



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

~ WORK SESSION ~

Monday, September 9, 2019
5:30 pm

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

AGENDA

- 1. CALL TO ORDER** (President Davidson)
 - a. "SAFETY MOMENT" Thought for the Day
 - b. Announcements

- 2. PRESENTATION** - None

- 3. DISCUSSION**
 - a. Service Enhancement Discussion – September 7th After-Action Review 3
 - b. Proposed FY2021 Budget Calendar 9
 - c. Supplemental Service Contract 11
 - d. History and Background on Service Reductions 32
 - e. Board Retreat Briefing 36

- 4. GENERAL MANAGER COMMENTS**
 - a. Draft Agenda for the September 26, 2019 Regular Meeting..... 37
 - b. Upcoming Board Agenda Items 39
 - c. Calendar Review..... 40

- 5. ADJOURN**

This is an open and public meeting in a place that is ADA accessible. Auxiliary hearing aids and services, and alternate formats are available to individuals with limited English proficiency. Requests can be made directly to the Clerk of the Board by phone at 503-588-2424 or with the assistance of TTY: Oregon

Relay Services at 1-800-735-2900 (or 711). Please allow for a 48 hour notice Cherriots administration office hours are Monday-Friday from 8:00 AM to 5:00 PM.

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Mission

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

Values

Safety – Service Excellence – Communication – Innovation – Accountability



WORK SESSION MEMO

Agenda Item WS.3.a

To: Board of Directors

From: Patricia Feeny, Director of Communication

Thru: Allan Pollock, General Manager

Date: September 9, 2019

Subject: **September 7th After-Action Review**

On September 3rd the District implemented enhanced service as a result of HB 2017. The new enhancements included extended weekday service hours and Saturday service. On Saturday, September 7th a community celebration was held in conjunction with the first day of Saturday service.

During the work session we will conduct an after-action review of the September 7th events to evaluate the expectations and results of the community celebration.

To assist the Board in the discussion I have attached a copy of the Districts after-action review leader's guide.



A leader's Guide to After-Action Reviews

July 2017

Preface

The business of public transportation is complex and demanding. While technology and improved methods are increasingly used to improve operations the basic principles that make an excellent organization is the training, teaching, and growing of its people. We must use every opportunity to improve individual, team, and organizational performance. To do that we must know and understand what happened or did not happen during every event, activity, or task.

After-action reviews (AARs) help to provide individual, team, and organizational feedback on event, activity, and task performances. AARs identify how to sustain strengths, correct deficiencies, and focus on improved performance of individuals, leaders, teams, and organizations.

This handout is a leader's guide on how to plan, prepare, and conduct an AAR. Competent leader's must understand and apply the techniques and procedures which produce good AARs.

Key is the spirit in which AARs are given. The environment and climate surrounding an AAR must be one in which the group openly and honestly discuss what actually transpired in sufficient detail and clarity that not only will everyone understand what did and did not occur and why, but most importantly will have a strong desire to seek the opportunity to improve during the next activity.

The After-Action Review

Definition and Purpose of the After-Action Review:

An after-action review (AAR) is a professional discussion of an event, focused on performance expectations, that enables a group to discover for themselves what happened, why it happened, and how to sustain strengths and improve on weaknesses. It is a tool leaders can use to get maximum benefits from every activity, event, and task.

It provides:

- Candid insights into specific individual, leader, and team strengths and weaknesses from various perspectives
- Feedback and insight critical to continuous development of the individual, team, and/or organization
- Details in a timely manner what may get lost in more formal evaluation processes

Evaluation is the basis for District improvement. Leaders can better correct deficiencies and sustain strengths by carefully evaluating and comparing the individual, leader, and team performance against expectations. The AAR is the keystone evaluation process.

Feedback compares the actual results with the intended expectation. By focusing on the expectations and by describing specific observations, leaders and team members identify strengths and weaknesses and together decide how to improve performance. This is intended to also improve proficiency and promote bonding and teamwork.

Leaders should plan the AAR during the event or while the activity is going on.

- Think through how you want to conduct the AAR
- Do you have your intent and expectations ready
- Think through the questions you want to ask

The AAR is a problem-solving process. The purpose of the discussion is for participants to discover strengths and weaknesses, propose solutions, and adopt a course of action to correct problems.

- The AAR technique is logical, structured, and easy to understand. It follows the flow of activity from start to finish and allows participants to see the effects of their actions on events. By covering actions in the order they took place, participants and leaders are better able to recall what happened.
- Leaders may use AARs as an on-the-spot coaching tool.

