



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS MEETING AGENDA PACKET

Thursday, April 24, 2025 at 5:30 p.m.

Directors: Joaquín Lara Midkiff | Ramiro Navarro Jr. | Sadie Carney | Maria Hinojos Pressey |
Ian Davidson | Sara Duncan | Bill Holmstrom

Available meeting formats:

In Person: *Senator Hearing Room, 555 Court Street NE, Salem, Oregon 97301*

Zoom Gov: **Meeting ID:** 161 115 6964 | **Passcode:** 680098

Link: <https://cherriotics-org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NjWWkxeXJSNnE5dz09>

One Tap Mobile: +16692545252,,1611156964#,,,,*680098# US

Landline Phone: +1 669 254 5252 US

Live Stream: <https://www.capitalcommunitymedia.org/all>

Comcast Channel 21

Public Comment: Community members may provide comments on transit-related matters during the meeting, with a three-minute time limit per speaker. Comments can be submitted in writing, by email, in person, or via ZoomGov. Written comments received by 12:00 P.M. on the meeting day will be included in the official record.

Email: Board@cherriotics.org

Mail: Attn: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Consent Calendar: Routine items are adopted collectively through a single motion unless a Director requests to remove an item. Any item withdrawn for discussion will be addressed after the Consent Calendar is approved.

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

Closed Captioning (CC): ZoomGov's live streaming platform offers Closed Captioning (CC) to enhance viewer participation, though translations may not always be accurate.

Alternative Formats: ASL services and alternate formats for individuals with limited English proficiency are available with 48 hours' notice. Requests can be made by contacting the Clerk at 503-588-2424 or through TTY via Oregon Relay Services at 1-800-735-2900 (or 711). Office hours are Monday–Friday, 8:00 AM to 5:00 PM.

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Formatos de reunión disponibles:

En persona: Senator Hearing Room, 555 Court Street NE, Salem, Oregón 97301

Zoom Gov: Meeting ID: 161 115 6964 | **Código de acceso:** 680098

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Comcast Canal 21

Comentarios del público: Los miembros de la comunidad pueden hacer comentarios sobre asuntos relacionados con el tránsito durante la reunión, con un límite de tiempo de tres minutos por orador. Los comentarios pueden presentarse por escrito, por correo electrónico, en persona o a través de ZoomGov. Los comentarios por escrito recibidos antes de las 12:00 p.m. del día de la reunión se incluirán en el acta oficial.

Correo electrónico: Board@cherrriots.org

Correo postal: District Board of Directors, 555 Court St. NE, Suite 5230, Salem, OR 97301

Calendario de Consentimiento: Los puntos de rutina se adoptan colectivamente mediante una sola moción, a menos que un Director solicite retirar un punto. Cualquier punto retirado para ser debatido se tratará después de la aprobación del Calendario de Consentimiento.

Informe del Consejo de Administración: Los miembros de la Junta Directiva informan sobre temas relacionados con el tránsito, incluida la participación en comités, la extensión a la comunidad y los proyectos especiales que representan al Distrito.

Subtítulos (CC): La plataforma de retransmisión en directo de ZoomGov ofrece subtítulos (CC) para mejorar la participación de los espectadores, aunque es posible que las traducciones no siempre sean precisas.

Formatos alternativos: Los servicios de ASL y formatos alternativos para personas con dominio limitado del inglés están disponibles con 48 horas de antelación. Las solicitudes se pueden hacer poniéndose en contacto con el Secretario en el 503-588-2424 o a través de TTY a través de Oregon Relay Services en el 1-800-735-2900 (o 711). El horario de oficina es de lunes a viernes, de 8 de la mañana a 5 de la tarde.

Copias electrónicas: Los paquetes del orden del día están disponibles en <https://www.cherrriots.org/meetings/>.

Lista de distribución por correo electrónico: Para inscribirse en la lista de distribución de reuniones públicas del Distrito, envíe un correo electrónico al Secretario de la Junta a publictestimony@cherrriots.org.



AGENDA

- 1. CALL TO ORDER**
 - A. Note of Attendance for a Quorum
 - B. Safety Minute
 - C. Announcements | Changes to Agenda
- 2. PRESENTATIONS**
- 3. PUBLIC COMMENT**
- 4. CONSENT CALENDAR**
 - A. Approval of Minutes
 - i. March 27, 2025 Board Meeting 4
 - ii. April 10, 2025 Board Executive Session 8
 - iii. April 10, 2025 Board Work Session 9
 - B. Routine Business Items
 - i. FY 2025 Q3 NTD Assault Data 10
- 5. ITEMS DEFERRED FROM CONSENT CALENDAR**
- 6. ACTION ITEMS**
 - A. Adopt Resolution 2025-06, amending the District’s PTASP 15
 - B. Award of Contract for Transit Hosts 66
 - C. Contract Amendment for Public Relations and Marketing Services 68
- 7. INFORMATIONAL REPORTS**
 - A. Creating Community Connections Project Brief
- 8. REPORTS**
 - A. General Manager
 - B. Board of Directors 70
- 9. ADJOURN**

NEXT MEETING: MAY 22, 2025 at 5:30 p.m.



