that would improve the transportation environment in the study area, with focus on intersection improvements, signalization, and a buffered bicycle lane along portions of Commercial Street SE.

Funded capital improvement projects within the study area are shown on Figure 2-1 and include:

- Intersection improvement with signal upgrade at Commercial Street SE and Hilfiker Lane SE
- Buffered bicycle lanes along Commercial Street SE from Oxford Street SE to Winding Way SE
- Signal improvements along Commercial Street SE from Fairway Avenue SE/Robins Lane SE to Madrona Avenue
- Traffic signal improvements along Hawthorne Avenue, Kuebler Boulevard, Lancaster Drive, and Market Street
- Multimodal safety crossings on Jones Road SE adjacent to Judson Middle School
- Pedestrian crossing at Liberty Road S adjacent to Liberty Elementary School
- Traffic signal improvements at the intersection of Sunnyside Road SE and Mildred Lane SE
- Traffic signal improvements at the intersection of Liberty Road S and Cunningham Lane S
- Traffic signal improvements at the intersection of Liberty Road S and Browning Avenue S
- Traffic signal improvements at the intersection of Pringle Road SE and Madrona Avenue S
- New streetlight installation along Boone Road SE between Sunnyside Road SE and Commercial Street SE
- Streetlight pole rehabilitation along portions of Sugar Plum Street SE, Sylvan Avenue SE, and Sunland Street SE

South Salem Transit Center  
 Site Screening and Selection Recommendation  
 Cherris

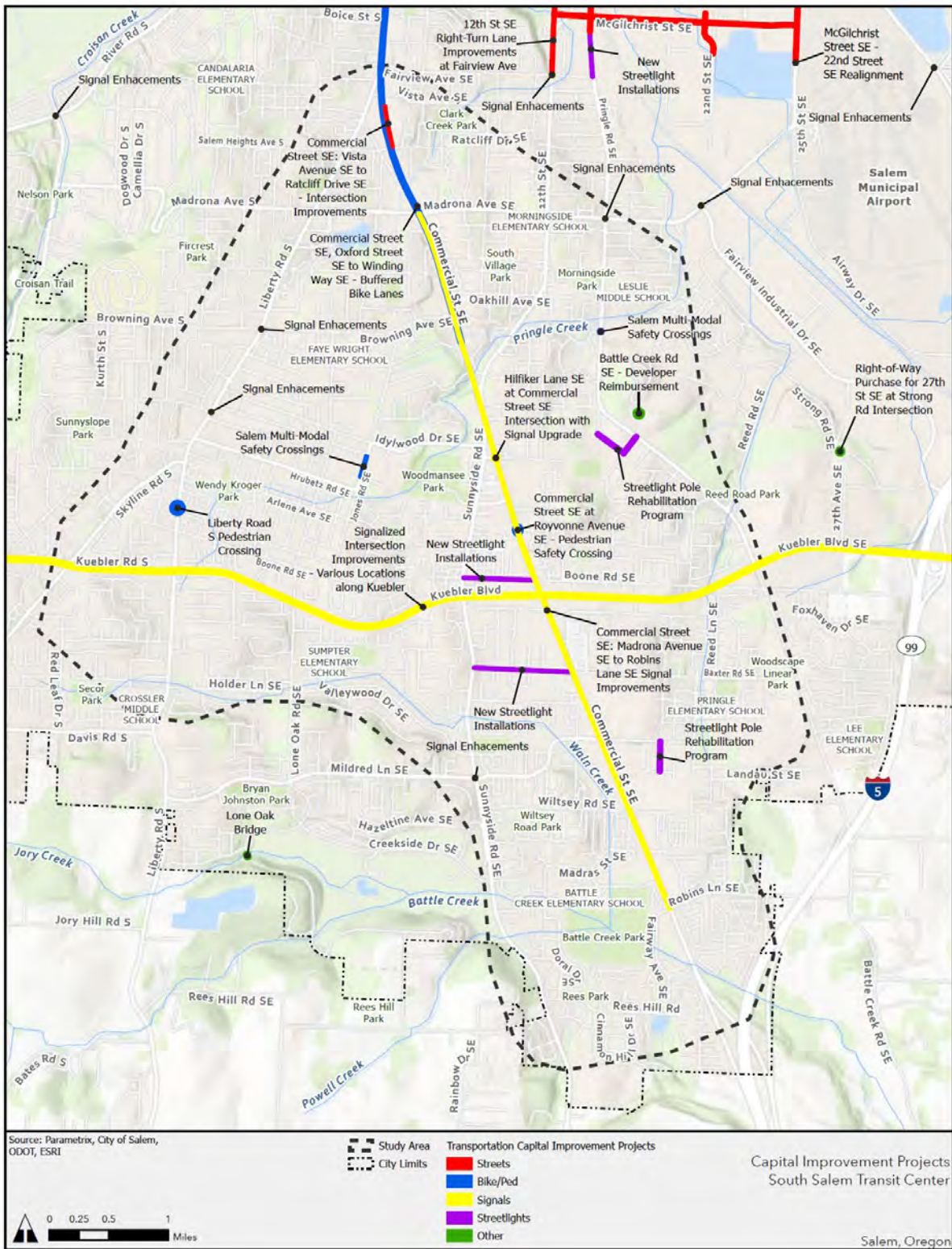


Figure 2-1. Funded Capital Improvement Projects

## 2.3 Prototypical Design

Prior to beginning the screening process, prototypical designs for both the SSTCMH and a super stop were prepared. These designs served as a starting point for selecting potential sites, as they helped to illustrate how large a site needed to be to accommodate all operational and passenger facilities needs which would in turn inform where in South Salem a transit center is most feasible. The features included in the conceptual designs, shown in Figure 2-2 through Figure 2-5, were based on conversations with staff as well as feedback from the CAC, Board, and community.

Features of the SSTCMC prototypical design include:

- Bus shelters
- Bicycle storage and repair amenities
- Space for micromobility facilities
- Customer restrooms
- Space for transit passenger pickup and drop off
- Bus bays, including operational space for paratransit and microtransit
- A multipurpose open space/plaza
- Electric bus charging facilities<sup>4</sup>
- Operator facilities

Because they are smaller in scale than a transit center, the super stop prototypical design includes fewer features and amenities. In lieu of a transit center or mobility hub, super stops would likely be developed in small, proximate clusters located on-street at transit transfer locations.

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<sup>4</sup> Cherriots plans to convert its existing bus fleet for all fixed route service to electric buses by 2040.