Goal of an After Action Review

The goal of an AAR is to improve individual, leader, team, and organizational performance. The result is a more cohesive and proficient organization.

An AAR can be completed anytime during the project, it doesn't have to wait until the end.

Four fundamental questions to be answered during an AAR:

1. What did we set out to do?
2. What actually happened?
3. Why did it happen?
4. What are we going to do next time?

Because the team participating in an AAR actively discovers what happened and why, they learn and remember more than they would from a critique alone. A critique only gives one viewpoint and frequently provides little opportunity for discussion of events by participants. The climate of a critique, focusing only on what is wrong, prevents candid discussion and stifles learning and team building.

Conclusion

The real benefits of AARs come from taking the results and applying them to future activities.

Format of After-Action Reviews

AARs generally follow the same format, involve the exchange of ideas and observations, and focus on improving performance.

Tips for an effective review:

- A climate of openness and candor
- Be specific, avoid generalizations
- Focus on actions
- Summarize the key points at the end
- Leader should end the AAR on a positive note

AAR Key Points

- Are conducted immediately or shortly after the event
- Focus on intended outcomes
- Focus on individual, leader, and team performance
- Involve all participants in the discussion
- Use open-ended questions
- Determine strengths and weaknesses

AAR Format

- Leader facilitates discussion
- Ensure ground rules are understood (not here to place blame or find fault, we are here to improve, focus on the situation, opportunity for learning.)
- Leader's expectation and intent (what was supposed to happen)
- Discussion on what happened (leader, participants)
- What went right, what went wrong
- Discussion of key issues (why it happened and how to improve)
- Discussion on how to improve performance
- Are there any policy, procedures, or practices to change

Four fundamental questions to be answered during an AAR:

1. What did we set out to do?
2. What actually happened?
3. Why did it happen?
4. What are we going to do next time?



WORK SESSION MEMO

Agenda Item WS.3.b

To: Board of Directors

From: Al McCoy, Director of Finance & Technology/CFO

Thru: Allan Pollock, General Manager

Date: September 9, 2019

Subject: **FY 2020-21 Budget Calendar**

Pursuant to Oregon Budget Law, the FY2020-21 budget must be adopted by the Board no later than June 30, 2020 in order for the District to continue to operate.

Oregon Budget Law also requires the Board select a Budget Committee to review and approve a proposed budget. Prior to the first Budget Committee meeting, a notice of the meeting must be published twice between 10 and 30 days before the meeting, separated by at least five days.

Orientation for new Budget Committee members may be scheduled during the month of April by notifying the General Manager or Executive Assistant. Finance staff will then set up mutually convenient meeting date(s) and time(s) to cover the basic duties of the committee. The work of the Budget Committee begins at the first meeting, proposed for Thursday May 7, 2020. At this meeting, the Budget Committee receives the proposed budget presented by the General Manager. During this and any subsequent meetings, the committee reviews and ultimately approves the budget. The Budget Committee schedule will be three Thursday evenings starting at 6:00 PM on May 7, May 14, and May 21 (if needed).

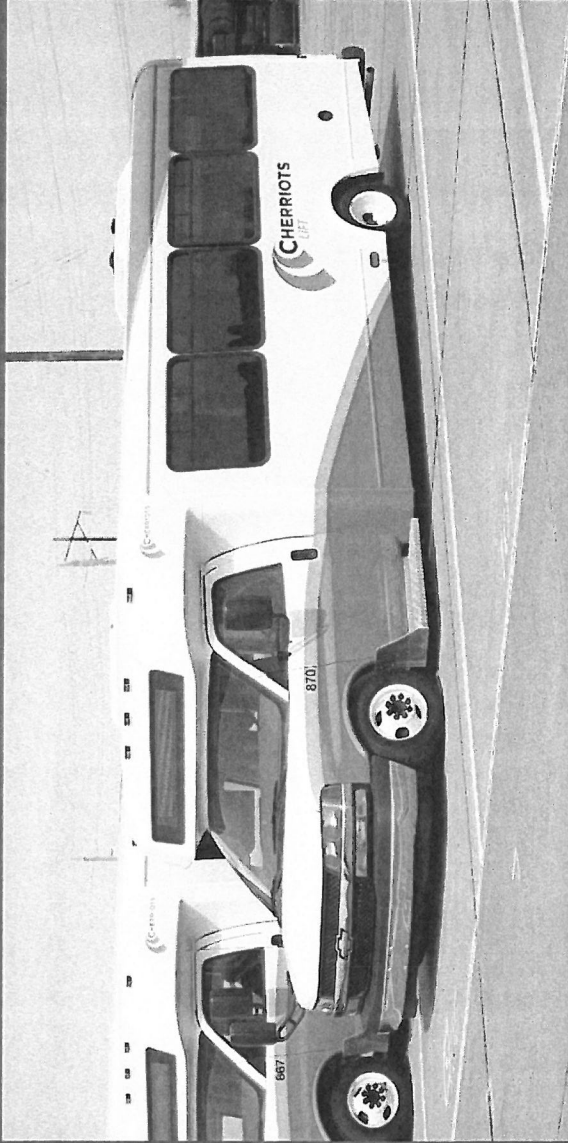
The Budget Committee will present the approved budget to the Board at the June 25, 2020 Board meeting, and the Board will hold a Budget Hearing. Prior to that meeting, the District is required to publish a summary of the budget, along with a notice of the budget hearing, between 5 and 30 days prior to the board meeting. This publication will occur the week of June 1, 2020.