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS METTING
Thursday, March 27, 2025

Index of Board Actions

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Approve the Consent Calendar	2-3
A. Approval of Minutes	
1. February 27, 2025 Board of Directors Meeting	
B. Routine Business Items - None	
Adopt Resolution No. 2025-05, authorizing the General Manager to issue commendations on behalf of the Board of Directors for qualifying retiring employees, in consultation with the Board President.	3

DRAFT



SALEM AREA MASS TRANSIT DISTRICT
BOARD MEETING MINUTES

Thursday, March 27, 2025 at 5:30 p.m.

ATTENDEES: President Hinojos Pressey | Directors Joaquín Lara Midkiff | Sadie Carney (Virtual) |
Ian Davidson | Sara Duncan | Bill Holmstrom

ABSENT: Director Ramiro Navarro Jr.

STAFF: GM Allan Pollock (Virtual) | DGM David Trimble | CSO Cliff Carpentier | CFO Denise LaRue (Virtual)
| CPDO Shofi Ull Azum | COO Tom Dietz | Planning Manager Chris French |

Strategic Initiatives Administrator Bobbi Kidd | Grant and Project Coordinator Matt Marquez |
Executive Assistants Crisandra Williams | Kirra Pressey

GUEST: Legal Counsel William Ohle | Cumming Group's Project Manager Kayla Krauss |
Cumming Group's Sustainability and Climate Practitioner Louis Spania |

Turell Group's President Dana Turell

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:30 p.m.

Attendance was noted, with Directors Lara Midkiff and Navarro absent. A quorum was present. Director Lara Midkiff joined the meeting after this record was made.

B. Safety Minute

COO Dietz presented the safety minute, focusing on eye safety and sharing tips for maintaining healthy vision.

C. Announcements | Changes to Agenda: - None

2. PRESENTATIONS

A. Climate Action Plan Visioning Session

Presenter: Strategic Initiatives Administrator Bobbi Kidd and Cumming Group's Project Manager Kayla Krauss and Sustainability and Climate Practitioner Louis Spania

Staff Report: Pg. 4-13

Strategic Initiatives Administrator Kidd introduced Cumming Group's Project Manager Krauss and Sustainability and Climate Practitioner Spania, who presented an overview of the Cherriots Climate Action Plan (CAP). The presentation covered the plan's purpose, progress, and key findings from the baseline conditions assessment, including greenhouse gas emissions projections and climate vulnerability risks. The discussion also focused on stakeholder engagement, the Board's vision for climate action priorities, and next steps in developing CAP goals and strategies. The Board provided feedback on their vision for the plan, highlighting key priorities and areas of focus.

3. PUBLIC COMMENT

Tyler McCulley provided public comment for the Boards review.

4. CONSENT CALENDAR

A. Approval of Minutes

1. February 27, 2025 Board of Directors Meeting



B. Routine Business Items – None

Action			
Motion:	I move to approve the Consent Calendar as presented.		
Motion by:	Director Bill Holmstrom	Second:	Director Ian Davidson
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Carney, Davidson, Duncan, and Holmstrom		
Motion passes unanimously 6-0			

5. **ITEMS DEFERRED FROM CONSENT CALENDAR:** None

6. **ACTION ITEMS**

A. Adopt Resolution 2025-05, Authorizing the General Manager to Issue Commendations:

Presenter: Executive Assistant Kirra Pressey

Agenda Packet: Pg. 20-23

Executive Assistant/Clerk of the Board Pressey presented a proposal to formally recognize retiring employees with a Board-signed commendation, in addition to the existing retirement celebration for those meeting tenure and age criteria. The resolution authorizes the General Manager to issue commendations on behalf of the Board.

Action			
Motion:	I move that the Board adopt Resolution No. 2025-05, authorizing the General Manager to issue commendations on behalf of the Board of Directors for qualifying retiring employees, in consultation with the Board President.		
Motion by:	President Hinojos Pressey	Second:	Director Bill Holmstrom
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Carney, Davidson, Duncan, and Holmstrom		
Motion passes unanimously 6-0			

7. **INFORMATIONAL REPORTS**

A. Service Change Briefing for May 2025:

Presenter: Service Planning Manager Chris French

Agenda Packet: Pg. 24-27



Service Planning Manager French presented the May 2025 Service Change Briefing, highlighting schedule adjustments to improve on-time performance and route efficiency. Cherriots Local will operate modified schedules on select holidays, pending approval, while Regional Routes will not run on holidays. Cherriots LIFT will match Local service levels on designated holidays.