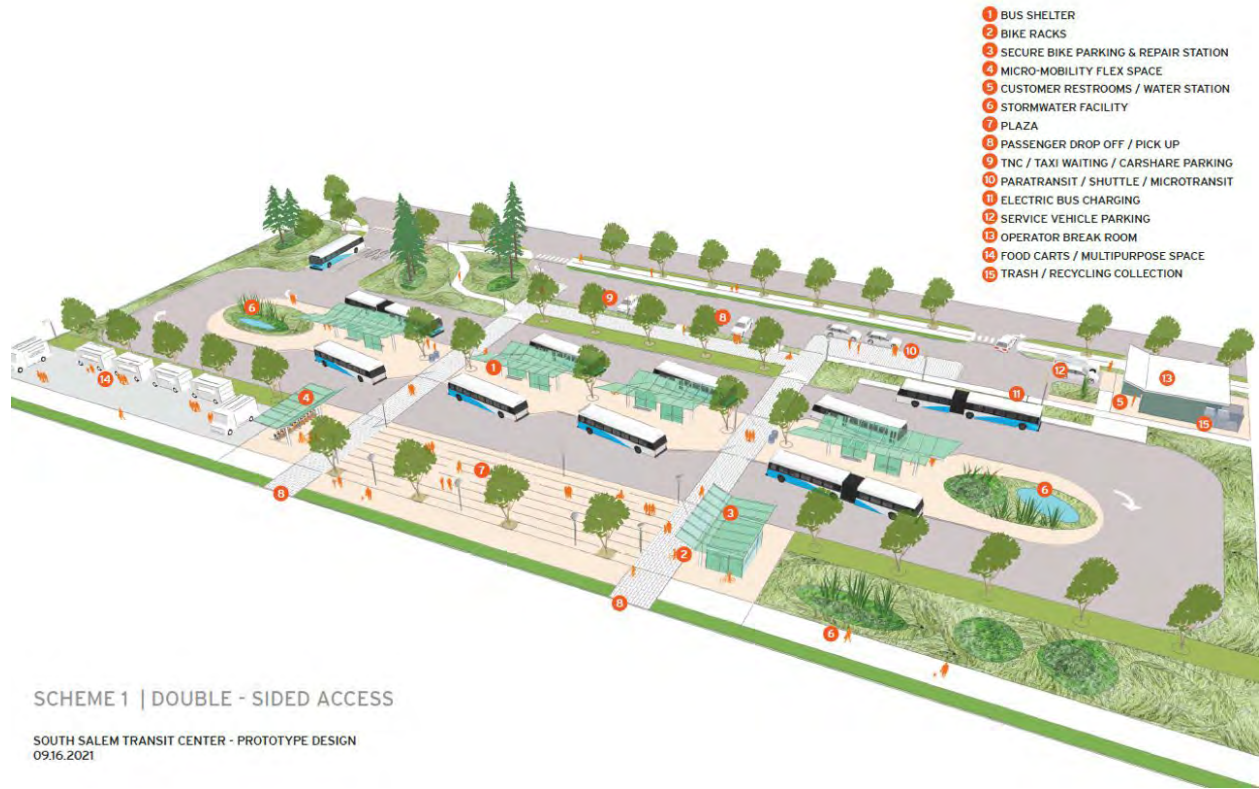
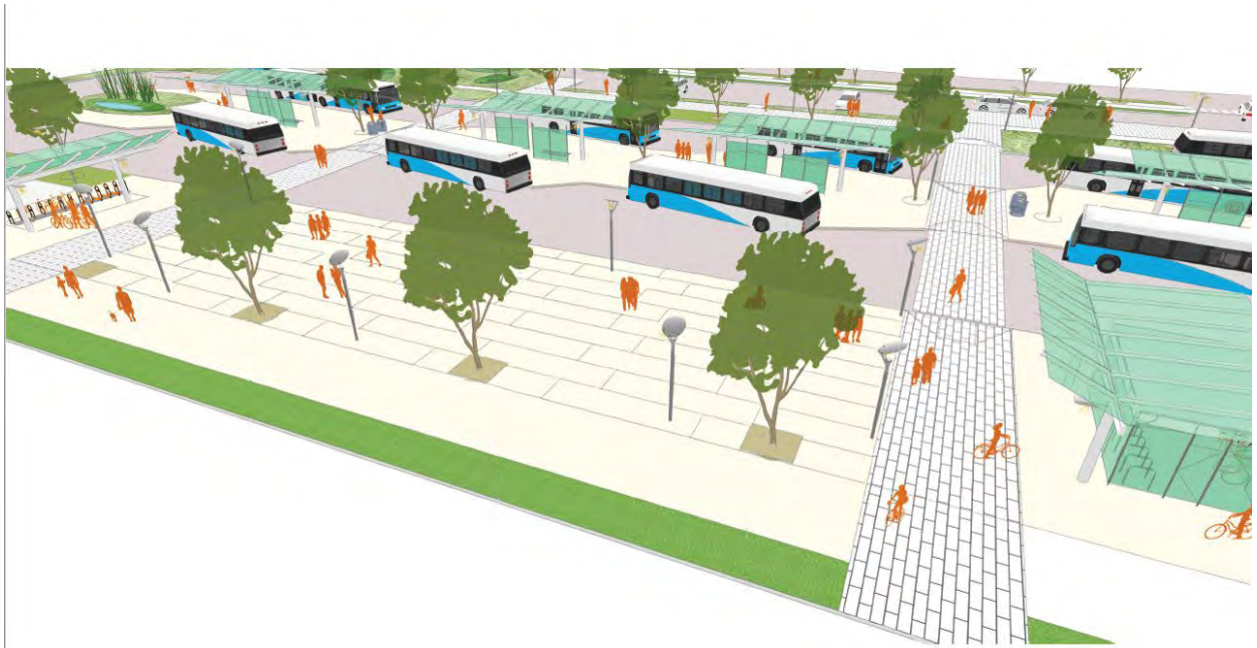