Salem Area Mass Transit District

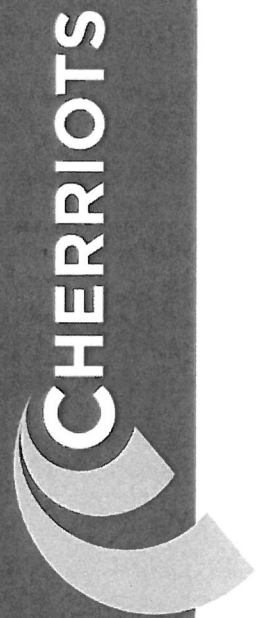
PROPOSED BUDGET CALENDAR

Fiscal Year 2020-2021

Day	Date	Time	Responsible	Activity
Thursday	October 24, 2019	6:30 PM	Finance	Board adopts FY 2020-2021 Budget Calendar <ul style="list-style-type: none"> (for FY 2020-21 Budget Process)
Mon - Fri	Week of April 6, 2020		Finance	Publish First Notice of Budget Committee Meeting (10-30 Days)
Mon - Fri	Week of April 13, 2020		Finance	Publish Second Notice of Budget Committee Meeting (5-30 Days)
Wednesday	April 29, 2020		Executive Team	Executive Team approves draft for Budget Committee consideration
Mon - Fri	Month of April		Finance	Budget Committee Orientation with Committee members upon request
Thursday	May 7, 2020	6:00 PM	Executive Team	First Budget Committee Meeting - <ul style="list-style-type: none"> Election of Officers & Budget Message
Thursday	May 14, 2020	6:00 PM	Finance	Second Budget Committee Meeting - <ul style="list-style-type: none"> Deliberation & Approval
Thursday	May 21, 2020	6:00 PM	Finance	Third Budget Committee Meeting - (if necessary) <ul style="list-style-type: none"> Deliberation & Approval
Mon - Fri	Week of June 1, 2020		Finance	Publish Budget Summary and Notice of Budget Hearing (5-30 Days)
Thursday	June 25, 2020	6:30 PM	Budget Committee	Board holds Budget Hearing
Thursday	June 25, 2020	6:30 PM	Board	Board adopts FY2021 Budget, makes appropriation, levies taxes
Mon - Fri	Week of July 20, 2020		Finance	Adopted budget and levy certification form due to County Assessors (submission required by July 30, 2020)



**Supplemental Services Pilot
September 9, 2019
Presented by: David Trimble, COO**



Pilot Project

As Cherriots LIFT adds service throughout evenings, weekends and holidays, the immediate need is for a service plan that fits with existing and expanding service, and supports the following values:

- World Class Customer Service
- Cost Effectiveness
- Regulatory Compliance (ADA, DOT, Title VI)
- Equity for all Cherriots LIFT Customers

Cherriots LIFT – Overview

Cherriots LIFT Program resides in:

- The Contracted Services Department
- Cherriots Operations Division

Cherriots Modes of Service

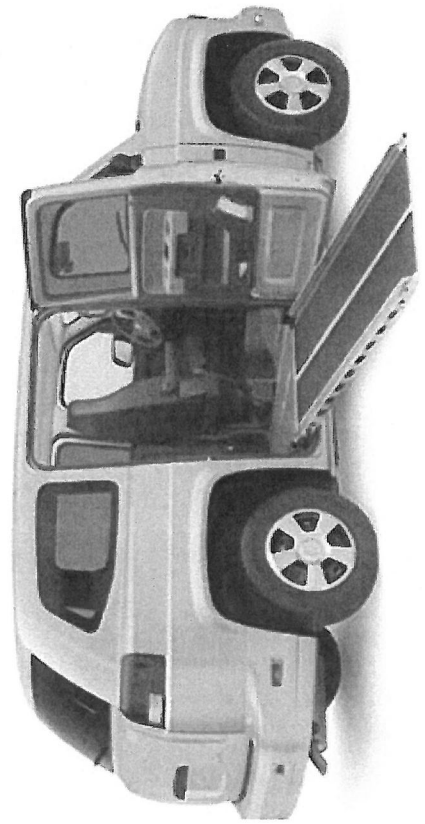
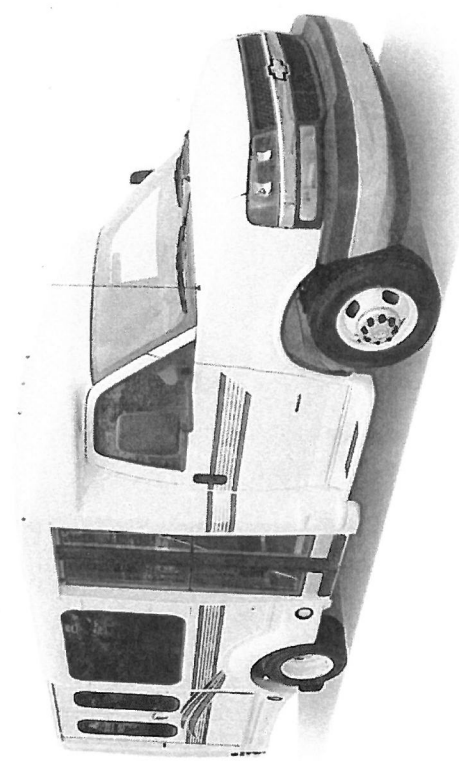
- Cherriots Local (Fixed Route)
- Cherriots LIFT (ADA Paratransit)
- Cherriots Regional (Rural)
- Cherriots Shop & Ride (Shopping and Dial-A-Ride)

Cherriots LIFT Characteristics

- The Cherriots LIFT Program provides legally mandated, complementary paratransit service to individuals unable to independently use regular bus service because of a disability.
- The Americans with Disabilities Act of 1990 (ADA) requires complementary paratransit service for all public transit agencies that provide fixed-route service.
- Paratransit is an "origin-to-destination" service, provided with vans, minibuses, taxis, or a combination of such vehicles.



43 Cherriotics LIFT Vehicles



LIFT Service Characteristics

- Federal regulations require that complementary paratransit service be "comparable" with fixed-route transit service in terms of the basic level and quality of service.
- Cherriots LIFT paratransit service meets or exceeds all legal requirements of the ADA.
- Transit agencies must comply with six major requirements for complementary paratransit service.

Requirements for Paratransit Service

- **Service Area** – must be at least $\frac{3}{4}$ mile beyond fixed routes
- **Fares** – cannot be more than twice the undiscounted fixed-route fare
- **Hours and Days of Service** – must be at least the same as fixed route, but agency may determine on a route-by-route basis

Requirements for Paratransit Service

- **Response Time** – must have next-day service available
- **No Trip Purpose Restrictions** – cannot prioritize or deny trips based on purpose or destination
- **No Capacity Constraints** – including untimely pickups, trip denials, excessively long trips, untimely drop offs, excessive phone hold times

Cherriots LIFT Eligibility

- Under the ADA a person may be eligible for Cherriots LIFT service if they have a disability or disabling health condition that prevents them from independently using Cherriots fixed-route bus service.
- Presence of the disability or disabling health condition by itself does not make someone eligible. Also, eligibility is not based solely on someone's age, inability to drive, or lack of availability or inconvenience of fixed-route bus service.

Types of Eligibility

- **Unconditional** – Applicant is eligible for all trips on LIFT
- **Conditional** – Applicant is able to take some trips on fixed route, and requires LIFT service when certain conditions apply.
- **Temporary** – Due to a temporary disability that will be resolved in a specific period of time, an applicant may be eligible to use LIFT service either unconditionally or conditionally during this time.
- **Visitor** – May be granted 21 days of eligibility per year.

Cherriots LIFT Design

- Cherriots provides LIFT service through partnerships with private sector contractors.
- Cherriots provides vehicles, office space, and program management.
- Service providers have full administrative responsibility for dispatch, reservations, scheduling, customer service, and transportation.