B. Mobility Reimagined Outreach Update:

Presenter: Turell President Dana Turell

Turell Group's President Turell presented the 2025 Campaign Guidelines for Creating Community Connections.

8. REPORTS

A. GENERAL MANAGER'S REPORT

General Manager Pollock provided an update on the Service Enhancement Subcommittee, noting that talking points were revised during the most recent meeting and will be shared with the Board once finalized. He also reported that both District applications for ODOT discretionary grant funding were awarded in full. Additionally, he shared that three Board Member reappointments have been approved – President Hinojos Pressey and Directors Navarro Jr. and Duncan.

B. BOARD OF DIRECTORS REPORT

President Hinojos Pressey and Directors provided reports on committees and activities in which they represent the District.

9. ADJOURN

President Hinojos Pressey adjourned the meeting at 8:26 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT

BOARD EXECUTIVE SESSION MINUTES

Thursday, April 10, 2025 at 5:30 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Joaquín Lara Midkiff | Sadie Carney |

Ian Davidson | Sara Duncan | Bill Holmstrom

ABSENT: Director Ramiro Navarro Jr.

STAFF: GM Allan Pollock | DGM David Trimble |

Senior Manager, Project and Contract Administration Melissa Kidd | Executive Assistant Kirra Pressey

GUEST: Legal Counsel Sara Sayles (Virtual) | Universal Field Services' Leslie Finnigan (Virtual) |

Mott MacDonald's Principal Project Manager Ron Vergara

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:38 p.m.

Attendance was noted.

2. STATEMENT

President Hinojos Pressey directed the Clerk of the Board to read the following statement (it was read aloud by Executive Assistant Pressey):

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

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

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

3. NEGOTIATE REAL PROPERTY TRANSACTION

The Board of Directors and designated staff conducted deliberations with persons designated by the governing body to negotiate real property transactions.

4. ADJOURN

President Hinojos Pressey adjourned the meeting at 5:59 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT
BOARD WORK SESSION MINUTES

Thursday, April 10, 2025 at 5:30 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Joaquín Lara Midkiff | Ramiro Navarro Jr. (6:19 p.m. | Sadie Carney | Ian Davidson | Sara Duncan | Bill Holmstrom

STAFF: GM Allan Pollock | DGM David Trimble | CSO Cliff Carpentier | CFO Denise LaRue | CELRO Jaél Rose | CPDO Shofi Ull Azum | COO Tom Dietz |

Senior Manager, Project and Contract Administration Melissa Kidd |

Service Planning Manager Chris French | Executive Assistants Crisandra Williams | Kirra Pressey

GUEST: None

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 6:03 p.m.

Attendance was noted.

B. Safety Minute

General Manager Pollock presented the safety moment, noting that April is Distracted Driving Awareness Month. He shared tips for avoiding distractions while driving.

C. Announcements | Changes to Agenda: None

2. PRESENTATIONS

A. 2024 Needs Assessment

Presenter: Service Planning Manager Chris French

Agenda Packet: Pg. 3-73

Service Planning Manager French presented the 2024 Needs Assessment, highlighting key service gaps based on route performance data, demographic trends, and rider feedback. The top three unmet transit needs were weekend coverage, route frequency, and span of service. Priorities were ranked accordingly, with weekend coverage as the highest priority, focusing on transit desert areas and exploring all modes. Route frequency and span of service followed, with emphasis on high-demand areas and improving service across all days. Next steps include review by the Service Enhancement Subcommittee and a Comprehensive Operational Analysis.

3. GENERAL MANAGER COMMENTS/REPORTS

A. Upcoming Agenda Items

B. Board Calendar

GM Pollock reviewed the upcoming agenda and calendar items.

4. ADJOURN

President Hinojos Pressey adjourned the meeting at 6:37 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



To: Board of Directors

From: Karen Garcia, Security and Emergency Management Manager
Cliff Carpentier, Chief Safety Officer

Thru: Allan Pollock, General Manager

Date: April 24, 2025

Subject: Fiscal Year 2025 Quarter 3 (FY25 Q3) National Transit Database (NTD) Reportable Assault Data