Figure 2-2. SSTCMH Prototypical Design – View 1



SCHEME 1 | DOUBLE - SIDED ACCESS, DETAIL

SOUTH SALEM TRANSIT CENTER - PROTOTYPE DESIGN  
09.16.2021

Figure 2-3, SSTCMH Prototypical Design – View 2

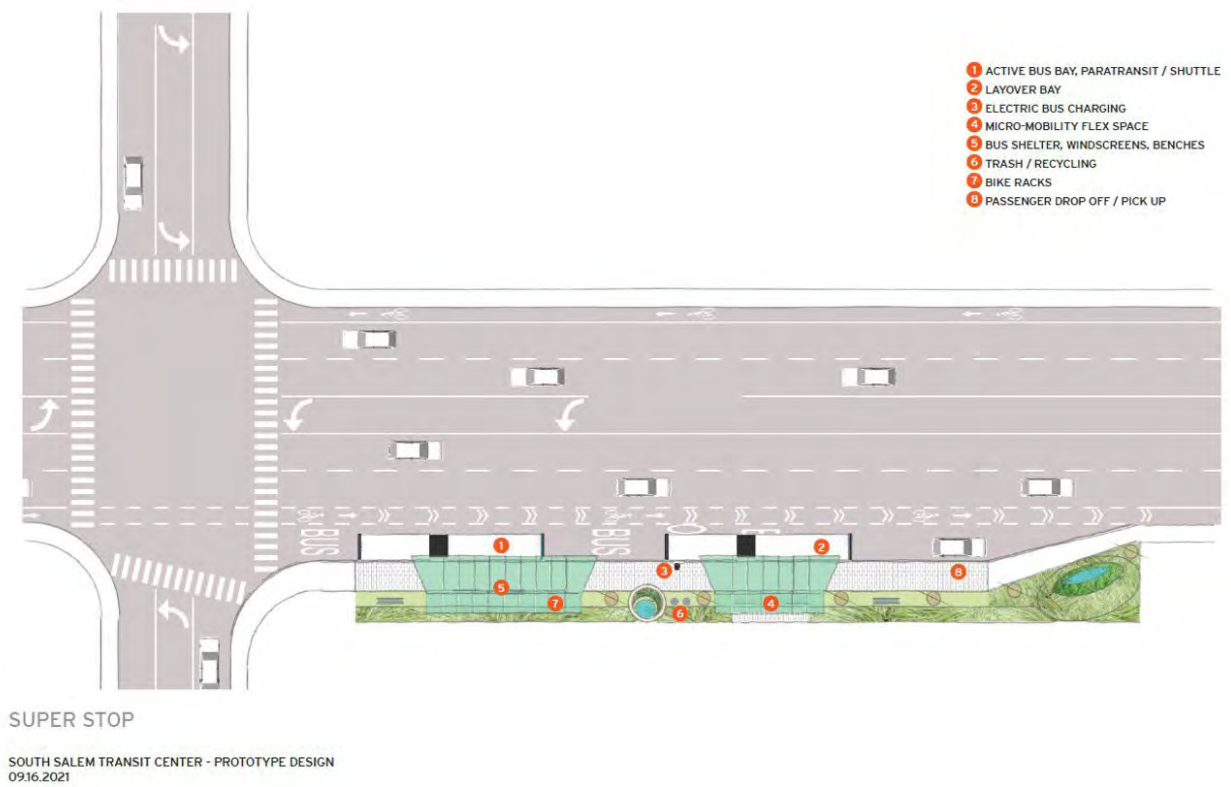


Figure 2-4. South Salem “Super Stop” Prototypical Design – View 1

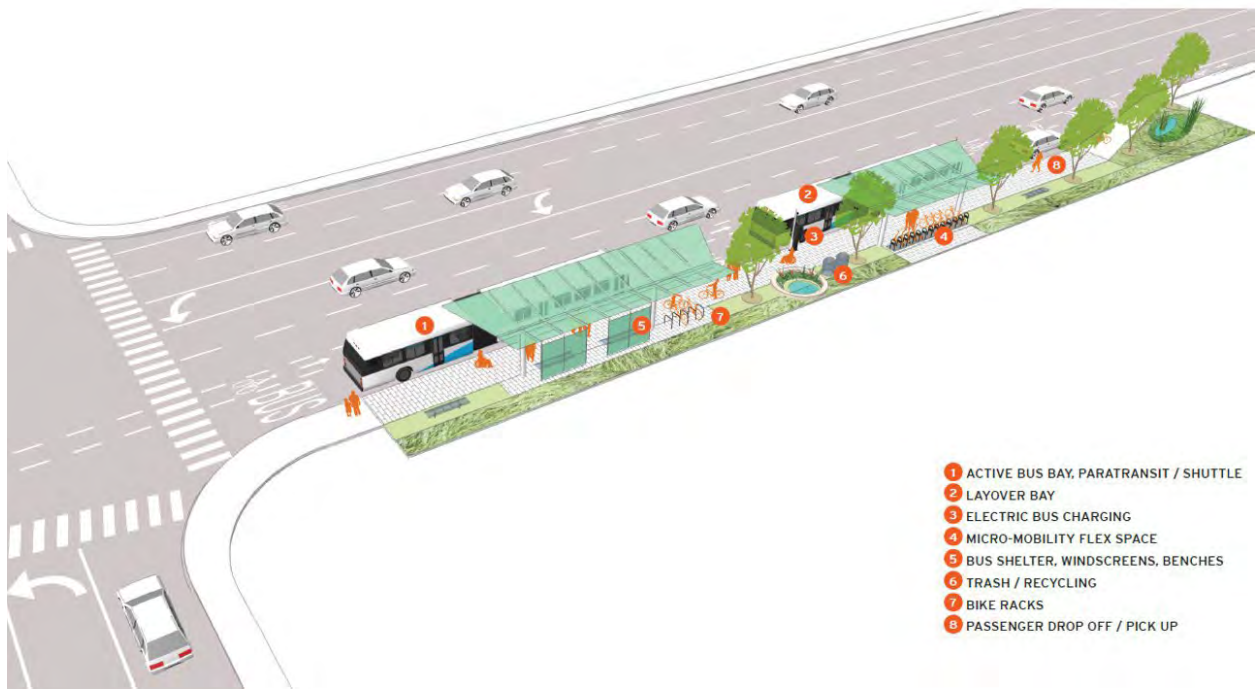


Figure 2-5. South Salem Super Stop Prototypical Design – View 2

### 3. EVALUATION SCREENING

Sites were evaluated as potential locations for the SSTCMH through a two-step process. Each step was designed to reduce the total number of sites for evaluation, based on criteria developed to identify a location that achieved the project goals. Upon completion of each step, the results were reviewed and verified with Cherriots staff.

#### 3.1 Fatal Flaw Analysis

The Fatal Flaw analysis process was applied to all parcels within the study area to eliminate those with significant constraints from further consideration. For each objective, a parcel was scored as “yes” or “no.” Sites scored as “no” for Criteria 1 through 5 were removed from further consideration, while those scored as “yes” advanced to the initial screening. For Criterion 6, sites for which acquisitions had been previously unsuccessful were eliminated from consideration unless ownership had changes. Table 3-1 lists the Fatal Flaw analysis criteria.

**Table 3-1. Fatal Flaw Analysis Criteria**

Objective	Evaluation Criteria
1. Consistent with land use regulations	Does the existing/planned zoning allow transit center/mobility hub as a permitted or conditional use?
2. Proximate to transit service	Is the site located within a ½ mile driveshed of an assumed bus route, with travel path along arterial streets?
3. Meets minimum size and dimension requirements	Is the site at least 3.25 acres in size (minimum size could be attained through parcel assemblage) with dimensions that can accommodate the SSTCMH?
4. Avoid impacts to critical areas	Is the site sufficiently free of critical areas such that the site has the minimum required developable area to accommodate the SSTCMH?
5. Site Value	Is the site valued at less than \$5 million?
6. Has potential for acquisition	Is the site a location with previous unsuccessful efforts to negotiate an acquisition? If so, has there has been a change in ownership?

The Fatal Flaw process was conducted as a process of elimination using geographic information systems (GIS). The study area included more than 12,000 parcels, and GIS served as a useful tool to manage the large data set. The criteria were analyzed in the following order, with parcels eliminated accordingly, resulting in a smaller data set for each subsequent criterion. In some instances, parcels were analyzed in a manner that allowed for potential assemblage to create a development site.

1. **Does the existing/planned zoning allow transit center/mobility hub as a permitted or conditional use?** If the zoning of a parcel prohibited development of a transit center, it was removed from further consideration. Parcels with zoning that allows a transit center as a permitted use or with a conditional use permit were advanced in the analysis. This criterion eliminated the majority of parcels in the study area from further consideration, as most are zoned single family residential.
2. **Is the site located within a ½ mile driveshed of an assumed bus route, with travel path along arterial streets?** The purpose of this criterion was to ensure that access to the SSTCMH would not require a long diversion from existing or planned transit service routes. The driveshed was



measured using existing roadways. All parcels beyond a half-mile drive were eliminated. Remaining parcels predominantly clustered around Liberty Road S, Commercial Street SE, Madrona Avenue SE, and Kuebler Boulevard SE.

3. **Is the site at least 3.25 acres in size (minimum size could be attained through parcel assemblage) with dimensions that can accommodate the SSTCMH?** Only sites with critical areas that were expansive enough to preclude development were removed from consideration.
4. **Is the site sufficiently free of critical areas such that the site has the minimum required developable area to accommodate the SSTCMH?** The remaining parcels were evaluated to determine if they were large enough to accommodate the minimum facility needs. If not, they were evaluated to determine if they could be combined with an adjacent parcel(s) to create a site that met the minimum size and shape requirements.
5. **Is the site valued at less than \$5 million?** Sites with an assessed value of more than \$5 million were eliminated from consideration.
6. **Is the site a location with previous unsuccessful efforts to negotiate an acquisition? If so, has there been a change in ownership?** Sites that were previously identified for the SSTCMH and for which negotiations were unsuccessful were development as a park & ride. As noted in Section 1.1.1, Cherriots' previous attempts to secure property at the Walmart site in south Salem were unsuccessful. Since the site is still under the same ownership, it was believed future attempts to secure the site would be unsuccessful as well and this location was removed from consideration.

Upon completion of the Fatal Flaw analysis, 9 sites remained within the study area. Figure 3-1 identifies these sites, which were advanced to the Initial Screen evaluation. Of these nine sites, only Site 8 is entirely vacant, with no structures or commercial activity underway on the site. Additionally, during the Fatal Flaw analysis, several possible assemblages of parcels were not considered. These sites were generally composed of parcels that were evaluated. These supplemental assemblages are shown in Figure 3-1 and labeled with letters.