Private Partnerships

Primary reasons for partnerships are:

- Cost – Public agencies are responsible for spending wisely, and competition among private companies tends to lower costs.
- Flexibility – Agencies require contractors to be creative in dealing with changing demand levels and circumstances.
- Expertise – Contractors have specialized experience with multiple paratransit programs through the nation.

MV Transportation

- MV provides all employees for Contracted Transportation Services
 - performed with Cherriots-owned vehicles:

- MV employs:
 - Operators
 - Trainers
 - Road Supervisors
 - Dispatchers

Supplemental Pilot Program

- Earlier FY19 staff reviewed nationwide service models to determine optimal role for Cherriots service.
- Staff reviewed schedules, dispatching, peak-trip periods, and vehicle utilization.
- How best to integrate into our existing service delivery model.

Service Approaches

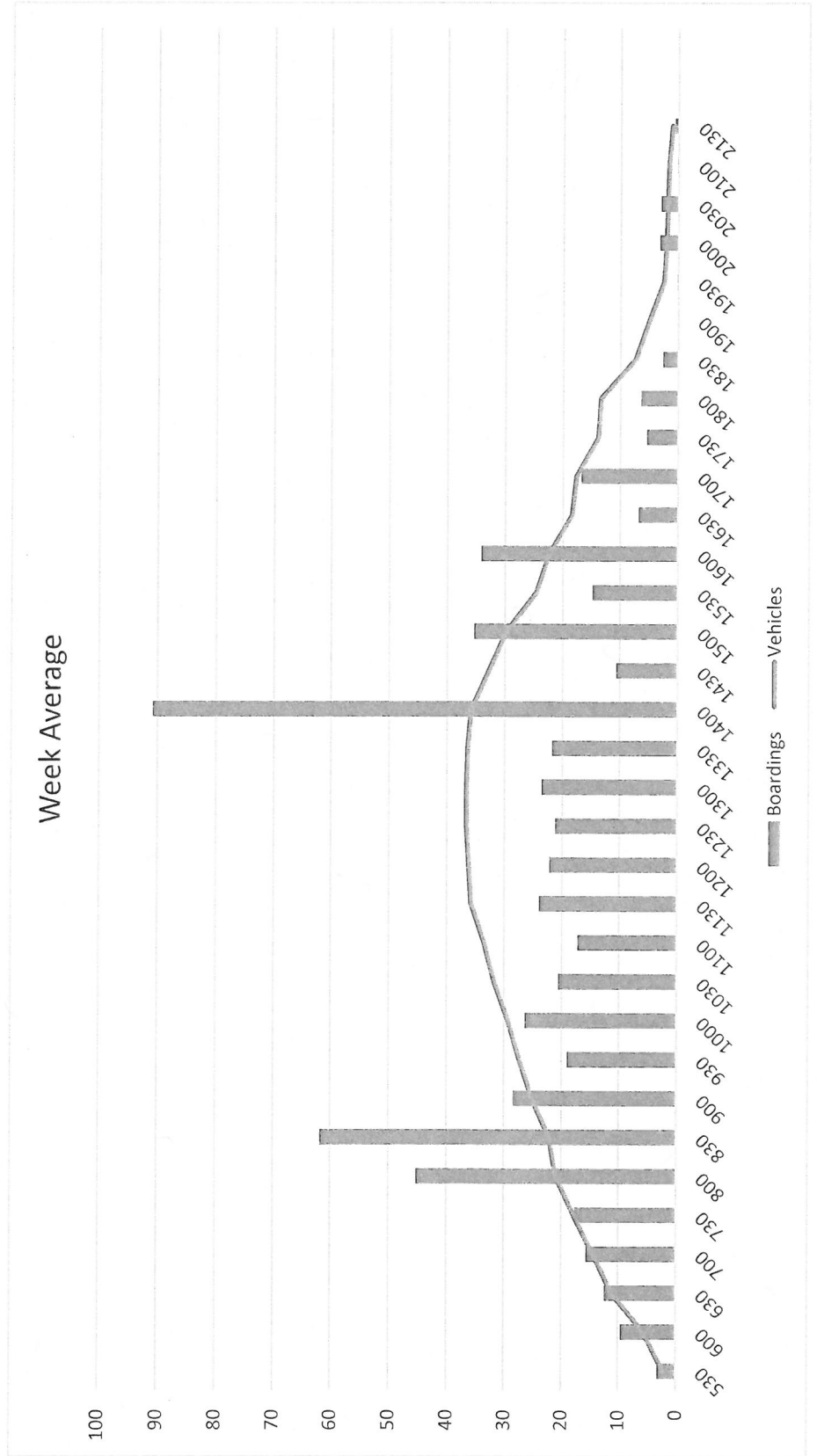
Five basic service options were considered at the outset:

- Classic taxi contract using non-dedicated vehicles
- Separate provider contract with Cherriots vehicles
- Social service agency or community partnership
- Transportation Network Company (TNC)
- Mobility Management Brokered Operation

Service Approaches

- **Classic taxi contract using non-dedicated vehicles**
- Separate provider contract with Cherriots vehicles
- Social service agency or community partnership
- Transportation Network Company (TNC)
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Boardings Chart



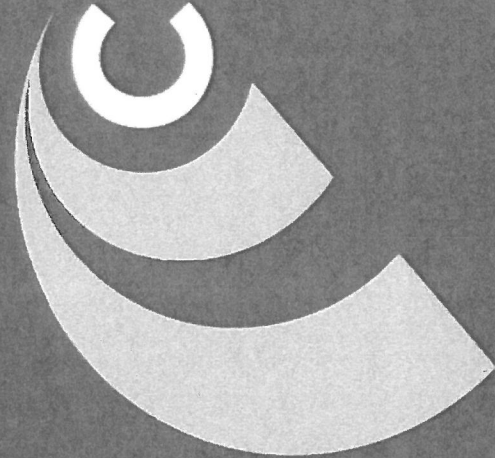
Pilot Analysis

Advantages	Disadvantages	Correction/Considerations
Flexible capacity during low demand times	Service quality issues Driver training and qualification issues	Clear contract provisions and monitoring systems
Short notice service for recovery of late routes	Lack of accessible vehicles	Prioritize providers with accessible vehicles during procurement
Direct service, non-shared rides are popular with customers	Service might become too popular	Clear taxi assignment policies to manage customer expectations
Alleviate peak service demand without purchasing additional vehicles	Issues with contractor vehicle age and condition	Contract provisions to stipulate vehicle age and condition; vehicle inspections
Cost effective service due to no overhead or deadhead costs	Potential for fraud or overbilling	Audit procedures and/or technology to monitor billing and prevent fraud

Next Steps

- Gather Feedback from Work Session
- Citizens Advisory Committee (9/17)
- Engage Internal Work Group
- Engage Contractor Partners
- Outreach Activities
- Contract Approval - January 2020 (tentative)

CHERRIOTS





WORK SESSION MEMO

Agenda Item WS.3.d

To: Board of Directors

From: Allan Pollock, General Manager

Date: September 9, 2019

Subject: **History and Background of Service Reductions**

At the August work session it was requested to educate the board on the history and background of the service reductions that led to the loss of Saturday service. I have attached an excerpt of a draft Cherrlots history project that the District is preparing for publication as part of our 40th anniversary celebration.

The excerpt discusses the thinking and actions behind the 2005-2006 service reductions as well as the elimination of Saturday service in January 2009 and reduced weekday service beginning September 2009.

The Cherriots History Project

Five-Year Tax Measure Fails, Service Cuts Follow 2005- 2006

Voters had been promised that the tax base passed in 1996 would sustain the District for seven to 10 years. The promise was kept, but by 2005 the District knew it needed a new tax measure.

In December 2005, the Board approved sending a \$6.4 million, five-year local option property tax levy to voters. Ballot Measure 24-155 asked voters for a tax increase of 60 cents per \$1,000 of assessed value. The funding would add Sunday service and maintain existing fixed-route and CherryLift paratransit service.

At the May 2006 election, Ballot Measure 24-155 won the popular vote. The measure, however, cannot be enacted because of low voter turnout. At the time, Oregon's "double-majority" rule required voter turnout above 50 percent to pass tax measures. (In 2008, voters approved Measure 56 and repealed the double majority-rule.)

Failure of the ballot measure resulted in significant service cuts, which took effect in fall 2006. The Board voted to reduce transit services by 17 percent and eliminated approximately 31 full-time equivalency positions (about of half were unfilled positions). The Board also approved a fare increase and agreed to discontinue service on Memorial Day, Independence Day, Labor Day, and Veterans Day.

At the November 2006 general election, the District asked voters to approve Ballot Measure 24-238, another five-year, local option levy. The ballot measure was similar to the one that failed in May. Voter turnout was larger than in May, but the ballot measure still failed.