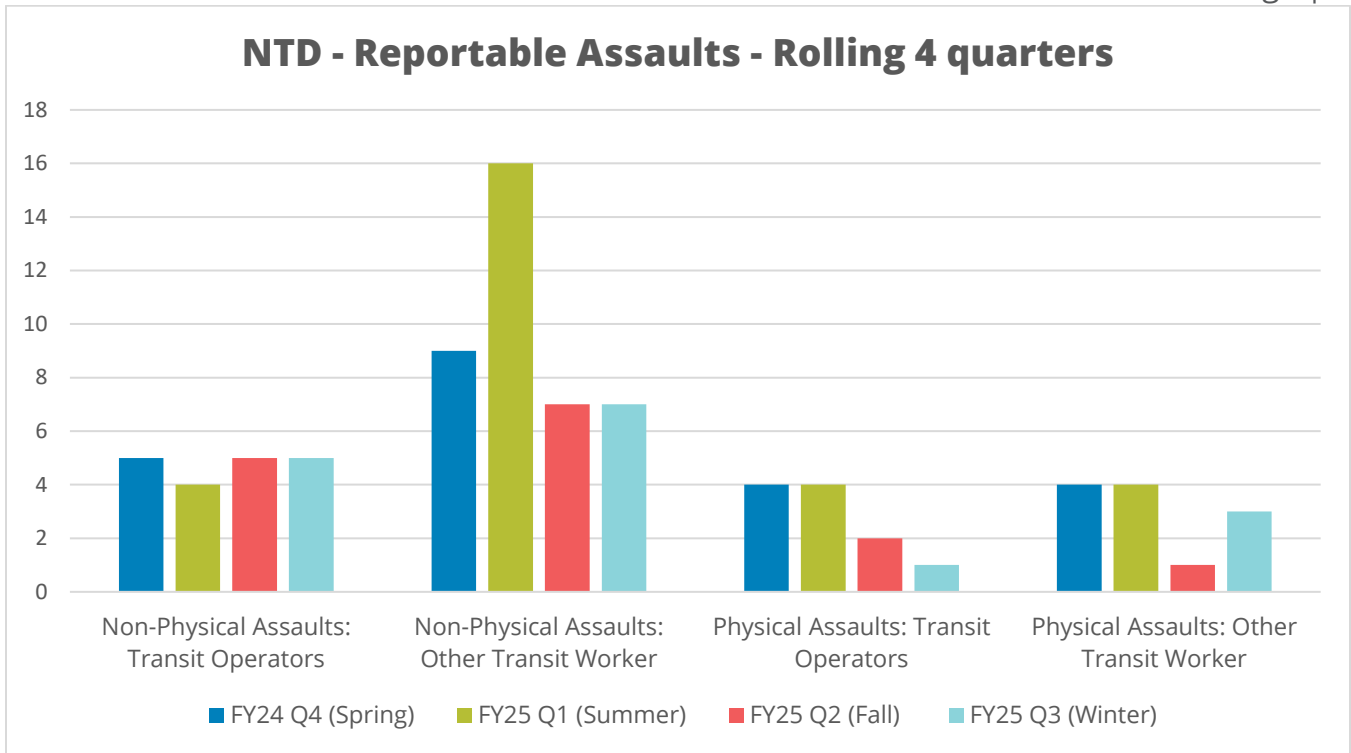
ISSUE

Shall the Board receive the FY25 Q3 NTD reportable assault data?