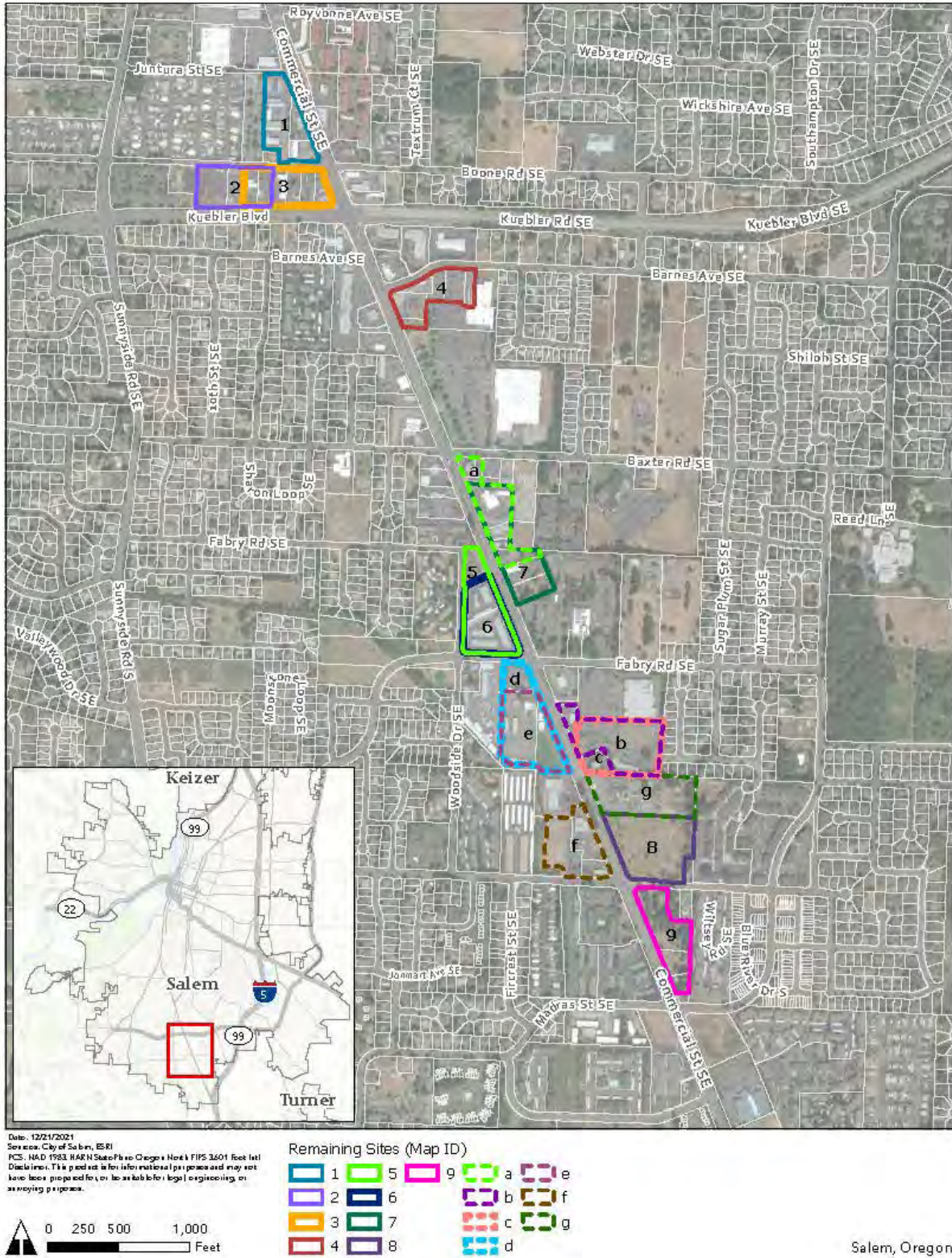


Figure 3-1. Sites Advanced to Initial Screen

## 3.2 Initial Screen Evaluation

The Initial Screen evaluation continued the process to reduce the number of potential sites for consideration. Metrics addressed land use, transit operations, customer benefit, nonmotorized access, impacts to surrounding properties, costs, and potential for acquisition. Table 3-2 lists the criteria used in the Initial Screen evaluation and identifies whether measures were analyzed qualitatively or quantitatively.

**Table 3-2. Initial Screen Evaluation Criteria**

Objective	Evaluation Criteria
Current land uses	How densely developed is the area near the site?
Opportunities for transit oriented development (TOD)	How well do the Comprehensive Plan and zoning of the site and surrounding properties support development of TOD?
Efficient transit operations	How efficiently can buses access the site? Would a signal be needed to facilitate efficient ingress and egress? If so, does a traffic signal exist or is development of a traffic signal feasible to improve transit and vehicular access to/from the site?
Minimize travel time	How much out of direction travel/deadhead time would be required to access the site?
Access to jobs	How well would the site location facilitate access to jobs?
Ridership potential	How would ridership change based on the site location?
Impacts to traffic operations	Is there potential for the TCMH to impact existing and forecast traffic operations?
Accessibility for nonmotorized users	How accessible is the site by cyclists and pedestrians via existing or planned dedicated non-motorized facilities (e.g. sidewalks, trails, bicycle lanes)?
Potential to expand to include a park & ride in the future	Is the site large enough to accommodate development of a parking facility in the future?
Noise	Would sensitive noise receptors (hospitals, hotels) be negatively impacted by placement and operation of the TCMH?
Hazardous materials	Is remediation likely to be needed based on existing or past uses at the site?
Impacts to existing residents and/or commercial spaces	Would existing residents and/or businesses need to be relocated?
Development costs	Is the site free of challenging topography or other critical areas that would increase construction costs on the site (e.g., there are no steep slopes or no retaining walls/other infrastructure is required)?
Ease of acquisition	Is the site actively being offered for sale? Has the site been mentioned as one that could be for sale by market participants/brokers in the area? Is the site vacant or underdeveloped in a manner that could result in acquisition negotiations that are less complicated than those for developed properties (e.g. residential or business relocation is not required)?
Acquisition costs	How much would it cost to acquire the property, including estimated property acquisition, relocation, and reestablishment costs?
Qualitative Assessment	
Quantitative Assessment	

The Initial Screen evaluation was performed with all criteria equally weighted. Sites were ranked on a scale of 1 to 5 for each criterion relative to other sites and the maximum possible score for a site was 70. Table 3-3 summarizes the results of the Initial Screen evaluation with no weighting. Notes accompanying this evaluation are provided in Appendix A. As noted previously, several possible assemblages of parcels were not considered during the Fatal Flaw analysis. These sites were generally composed of parcels that were evaluated during the Initial Screening and thus would have presented comparable results to sites with similar parcel makeup or in close proximity. These additional sites were not evaluated independently analyzed during Initial Screening. These sites were assigned identification letters, as shown in Figure 3-1.

Key findings associated with the Initial Screen results with no weighting included:

- Sites located in the southern portion of the study area (Sites 7, 8, and 9) presented the best opportunities for efficient access, as they are not subject to the higher degrees of traffic congested experienced closer to the intersection with Kuebler Boulevard SE. Existing traffic signals could be used to facilitate efficient access to these sites.
- Sites located in the northern portion of the study area near Kuebler Boulevard (Sites 1 through 4) SE presented the best opportunities to minimize travel time, including deadhead time, to access them. However, these sites also presented significant challenges associated with ingress and egress to and from Commercial Street SE and Kuebler Boulevard. There would be limited, if any, options for installation of new traffic signals that could facilitate transit operations, likely resulting in circuitous routing where left turns were not possible.
- Access to jobs and ridership potential were effectively synonymous with each other, as the likelihood of ridership was strongly tied to transit access to areas of employment.
- Sites 2, 8, and 9 presented the greatest ease of acquisition, as they are either vacant (Site 8) or were underutilized.
- Many sites are currently developed with multiple structures and businesses and/or had multiple owners, which could influence the ease of acquisition and the need for business relocations.
- Site 8 presented the highest composite score (60). Site 9 presented the second highest score (55) and Sites 3 and 4 each presented the third highest score (49).

A second Initial Screen evaluation was performed with the following criteria provided double weighting:

- Criterion 3 – Efficient Transit Operations
- Criterion 4 – Minimize Travel Time
- Criterion 5 – Access to Jobs
- Criterion 12 – Ease of Acquisition
- Criterion 13 – Acquisition Costs

With the weighting, the maximum possible score for a site was 90. Table 3-4 summarizes the results of the Initial Screen evaluation with this weighting applied. With the weighting applied, the relative performance remained the same, with the same 4 sites exhibiting the highest scores in the same order.

Upon completion of the Initial Screen evaluation, the project team assessed any unique factors among the sites.

- It was determined that sites in close proximity to Kuebler Boulevard (Sites 1 through 3) would likely present too many challenges associated with ingress and egress.
- The presence of the Portland General Electric facility on Site 4 would likely present a significant expense for relocation and it was removed from further consideration.
- Site 9 includes many large Oregon white oak trees. The City of Salem Unified Development Code includes provisions that designate Oregon white oak trees with a diameter at breast height (dbh) of 20 inches or greater as significant trees, subject to supplemental conservation and permitting requirements. The size and quantity of trees on Site 9 would present considerable challenges associated with development and it was removed from further consideration.
- Given its high screening score, vacant status, and location adjacent to the traffic signal at Wiltsey Road SE to facilitate ingress and egress, Site 8 was identified for further consideration.
- As noted previously, several possible assemblages of parcels were not considered during the Fatal Flaw analysis. These sites were generally composed of parcels that were evaluated during the Initial Screening and thus would have presented comparable results to sites with similar parcel makeup or in close proximity. These additional sites were not evaluated independently analyzed during Initial Screening and were subsequently assigned identification letters.
- Although not initially screened, Site F was expected to perform similar to Site 8 and was also advanced for further consideration.
- Site D was advanced for further consideration given their proximity to Fabry Road SE and the limited number of businesses that could be impacted by acquisition.