Service cuts and fare increases in 2006 had predictable consequences. By the end of 2007, ridership was just over 5 million trips, a 6.5 percent decline from the previous year.

Failed Ballot Measure Leads To Deep Cuts 2008-2009

Since 2000, the District had provided a level of service that exceeded its operating revenues and used reserves to balance its budget. Eventually, tapping into reserves, year-after-year, to sustain service would have to stop.

By 2008, the District had nearly reached its day of reckoning. The Board transferred \$540,000 from contingency funds to shore-up the budget and offset increased CherryLift costs and other expenses.

General Manager Pollock warned that spring of Fiscal Year 2009 would be the last time the District could depend on reserve funds to maintain service. The Board soon discussed a potential fare increase and options for a November 2008 tax measure. Staff was directed to prepare budget options.

Ballot Measure 24-247, a five-year levy to maintain transit service and restore some services lost in the 2006 budget cuts, would have solved the District's budget problems. In November, voters rejected the measure.

At the next Board Meeting, the General Manager reported on the consequences of the levy's failure. Pollock recommended \$2.5 million in spending cuts to achieve a balanced and sustainable budget.

At the December 2008 Board meeting, staff recommended eliminating all Saturday service and reducing weekday hours. In all, the proposed cuts amounted to a loss of nearly 24,000 annual service hours. The service reductions would also mean the loss of an estimated 500,000 rides.

Other proposed cost-cutting included eliminating 18 staff positions, implementing a pay freeze on cost-of-living adjustments for non-represented staff, and dissolving the Special Transportation Division.

Board members debated whether Saturday service should be maintained, at least at a reduced level. Some Board members cited ballot measure campaign materials, which informed voters that the measure's failure would mean the end of Saturday service.

In the end, Board members decided that maintaining weekday service was a higher

priority than saving Saturday service. They directed staff to proceed with plans to eliminate Saturday service and scheduled public hearings.

Staff conducted open houses to inform the public about the system redesign options and took public comments. Staff prepared several proposals and presented them to the Board at an April 2009 work session. Another public hearing was held in May.

While losing Saturday services was disagreeable to all concerned, the majority of public comments indicated that weekday service needed to be spared from budget cuts as much as possible.

By June 2009, the Board adopted a 6 a.m. to 9 p.m., Monday through Friday service schedule. The new plan restructured routes and reduced midday and evening frequencies. Several of the least productive routes were eliminated.

The new system, implemented in September 2009, met the primary goal of the Board and staff: it provided service that was sustainable and within the District's foreseeable budget. But the service cuts made life harder for those dependent on public transit. Many "riders-by-choice" gave up on Cherriots and ridership began a precipitous drop that continued for years.

Besides reductions in Cherriots service, the District ended popular shuttle services. The Salem Art Fair shuttle, which had operated for more than 25 years, was eliminated to reduce cost and comply with more restrictive federal charter regulations. The State Fair shuttle met the same fate in August.



WORK SESSION MEMO

Agenda Item WS.3.e

To: Board of Directors

From: Allan Pollock, General Manager

Date: September 9, 2019

Subject: **Board Retreat Briefing**

A Board retreat is scheduled for September 21, 2019 to focus on Board governance issues. At the August Board meeting President Davidson directed the executive committee to prepare an agenda for the day's activities. The executive committee is scheduled to meet immediately prior to the work session to review and update a draft agenda.

At the work session the executive committee will submit the proposed agenda for review by the whole board.

Salem Area Mass Transit District
BOARD OF DIRECTORS MEETING
Thursday, September 26, 2019 at 6:30 PM
Courthouse Square – Senator Hearing Room
555 Court Street NE, Salem, Oregon 97301

AGENDA

A. CALL TO ORDER (President Davidson)

1. Note of Attendance for a Quorum
2. Pledge of Allegiance (Director Rodgers)
3. "Safety Moment" Thought for the Day

B. ANNOUNCEMENTS & CHANGES TO AGENDA

C. PRESENTATION

1. 2019 State Legislation Briefing

D. PUBLIC COMMENT

Time is designated at each Board meeting for members of the public to testify on any items of Board business, being limited to three minutes.

E. CONSENT CALENDAR

Items on the Consent Calendar are considered routine business 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.