BACKGROUND AND FINDINGS

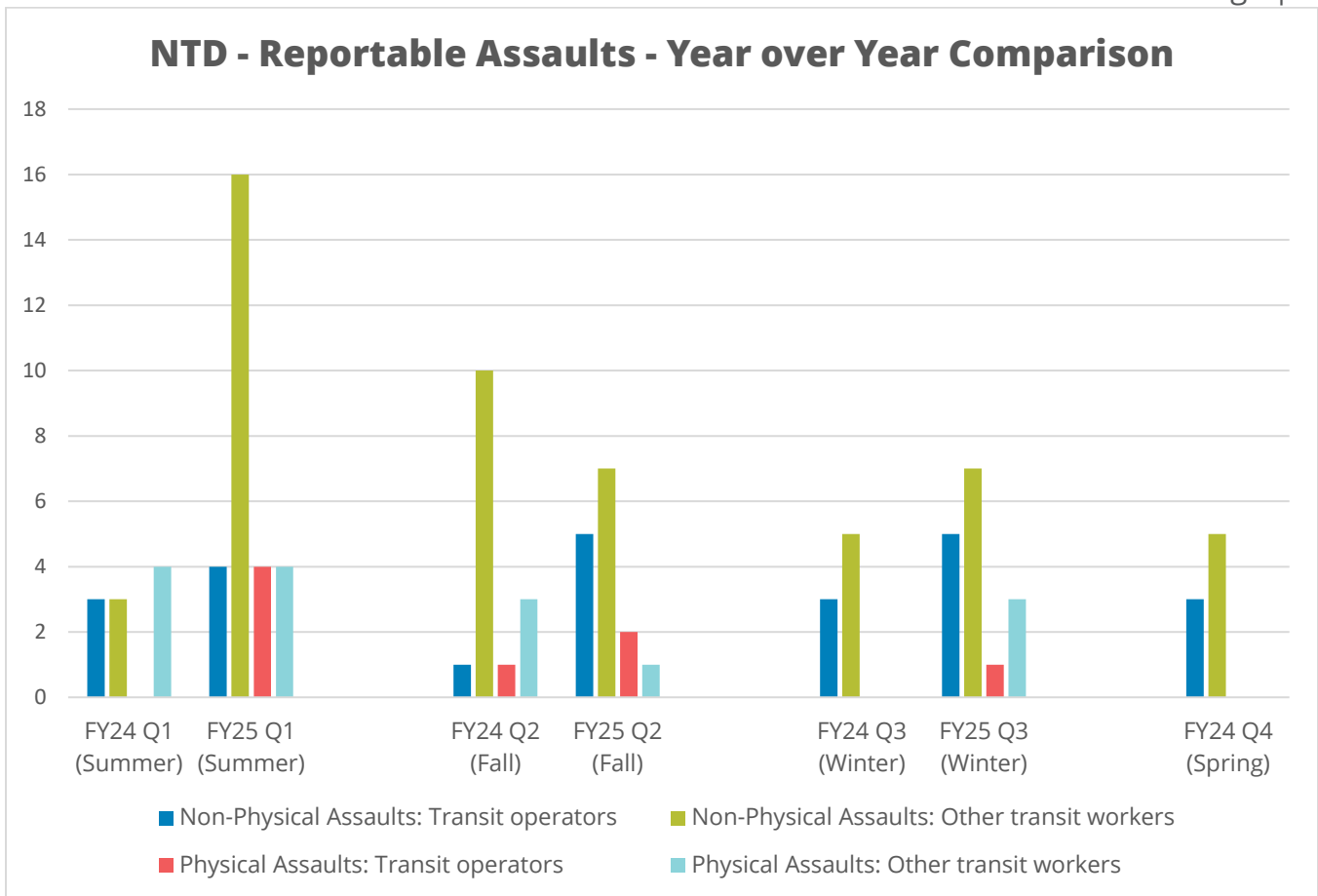
The chart below shows reportable non-physical and physical assaults on transit operators and other transit workers for the last four quarters.

Rolling four quarters	Non-Physical Assaults: Transit operators	Non-Physical Assaults: Other transit workers	Physical Assaults: Transit operators	Physical Assaults: Other transit workers	Total
FY24 Q4 (Apr-Jun)	5	9	4	4	22
FY25 Q1 (Jul-Sep)	4	16	4	4	28
FY25 Q2 (Oct-Dec)	5	7	2	1	15
FY25 Q3 (Jan-Mar)	5	7	1	3	16
Total	19	39	11	12	81



The below chart shows reportable non-physical and physical assaults on transit operators and other transit workers comparing each quarter of FY2024 to the same quarter of FY2025.

FY2024 compared to FY2025	Non-Physical Assaults: Transit operators	Non-Physical Assaults: Other transit workers	Physical Assaults: Transit operators	Physical Assaults: Other transit workers	Total
FY24 Q1 (Jul-Sep)	3	3	0	4	10
FY25 Q1 (Jul-Sep)	4	16	4	4	28
FY24 Q2 (Oct-Dec)	1	10	1	3	15
FY25 Q2 (Oct-Dec)	5	7	2	1	15
FY24 Q3 (Jan-Mar)	3	5	0	0	8
FY25 Q3 (Jan-Mar)	5	7	1	3	16
FY24 Q4 (Apr-Jun)	5	9	4	4	22



Summary of reportable events for FY25 Quarter 3.

Cherriots Local:

- Non-Physical Assaults: Transit Operators
 - 1/27: A rider was told to exit the bus by the transit operator. The rider became verbally aggressive, yelling at the operator and at another passenger onboard the bus. The rider pushed up against the plexi-glass barrier and yelled “I’m gonna kill you!” to the operator before exiting the bus.
 - 2/6: A rider boarded without fare. The operator educated the rider on the expectation to pay fare in the future. The rider became upset, aggressive and threatening toward the operator.
 - 2/22: A rider who had previously submitted a public contact complaint regarding the transit operator entered the bus and asked the transit operator if their supervisor had talked to them. They intimidated the operator and demanded the operator say “I will” in response to the rider’s statements.