**Table 3-3. Initial Screen Evaluation Results with Composite Scores – No Weighting**

Criterion	Description	Site Score								
		1	2	3	4	5	6	7	8	9
<b>1. Current land uses</b>	How densely developed is the area near the site?	3	4	4	4	1	4	4	5	5
<b>2. Opportunities for transit oriented development (TOD)</b>	How well do the Comprehensive Plan and zoning of the site and surrounding properties support development of TOD?	3	1	3	4	5	2	1	5	4
<b>3. Efficient transit operations</b>	How efficiently can buses access the site? Would a signal be needed to facilitate efficient ingress and egress? If so, does a traffic signal exist or is development of a traffic signal feasible to improve transit and vehicular access to/from the site?	2	3	3	3	2	2	4	4	5
<b>4. Minimize travel time</b>	How much out of direction travel/deadhead time would be required to access the site?	5	5	5	5	2	2	2	1	1
<b>5. Access to jobs</b>	How well would the site location facilitate access to jobs?	3	3	3	3	4	4	4	5	5
<b>6. Ridership potential</b>	How would ridership change based on the site location?	3	3	3	3	4	4	4	5	5
<b>7. Impacts to traffic operations</b>	Is there potential for the TCMH to impact existing and forecast traffic operations?	0	0	0	0	0	0	0	0	0
<b>8. Accessibility for nonmotorized users</b>	How accessible is the site by cyclists and pedestrians via existing or planned dedicated non-motorized facilities (e.g. sidewalks, trails, bicycle lanes)?	3	3	5	5	5	5	3	5	5
<b>9. Potential to expand to include a park &amp; ride in the future</b>	Is the site large enough to accommodate development of a parking facility in the future?	2	1	2	1	4	2	4	5	1
<b>10. Noise</b>	Would sensitive noise receptors (hospitals, hotels) be negatively impacted by placement and operation of the TCMH?	1	3	5	5	3	1	1	1	1
<b>11. Hazardous materials</b>	Is remediation likely to be needed based on existing or past uses at the site?	5	4	4	4	3	5	4	5	5
<b>12. Impacts to existing residents and/or commercial spaces</b>	Would existing residents and/or businesses need to be relocated?	1	4	3	3	2	3	3	5	4
<b>13. Development costs</b>	Is the site free of challenging topography or other critical areas that would increase construction costs on the site (e.g., there are no steep slopes or no retaining walls/other infrastructure is required)?	5	5	5	5	5	5	5	5	5
<b>14. Ease of acquisition</b>	Is the site actively being offered for sale? Has the site been mentioned as one that could be for sale by market participants/brokers in the area? Is the site vacant or underdeveloped in a manner that could result in acquisition negotiations that are less complicated than those for developed properties (e.g. residential or business relocation is not required)?	2	4	2	2	2	2	3	5	4
<b>15. Acquisition costs</b>	How much would it cost to acquire the property, including estimated property acquisition, relocation, and reestablishment costs?	3	5	2	2	2	1	2	4	5
	<b>Total</b>	<b>41</b>	<b>48</b>	<b>49</b>	<b>49</b>	<b>44</b>	<b>42</b>	<b>44</b>	<b>60</b>	<b>55</b>
	<b>Percent of total possible score</b>	<b>59%</b>	<b>69%</b>	<b>70%</b>	<b>70%</b>	<b>63%</b>	<b>60%</b>	<b>63%</b>	<b>86%</b>	<b>79%</b>

**Table 3-4. Initial Screen Evaluation Results with Composite Scores – Select Criteria Weighting**

Criterion	Description	Site Score								
		1	2	3	4	5	6	7	8	9
<b>1. Current land uses</b>	How densely developed is the area near the site?	3	4	4	4	1	4	4	5	5
<b>2. Opportunities for transit oriented development (TOD)</b>	How well do the Comprehensive Plan and zoning of the site and surrounding properties support development of TOD?	3	1	3	4	5	2	1	5	4
<b>3. Efficient transit operations</b>	How efficiently can buses access the site? Would a signal be needed to facilitate efficient ingress and egress? If so, does a traffic signal exist or is development of a traffic signal feasible to improve transit and vehicular access to/from the site?	4	6	6	6	4	4	8	8	10
<b>4. Minimize travel time</b>	How much out of direction travel/deadhead time would be required to access the site?	10	10	10	10	4	4	4	2	2
<b>5. Access to jobs</b>	How well would the site location facilitate access to jobs?	6	6	6	6	8	8	8	10	10
<b>6. Accessibility for nonmotorized users</b>	How accessible is the site by cyclists and pedestrians via existing or planned dedicated non-motorized facilities (e.g. sidewalks, trails, bicycle lanes)?	3	3	5	5	5	5	3	5	5
<b>7. Potential to expand to include a park &amp; ride in the future</b>	Is the site large enough to accommodate development of a parking facility in the future?	2	1	2	1	4	2	4	5	1
<b>8. Noise</b>	Would sensitive noise receptors (hospitals, hotels) be negatively impacted by placement and operation of the TCMH?	1	3	5	5	3	1	1	1	1
<b>9. Hazardous materials</b>	Is remediation likely to be needed based on existing or past uses at the site?	5	4	4	4	3	5	4	5	5
<b>10. Impacts to existing residents and/or commercial spaces</b>	Would existing residents and/or businesses need to be relocated?	1	4	3	3	2	3	3	5	4
<b>11. Development costs</b>	Is the site free of challenging topography or other critical areas that would increase construction costs on the site (e.g., there are no steep slopes or no retaining walls/other infrastructure is required)?	5	5	5	5	5	5	5	5	5
<b>12. Ease of acquisition</b>	Is the site actively being offered for sale? Has the site been mentioned as one that could be for sale by market participants/brokers in the area? Is the site vacant or underdeveloped in a manner that could result in acquisition negotiations that are less complicated than those for developed properties (e.g. residential or business relocation is not required)?	4	8	4	4	4	4	6	10	8
<b>13. Acquisition costs</b>	How much would it cost to acquire the property, including estimated property acquisition, relocation, and reestablishment costs?	6	10	4	4	4	2	4	8	10
<b>Total</b>		<b>53</b>	<b>65</b>	<b>61</b>	<b>61</b>	<b>52</b>	<b>49</b>	<b>55</b>	<b>74</b>	<b>70</b>
<b>Percent of total possible score</b>		<b>59%</b>	<b>72%</b>	<b>68%</b>	<b>68%</b>	<b>58%</b>	<b>54%</b>	<b>61%</b>	<b>82%</b>	<b>78%</b>

### 3.3 Acquisition Inquiries

As initial screening was underway, the project team made attempts to contact the owners of the sites under consideration to gauge their interest in selling their property(ies). Although Cherriots has eminent domain authority to acquire property for the SSTCMH, there is a strong preference in pursuing sites for which the owners are interested in selling.

### 3.4 Due Diligence Findings

The project team performed site inspections for Sites 8, D/E, and F on May 12, 2022. Site observations are provided in the following sections.

#### 3.4.1 Site 8 Observations

The property owner provided a right of entry, allowing the project team to perform observations on site.

- Oregon white oaks are scattered on the property, including three that are larger than 20 inches dbh and several others that are approximately 14-16 inches in dbh.
- There is an excavated channel in mid north of the site. The approximate location of this channel is shown in Figure 3-2. Google Earth shows that this channel has existed since 2021. At the time of the site visit, the channel contained standing water up to 15 inches deep. Algae and wetland vegetation were present around the channel, as well as what appeared to be hydric soils. Water was not moving and the source of the water could not be determined. The amount of algae indicates that duration of this inundation is potentially sufficient to support wetland conditions. Wetland delineation and classification will be needed to inform future designs for site development.
- There is also a roadside ditch along Commercial Street SE. It is unclear if there is a connection between this ditch and Waln Creek.
- A series of pipes and a buried detention structure were observed along the northern property line. It was unclear where the pipe structure began or its purpose.
- Vegetation grows on top of imported and leveled fill across the site. There is a large pile of concrete, concrete path, and also few concrete plates that are not readily visible in Figure 3-2 because they are covered with moss and grasses.





**Figure 3-2. Approximate Location of Excavated Channel on Site 8**

### 3.4.2 Site D Observations

Site D is currently developed with multiple buildings and associated parking lots. The northern area of Site D, adjacent to Fabry Road SE, is developed as a parking lot that houses several food trucks. Multiple businesses are located on the site. Site D has approximately 150 feet of frontage along Fabry Road SE, however, this is not sufficient distance to accommodate ingress and egress for buses. Site D has frontage along Commercial Street SE. In order to accommodate left turns for transit into and out of the site, a new traffic signal would likely be needed. The project team also observed new construction underway at this site. All site observations were performed from the right-of-way.

### 3.4.3 Site F Observations

The eastern side of Site F is currently developed with a multi-use building, a fast food restaurant at the southeast corner, and the associated parking lots. The western and south sides of the property are undeveloped. Within the undeveloped area, the primary observation for Site F was the presence of Waln Creek and any potential wetland fringe along the bank. The creek is located along the western and southern property lines. Additional site observations would be needed to determine the exact location of the creek and the presence of any wetlands. All observations for Site F were performed from the right-of-way.