1. Approval of Minutes

- a. Minutes of the August 12, 2019 Board Work Session
- b. Minutes of the July 25, 2019 Board Regular Meeting
- c. Minutes of the August 22, 2019 Board Regular Meeting

2. Routine Business

F. ITEMS DEFERRED FROM THE CONSENT CALENDAR

G. ACTION ITEMS

1. Accept Annual Security Report
2. 5310 Grant Approval

H. INFORMATIONAL REPORTS

1. FY 2019 Performance Report

I. GENERAL MANAGER'S REPORT

J. BOARD OF DIRECTORS REPORTS

1. Board members report on their Board assignments as representatives of the District.

K. ADJOURN BOARD MEETING

Next Regular Board Meeting Date: Thursday, October 24, 2019

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Upcoming Board Meeting and Work Session Agenda Items

Work Session	Board Meeting
September 9, 2019 Packets due to GM office: Sep 2 <ul style="list-style-type: none"> • Service Enhancement Discussion – 9/7 AAR • Proposed FY2021 Budget Calendar • Supplemental Service Contract • History and Background on Lost Saturday Service. • Board Retreat Briefing 	September 26, 2019 Packets due to GM office: September 12 <ul style="list-style-type: none"> • 2019 State Legislation Briefing • 5310 Grant Approval • Accept Annual Security Report • FY 2019 Performance Report
October 14, 2019 Packets due to GM office: October 4 <ul style="list-style-type: none"> • Board Response to Bus Stop Requests • Review of District Retirement Programs 	October 24, 2019 Packets due to GM office: October 10 <ul style="list-style-type: none"> • Budget Committee Appointments • Approval of FY2021 Budget Calendar (C) • GM FY2020 Work Plan • Bus Stops III Approval
November 12, 2019 Tuesday Packets due to GM office: November 1 <ul style="list-style-type: none"> • STIFAC/CAC/ STFAC Updates for Dec meeting <ul style="list-style-type: none"> ○ Member Appointments ○ Chairs & Vice-Chairs Appointments 	November - No Board meeting
December – No work session	December 12, 2019 Packets due to GM office: November 27 (Wed) <ul style="list-style-type: none"> • CONSENT CALENDAR: <ul style="list-style-type: none"> ○ Committee Appointments-STFAC/CAC ○ Appoint Chair & Vice-Chair CAC • Approval of PTASP Policy, Resolution #2019-xx • January Service Change Briefing • Q1 Finance, Trip Choice, Perf Report
January 13, 2020 Packets due to GM office: January 3 <ul style="list-style-type: none"> • Present Draft 2020 Legislative Agenda 	January 23, 2020 Packets due to GM office: January 16 <ul style="list-style-type: none"> • Adoption of 2020 Legislative Agenda
February 10, 2020 Packets due to GM office: January 31	February 27, 2020 Packets due to GM office: February 13 <ul style="list-style-type: none"> • Q2 Finance, Trip Choice, Performance Report

UPDATED: September 4, 2019

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

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

• SEPTEMBER 2019

2	Mon	CLOSED	HOLIDAY: Labor Day Cherriots Administration Offices-Customer Service; Closed - NO Bus Service
3	Tue	CHERRIOTS SERVICE CHANGES (go to: http://cherriots.org/en/changes) 3:00-4:30p Special Transportation Fund Advisory Committee
7	Sat	SATURDAY SERVICE BEGINS <ul style="list-style-type: none"> • Saturday Service Events at the Downtown Transit Center
9	Mon	5:30 PM	SAMTD Board Work Session
17	Tue	5:30 PM	Citizens Advisory Committee
21	Sat	8:30 AM	SAMTD Board Retreat
26	Thu	6:30 PM	SAMTD Board of Directors Meeting

• OCTOBER 2019

1	Tue	3:00 PM	Special Transportation Fund Advisory Committee
13-16			APTA's TRANSform Conference 2019 (fka APTA Annual Meeting) New York, NY
14		5:30 PM	SAMTD Board Work Session
24	Thu	6:30 PM	SAMTD Board of Directors Meeting
27-30		Oregon Public Transportation Conference <ul style="list-style-type: none"> • Seaside Civic & Convention Center

• NOVEMBER 2019

3	Sun	2:00 AM	DAYLIGHT SAVING TIME ENDS – Fall Back
5	Tue	3:00 PM	Special Transportation Fund Advisory Committee
11	Mon	CLOSED	HOLIDAY: Veterans Day Observance Cherriots Administration Offices/Customer Service Closed; NO Bus Service
12	Tue	5:30 PM	SAMTD Board Work Session
21	Thu	CLOSED	HOLIDAY: Thanksgiving Day Cherriots Administration Offices-Customer Service Closed; NO Bus Service