- 2/27: A rider was asked to exit the bus due to inappropriate behavior. The rider responded by verbally assaulting the operator as they exited the bus.
- 3/29: A transit operator contacted a rider about not having the full fare. The rider stated to the operator "I'll be seein' you," which the operator believed to be a threat.
- Non-Physical Assaults: Other Transit Workers
 - 1/10: Security officers contacted a rider in the lobby restroom. The rider threw their feces covered pants at a security officer. The rider was provided with a clean pair of pants and told they could not ride due to offensive odor. As the rider left property, they told the second security officer, "I'm going to f*** you up." and "I'm going to f***ing kill you, bitch." (This event was counted as two non-physical assaults on other transit workers)
 - 1/12: Cherriots dispatch requested security officers meet an inbound bus at KTC due to a disruptive rider onboard. Security made contact with the rider and directed them to leave the property. The rider cursed at security, then started walking off property. The rider turned around and yelled "POW! POW! POW! I just shot your ass." They then stated "If I had a knife, I would kill you!"
 - 1/14: A security officer contacted a rider at KTC who was cursing at another individual. The rider accused security of stealing their phone. The rider punched the Bay E sign, then balled up their fist saying "I will beat your ass," while making a kicking motion toward the security officer.
 - 3/4: A rider reported an individual had spat on them. Security advised the rider to report the incident to the police. The security officer approached the individual to take a photo of them, when the individual spat at the security officer.
 - 3/5: Two riders were engaged in a verbal argument. Security officers approached the situation which escalated into a physical fight. While one security officer was engaged with one of the riders, a bystander told the second security officer "I'm going to kick your ass." (Also involved two physical assaults on other transit workers)
 - 3/31: A security officer contacted a rider about inappropriate comments in the lobby. The rider verbally threatened security by saying "I'm going to punch you." (Also involved a physical assault on other transit worker)

- Physical Assaults: Transit Operators
 - None

- Physical Assaults: Other transit workers
 - 3/5: Two riders were engaged in a verbal argument. Security officers approached the situation which escalated into a physical fight. Both security officers were physically assaulted while attempting to break up the fight. (This event was counted as two physical assaults - Also involved one non-physical assault against other transit worker)

 - 3/31: A security officer contacted a rider about inappropriate comments in the lobby. The rider swung their fist, striking the security officer on the chin. (Also involved a non-physical assault on other transit worker)

Cherriots Lift:

- Physical Assaults: Transit Operators
 - 2/20: LIFT – A driver was taking a rider in a wheelchair to the back of the bus because they would be dropped off last. The rider became combative and put their hands on the driver in an attempt to stop them from proceeding to the back of the bus.

FINANCIAL IMPACT

None

RECOMMENDATION

For information only.

PROPOSED MOTION

None



To: Board of Directors
From: Cliff Carpentier, Chief Safety Officer
Thru: Allan Pollock, General Manager
Date: April 24, 2025
Subject: Adopt Resolution No. 2025-06, amending the District's Agency Safety Plan (ASP)

ISSUE

Shall the Board adopt Resolution No. 2025-06 ([Attachment A](#)), amending the District's ASP, previously referred to as the Public Transportation Agency Safety Plan (PTASP), as required by the Federal Transit Administration (FTA)?

BACKGROUND AND FINDINGS

As a recipient of FTA funds, the District is required to develop and maintain an ASP. At the December 14th, 2023, Board meeting, the Board approved the current ASP by adopting Resolution No. 2023-10. In accordance with FTA requirements, the Board must now take formal action to approve the amended plan. Additionally, the accountable executive must certify that the District has formally adopted the revised ASP.

Prior to submission, the Safety Committee met on two occasions to review and recommend updates to the plan. At its April 8, 2025 meeting, the committee conducted its final review and voted to approve the proposed changes. The amended ASP is included as [Attachment B](#).

FINANCIAL IMPACT

None

RECOMMENDATION

The Safety Committee recommends that the Board adopt Resolution No. 2025-06 amending the Agency Safety Plan.

PROPOSED MOTION

I move that the Board adopt Resolution No. 2025-06, amending the Agency Safety Plan.



RESOLUTION NO. 2025-06

AMENDING THE AGENCY SAFETY PLAN FOR SALEM AREA MASS TRANSIT DISTRICT

WHEREAS, the Salem Area Mass Transit District, (hereafter referred to as “District”) is required under the Federal Transit Administration (FTA) to establish an Agency Safety Plan (ASP), pursuant to the Final Rule published on July 19, 2018; and

WHEREAS, the FTA required certain operators of public transportation systems that received federal funds under the FTA’s Urbanized Area Formula Grants to develop safety plans that included the process and procedures for implementing Safety Management Systems; and

WHEREAS, in accordance with FTA regulations, the District developed an ASP with guidance from the Oregon Department of Transportation (ODOT), which was adopted by the Board of Directors (Board) through Resolution No. 2020-07 on July 23, 2020, and subsequently submitted to ODOT for approval; and

WHEREAS, the Board later adopted Resolution No. 2023-10 on December 14, 2023, to update and amend the ASP; and

WHEREAS, the Safety Committee convened on April 8, 2025, to review and approve the District’s updates to the ASP, as written; and

WHEREAS, the District’s Safety Committee, Chief Safety Officer, and the Accountable Executive have reviewed and endorsed the amended ASP prior to its presentation to the Board; and

WHEREAS, the Board met on April 24, 2025, to consider adoption of Resolution No. 2025-06 formally amending the ASP;



NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF SALEM AREA MASS TRANSIT DISTRICT;

THAT, the Board hereby approves the amended Agency Safety Plan dated April 8, 2025.