## 3.5 Candidate Site Conceptual Designs and Cost Estimates

Following selection of candidate sites, the project team developed conceptual designs for each site. This design work helped the project team to understand:

- how the key elements of the SSTCMH would be applied at each site,
- the likely ingress and egress points for purposes of understanding potential traffic impacts,
- whether the candidate sites are likely to be of sufficient size to accommodate all desired SSTCMH features, and
- serve as the basis for planning-level cost estimates

Figure 3-3 through Figure 3-5 display draft conceptual designs for each candidate site. As noted previously, the exact facility features and amenities for the selected site will be refined and finalized during a future phase of design work. Additional conceptual designs are included in Appendix B.

Cost estimates were prepared for each conceptual design shown in Figure 3-3 through Figure 3-5. These estimates reflect the anticipated costs associated with planning, design, permitting, environmental review, and construction of each site. They assume all improvements shown on the design drawings including SSTCMH features, roadway modifications, sidewalks, and new traffic signals. The estimates, summarized in Table 3-5, do not include any costs associated with property acquisition or relocation or reestablishment for impacted businesses at each site.

**Table 3-5. Cost Estimates for Candidate Site Development**

Site	Estimated Cost
8	Cost estimate under development
D	Cost estimate under development
F	Cost estimate under development



Figure 3-3. Site 8 Conceptual Design



Figure 3-4. Site D Conceptual Design

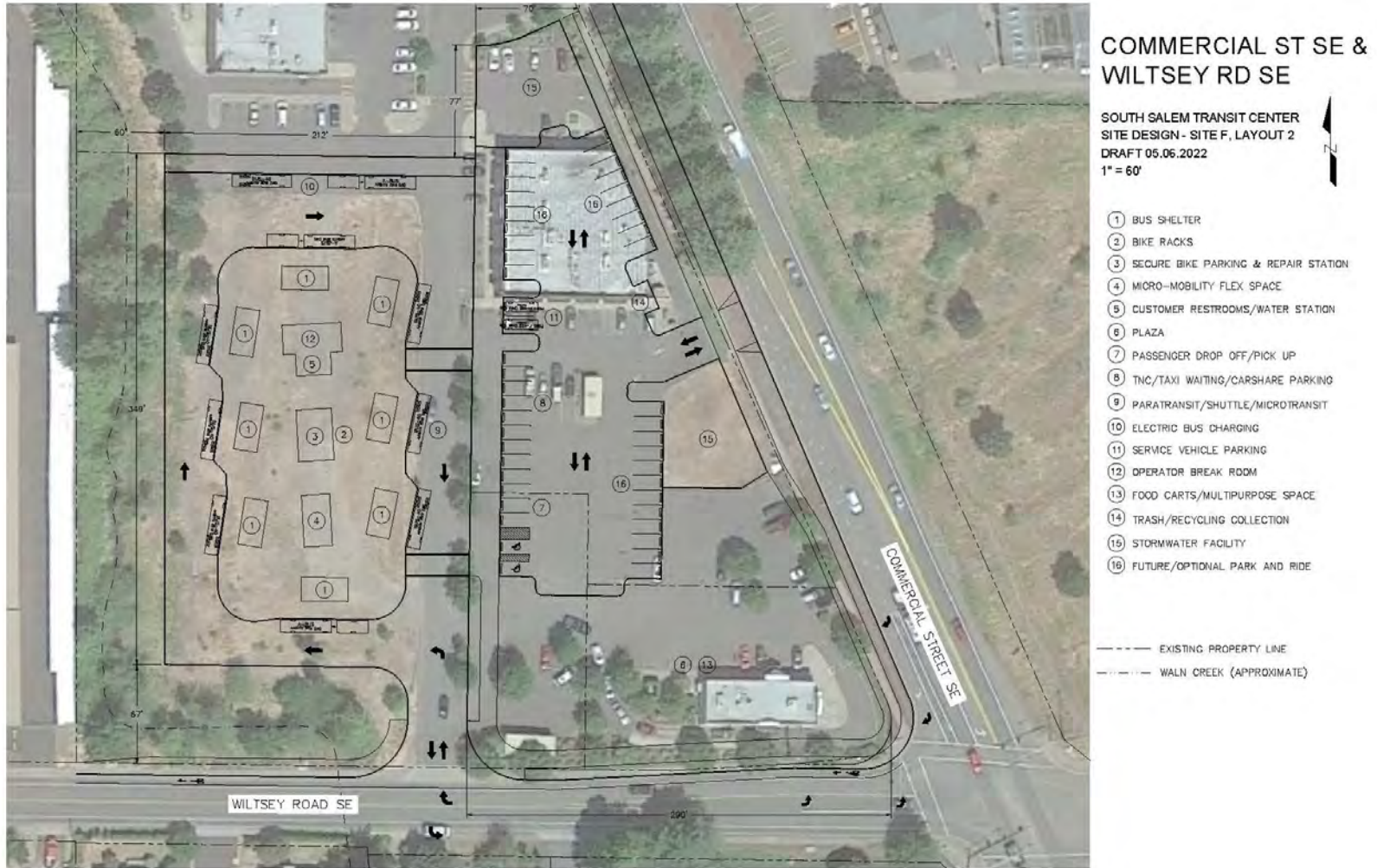


Figure 3-5. Site F Conceptual Design

## 4. RECOMMENDATIONS AND NEXT STEPS

Based on the results of the analysis, the project team recommends further evaluation of the three candidate sites listed below to determine which is most suitable as the location of the future SSTCMH.

- Site D, located at the southwest corner of Fabry Road SE and Commercial Street SE
- Site F, located at the northwest corner of Wiltsey Road SE and Commercial Street SE
- Site 8, located at the northeast corner of Wiltsey Road SE and Commercial Street SE

The findings included in this report will be used to inform final selection of the preferred site for the SSTCMH. Once identified by the Board of Directors, Cherriots will proceed with negotiations with the site owner(s) to acquire the desired property(ies). Additional steps that will be performed to develop the SSTCMH include:

- Preliminary environmental investigations
- Site boundary survey
- Preliminary and final design
- Environmental review
- Construction

Public engagement will be undertaken throughout all remaining steps of the development process.

# South Salem Transit Center & Mobility Hub

## Project Update

June 2022



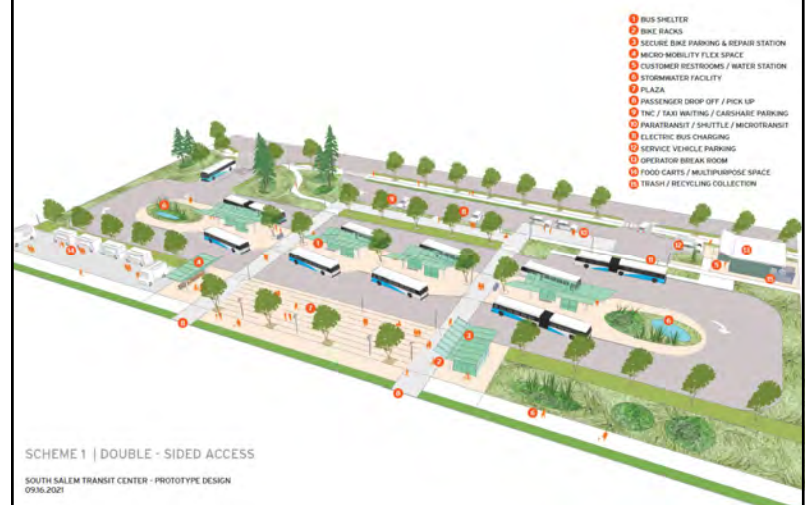
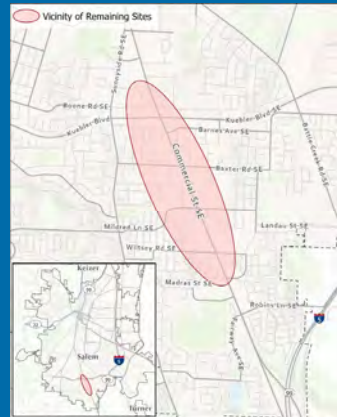
## Agenda