THAT, the amended ASP shall be submitted to the Salem-Keizer Area Transportation Study (SKATS), and ODOT as presented; and

THAT, the General Manager, or their designee, is authorized to confirm and convey the Board's approval of the District's amended ASP to the FTA for certification.

ADOPTED by the Board of Directors on this 24th day of April 2025, and effective thereupon.

ATTEST:

Maria Hinojos Pressey, Board President

Kirra Pressey, Clerk of the Board



AGENCY SAFETY PLAN

2025-2026

APRIL 2025

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Section 1. Transit Agency Information

1.1 General Information

Agency Name	Salem Area Mass Transit District - SAMTD (“Cherriots”)
Administrative Office	555 Court St. NE, Suite 5230, Salem, OR 97301
Accountable Executive	Allan Pollock, General Manager/CEO
Chief Safety Officer	Cliff Carpentier, Chief Safety Officer
Modes of Service	Fixed Route Bus, Non-Fixed Route Bus (Demand Response - ADA Paratransit)
FTA Funding Sources	FTA Section 5307, 5310, 5311
Modes of Service Directly Provided	Fixed Route Bus - Local

Cherriots does not provide transit services on behalf of another transit agency or entity.

1.2 Cherriots Mission, Vision and Values

Mission:	Creating Community Connections
Vision:	We Deliver Valued Mobility Options that Inspire Community Pride
Values:	Communication – Humility – Excellence – Respect – Resourceful – Inclusive – Ownership – Transparency – Safety

1.3 Description of Services Provided:

Salem Area Mass Transit District, more commonly known as Cherriots, is the third largest transit district in Oregon. Cherriots Local, the fixed route service, provides regularly scheduled transit service within the Salem-Keizer urban growth boundary. Cherriots LIFT provides complementary paratransit service under the Americans with Disabilities Act (ADA). Cherriots Regional provides flex and fixed route service in rural areas.

1.4 Additional Facility Information

Administrative Offices

General Manager, Deputy General Manager, Communications Division, Finance Division, Technology and Infrastructure Department, Safety and Security Division, and Human Resources and Labor Relations Division.

555 Court St NE, Suite 5230

Salem, OR 97301

Phone: 503-588-2424

Fax: 503-566-3933

info@cherriots.org

Open weekdays 8 a.m. to 5 p.m.

Downtown Transit Center

220 High St NE

Salem, OR 97301

Keizer Transit Center

5860 Keizer Station Blvd NE
Keizer, OR 97303

Cherriots Call Center (Contracted Service - MTM)

2195 Hyacinth Ave, Suite 170
Salem, OR 97301
Phone: 503-315-5544
Toll-free: 888-315-5544 Oregon Relay Service: 7-1-1
Fax: 503-315-5514
Call weekdays 6 a.m. to 6 p.m.; Saturdays and Sundays, 8 a.m. to 4 p.m.

Cherriots LIFT Eligibility Office (Contracted Service - MTM)

555 Court Street NE, Suite 5230
Salem, OR 97301
Phone: 503-361-7554
Fax: 503-361-7560
adaeligibility@cherriots.org
Open weekdays 8:30 a.m. to 5 p.m.

Customer Service

Customer Service, Security, and Mobility Assessment offices
220 High St NE
Salem, OR 97301
Phone: 503-588-2877
info@cherriots.org
Open weekdays 7 a.m. to 6 p.m.; Saturdays, 8 a.m. to 5 p.m.

Del Webb Operations Headquarters:**Administration**

Operations Division, Contracted Services, Transportation Department, and Planning and Development Division:
3140 Del Webb Ave
Salem, OR 97301

Maintenance Facility

Operations Division, Maintenance Department
3170 Del Webb Avenue
Salem, OR 97301
The Del Webb facility also includes the parking area for buses not in service.