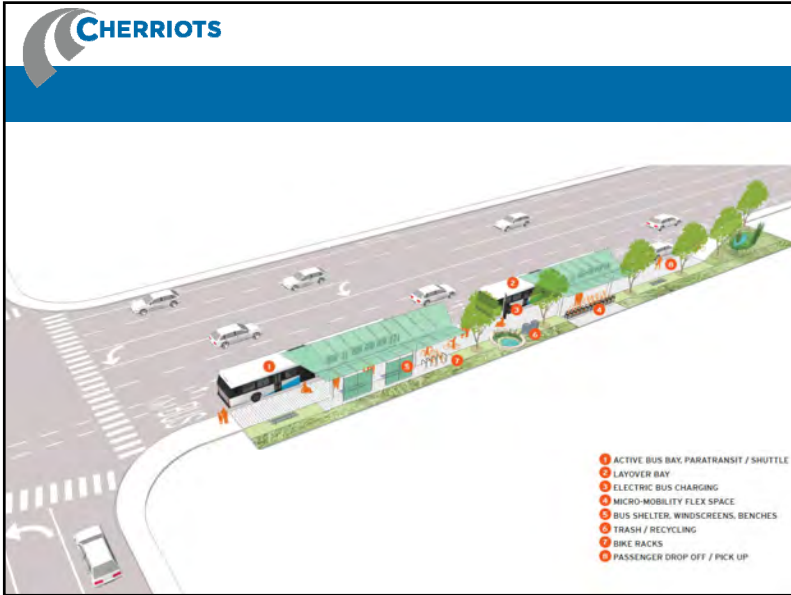
- Project update
- Review candidate sites and findings
- Public engagement summary
- Next steps



## Project Update

- Previously developed prototype designs
- Implemented a multi-level site selection screening process
- Fatal flaw analysis
  - Reduced number of potential sites
  - Zoning, operational efficiency, site size
- Initial and secondary screening



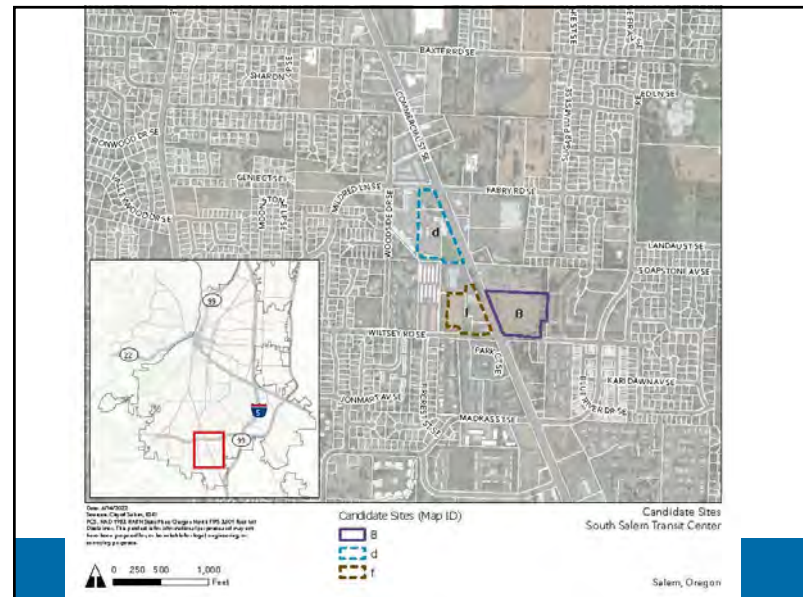


## Site Selection Criteria

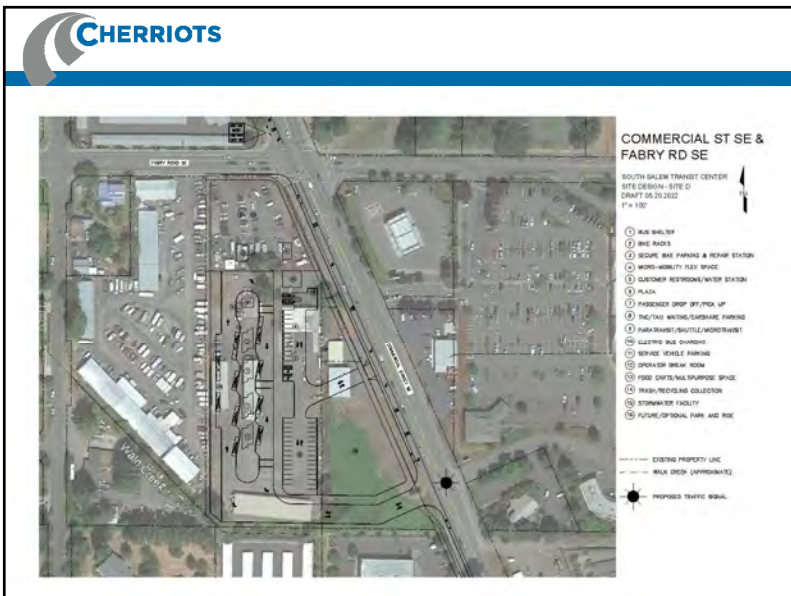
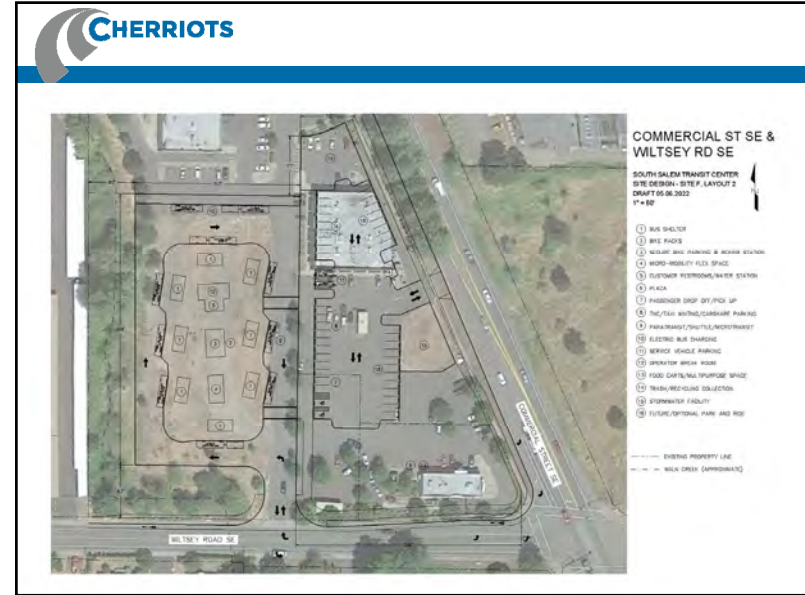
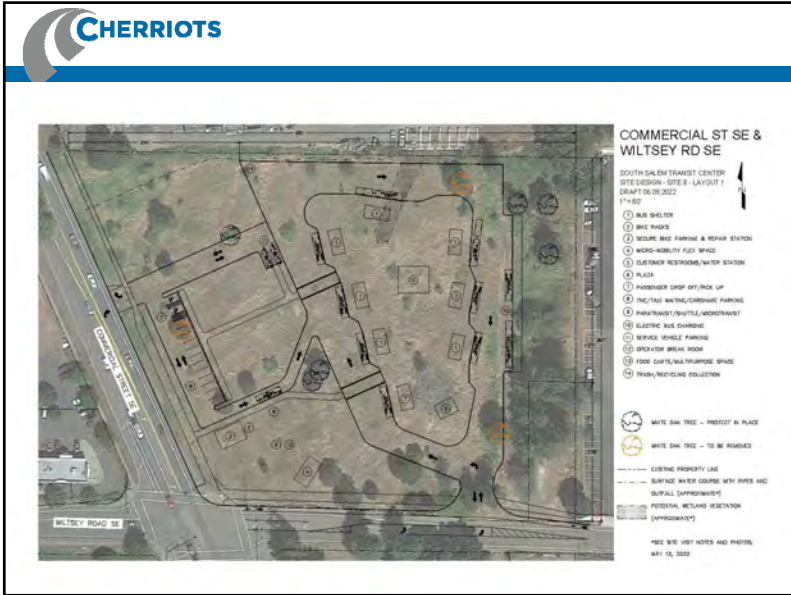
- Land use
- Opportunities for TOD
- Transit operations
- Travel time (deadhead)
- Access to jobs
- Nonmotorized access
- Park and ride expansion potential
- Noise
- Hazardous Materials
- Impacts to adjacent properties
- Development costs
- Ease of acquisition
- Acquisition costs

## Candidate Sites

- Screening work narrowed focus to Commercial Street south of Kuebler
- Focused on likely ease of site acquisition as the final screening parameter
- Selected three candidate sites that would meet agency needs for the facility and amenities
- NOTE: facility is highly scalable dependent on site or financial constraints








**CHERRIOTS**

## Candidate Sites


- Each presents opportunities, constraints, and tradeoffs
- Team has conducted initial outreach to property owners
- Consultant team recommends advancing each of these three sites as viable candidate locations



## Candidate Sites - Costs

Site	Estimated Construction Cost
Site 8, located at the northeast corner of Wiltsey Road SE and Commercial Street SE	\$\$
Site D, located at the southwest corner of Fabry Road SE and Commercial Street SE	\$\$
Site F, located at the northwest corner of Wiltsey Road SE and Commercial Street SE	\$\$

Note: these costs do not include property acquisition.



## Public Engagement Summary

- Regularly updated project website <https://www.southsaletmc.org/>
- Statistically valid survey of south Salem residents and businesses
- Online open house, surveys
- Getting the word out:
  - Online notification
  - Materials on buses and at transit centers
  - Social media posts
  - Postcards
- English and Spanish materials throughout process




### We want your input!

Cherriots is conducting a survey to learn about future transit needs in south Salem. Your response will help us plan for new facilities that best serve the community.

Visit [SouthSalemTC.org](https://SouthSalemTC.org) to take the survey by **Monday, April 26**.





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### ¡Nos gustaría conocer su opinión!

Cherriots está realizando una encuesta para conocer las necesidades futuras de tránsito en el sur de Salem. Sus respuestas nos ayudarán a planificar nuevas instalaciones para mejor servir a la comunidad.

Visite [SouthSalemTC.org/es](https://SouthSalemTC.org/es) para realizar la encuesta antes del **lunes 26 de abril**.

Cherriots  
October 12 at 9:36 AM


Head over to [www.SouthSalemTC.org](https://www.SouthSalemTC.org) to see how community input helped shape design plans for a future transit center and mobility hub in south Salem. The open house is live through Oct. 17.

Visite [www.SouthSalemTC.org/es](https://www.SouthSalemTC.org/es) para ver cómo las aportaciones de la comunidad ayudaron a dar forma a los planes de diseño de un futuro centro de tránsito y movilidad en el sur de Salem. La página estará abierta hasta el 17 de octubre.




5 Shares

Like Comment Share



Cherriots @Cherriots - Oct 8

We asked for your input...and now we're ready to share what we learned! Check out [SouthSalemTC.org](https://SouthSalemTC.org) to learn how community feedback shaped Cherriots design plans for a new transit center and mobility hub in south Salem.





## Public Engagement Summary

- 588 survey responses
  - 49% use Cherriots regularly
  - Responses influenced amenities discussion
- Nearly 1,500 page views of the online open house
- Also: coordination with City of Salem throughout
- Last phase of outreach “closes the loop” with the public – will post final report to inform public of where the Study has landed



## Next Steps

- This study is now complete
- Cherriots staff will continue work on the project to advance:
  - Final site selection and negotiations
  - Continued public outreach
  - Environmental review, local permitting
  - Advanced design
  - Construction





## BOARD MEETING MEMO

Agenda Item I.2

**To:** Board of Directors

**From:** Karen Garcia, Security and Emergency Management Manager  
David Trimble, Deputy General Manager

**Thru:** Allan Pollock, General Manager

**Date:** July 23, 2022

**Subject:** Authorizing the General Manager to Execute a Contract extension with DePaul Industries, The DPI Group, for Security Services at the Del Webb Operations Headquarters

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### ISSUE

Shall the Board authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) to begin in July 1, 2022, for a not-to-exceed amount of \$260,000?

### BACKGROUND AND FINDINGS

To ensure the delivery of a world-class customer experience for all employees, riders, and the general public the District monitors conduct on all its vehicles and facilities. This is accomplished at the transit centers through a Memorandum of Understanding with the City of Salem's police department and a contract with Allied Universal Security Services, a private security provider.

The Del Webb Operations Headquarters is home to the entire Operations Division which includes the following departments: Transportation (Transit Operators, Operations Supervisors, and Support Staff), Maintenance (Mechanics, Service and Facilities Workers, Maintenance Supervisors) and Contracted Services (Cherriots Call Center, and other staff). The Operations Headquarters holds a significant number of material assets, including the fixed route vehicles, non-revenue (staff cars) vehicles, and all associated technology equipment vital to the operations of the service.

In July 2021, the District contracted with The DPI Group to provide onsite security at the Operations Headquarters. The goal was to deter unauthorized entry to the facility,

increase safety for personnel and visitors, as well as reduce the risk of loss to the District. The presence of the security officers has significantly improved the overall safety and security of the site.

A capital project began in FY22 to harden the perimeter of the Operations Headquarters by constructing automated gates and improved fencing. Closing the perimeter will greatly reduce risk and enhance security at the facility; however, as with any construction project, the gate and fence upgrades will take time to implement. Until the fencing project is complete, there will continue to be a need to have a security presence at the Del Webb facility.

DePaul Industries, The DPI Group, has a Qualified Rehabilitation Facility (QRF) Price Agreement for Security Services with the State of Oregon. Under ORS 279.850(1), when utilizing general funds or state funds, and when there is no contribution from a federal source, SAMTD is required to utilize a QRF without open competition.

The term of the Contract Extension is from July 1, 2022 – June 30, 2023. Security staff will be present onsite 24 hours per day, seven (7) days per week.

The partnership between District staff, our private security provider at the transit centers, the City of Salem Police Department, and The DPI Group helps Cherriots delivery on its mission of safety through security presence and responsiveness.

### **FINANCIAL IMPACT**

Funding for this contract amount is included in the FY2022-2023 Deputy General Manager Division, Security and Emergency Management Department General Fund budget. The term of the contract does not exceed the fiscal year.

Total contract cost for FY2022-23 is not-to-exceed \$260,000.

### **RECOMMENDATION**

Staff recommends that the Board authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) at the Del Webb Operations Headquarters for a not-to-exceed amount of \$260,000.

### **PROPOSED MOTION**

**I move that the Board authorize the General Manager to execute a contract extension with DePaul Industries, The DPI Group, for security services (unarmed) at the Del Webb Operations Headquarters for a not-to-exceed amount of \$260,000.**



**To:** Board of Directors

**From:** Denise LaRue, Chief Financial Officer

**Thru:** Allan Pollock, General Manager

**Date:** June 23, 2022

**Subject:** Audit Services Contract Award

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**ISSUE**

Shall the Board authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed \$399,500?

**BACKGROUND AND FINDINGS**

Cherriots issued an Audit Services Request for Proposal (RFP) through the competitive bid process for both annual audit services as well as single audit services for federal awards. There were two responses with Grove, Mueller, & Swank, P.C. being selected for this next contract period.

The contract is for an initial two years with three one year contract extensions. This allows for up to five years of services delivered through this contract.

**FINANCIAL IMPACT**

Audit services are budgeted annually in the General Fund.

	Contract Year 1	Contract Year 2	Extension Year 1	Extension Year 2	Extension Year 3	Total Contract
Audit Services	\$67,200	\$73,000	\$79,300	\$86,200	\$93,800	\$399,500

## **RECOMMENDATION**

Staff recommends the Board authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed \$399,500.

## **PROPOSED MOTION**

**I move that the Board authorize the General Manager to enter into a contract with Grove, Mueller & Swank, P.C. for the delivery of audit services for a total cost not to exceed \$399,500.**



**To:** Board of Directors

**From:** Allan Pollock, General Manager

**Date:** June 23, 2022

**Subject:** Board Member Committee Report

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**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 SAMTD. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict 1 Director Nguyen	Diversity, Equity, and Inclusion Committee West Salem Business Association
Subdistrict 2 Director Navarro	Keizer Chamber of Commerce Forum Keizer Chamber Government Affairs Committee State Transportation Improvement Fund Advisory Committee
Subdistrict 3 Director Carney	Salem-Keizer Area Transportation Study (SKATS)
Subdistrict 4 Director Hinojos Pressey	Citizens Advisory Committee
Subdistrict 5 President Davidson	Mid-Willamette Valley Council of Governments (MWVCOG) Mid-Willamette Area Commission on Transportation (MWACT) Salem Chamber Public Policy Committee
Subdistrict 6 Director Duncan	SEDCOR
Subdistrict 7 VACANT	