Section 2. Plan Development, Approval, and Updates

Name of Entity That Drafted This Plan	Oregon Department of Transportation (RLS & Associates) in cooperation with Salem Area Mass Transit District (“Cherriots”)		
Signature by the Accountable Executive	Allan Pollock, General Manager/CEO		Date of Signature
Approval by the Board of Directors or an Equivalent Authority	Maria Hinojos Pressey, Board President		Date of Approval
Certification of Compliance	David Trimble, Deputy General Manager		Date of Certification
Version Number and Updates			
<i>Record the complete history of successive versions of this plan.</i>			
Version Number	Section/Pages Affected	Reason for Change	Date Issued
001	Entire Document	Initial Release	07/23/2020
002	24	Addition of Risk Mitigation Plan	12/22/2022
	35	Addition of Safety Committee Change	
	40	Addition of Procurement Language	
	42	Addition of Infectious Disease Section	
003	19	Remove Actions required	12/14/2023
	43	Remove COVID procedures	
	Throughout	Update titles	
004	Throughout	Various updates and reorganization of sections based upon new requirements in 49 CFR Part 673 update dated April 2024	04/24/2025
Annual Review and Update of the Public Transportation Agency Safety Plan			
<i>Describe the process and timeline for conducting an annual review and update of the Public Transportation Agency Safety Plan.</i>			
The plan will be reviewed and updated on an annual basis. The Safety Committee will conduct a review each fiscal year. Updated safety performance targets will be included for each safety performance measure required by the National Public Transportation Safety Plan, to include safety performance measures for the risk reduction program. If changes are accepted, the ASP will be forwarded to the Accountable Executive and approved by the Cherriots Board of Directors.			

Safety Committee Approval

The Safety Committee convened March 25, 2025, and April 8, 2025, to review and discuss the final draft of the Agency Safety Plan (ASP). The updated plan includes all committee revisions.

A motion to approve the plan was made and seconded. The vote was passed by the committee.

I certify that the ASP has been reviewed, discussed and approved by the Safety Committee.

Daniel Parker

Daniel Parker (Apr 10, 2025 10:01 PDT)

Apr 10, 2025

Daniel Parker, Safety Committee Vice-Chair

Date

Section 3. Safety Performance Targets

Safety Performance Targets

Specify performance targets based on the safety performance measures established under the National Public Transportation Safety Plan. Safety Performance Targets for the Risk Reduction Program are established using a 3-year rolling average of the data submitted to the National Transit Database (NTD), which is calculated annually during the ASP review and revision process. Risk Reduction Program targets are annotated by an * next to the safety performance measure.

Methodology

The FY26 safety performance targets shown below were calculated based on a 3-year average of NTD CY2022, CY2023 and CY2024 data. The NTD compiles safety and security data based on Calendar Years; therefore, the Plan targets are based on a 3-year average of the most recent NTD Calendar-Year data available. (NOTE: All rates shown in the tables below are based on per 100k Vehicle Revenue Miles)

Fixed Route Bus – Local

SAFETY PERFORMANCE MEASURES	CY2022	CY2023	CY2024	AVERAGE	SAFETY PERFORMANCE TARGETS
Vehicle Revenue Miles	2,332,887	2,472,500	2,613,899	2,473,095	--
Major Events * (S&S40s)	6	14	11	10	10
Major Event Rate * (S&S 40s)	0.26	0.57	0.42	0.41	0.41
Collisions * (Risk Reduction Program only)	4	7	8	6	6
Collision Rate *	0.17	0.28	0.31	0.25	0.25
Pedestrian Collisions	0	1	1	1	Not required
Pedestrian Collision Rate	0.00	0.04	0.04	0.03	0.03
Vehicular Collisions	4	5	7	5	Not required

Vehicular Collision Rate	0.17	0.20	0.27	0.21	0.21
Fatalities	0	0	0	0	0
Fatalities Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatalities	0	0	0	0	Not Required
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries *	13	13	16	14	14
Injury Rate *	0.56	0.53	0.61	0.57	0.57
Transit Worker Injuries	0	2	1	1	Not required
Transit Worker Injury Rate	0.00	0.08	0.04	0.04	0.04
Assaults on Transit Workers *	--	28 (9 months)	69	53	69
Rate of Assaults on Transit Workers *	--	1.49	2.64	2.06	2.64
System Reliability	94	118	121	111	111

Non-Fixed Route - Demand Response - ADA Paratransit

SAFETY PERFORMANCE MEASURES	CY2022	CY2023	CY2024	AVERAGE	SAFETY PERFORMANCE TARGETS
Vehicle Revenue Miles	514,680	550,536	619,983	561,733	--

Major Events * (S&S 40s)	1	0	3	1	1
Major Event Rate * (S&S 40s)	0.19	0.00	0.48	0.23	0.23
Collisions * (Risk Reduction Program only)	0	0	3	1	1
Collision Rate *	0.00	0.00	0.48	0.16	0.16
Pedestrian Collisions	0	0	0	0	Not required
Pedestrian Collision Rate	0.00	0.00	0.00	0.00	0.00
Vehicular Collisions	0	0	3	1	Not required
Vehicular Collision Rate	0.00	0.00	0.48	0.16	0.16
Fatalities	0	0	0	0	0
Fatalities Rate	0.00	0.00	0.00	0.00	0.00
Transit Worker Fatalities	0	0	0	0	Not required
Transit Worker Fatality Rate	0.00	0.00	0.00	0.00	0.00
Injuries *	0	2	0	1	1
Injury Rate *	0.00	0.36	0.00	0.12	0.12
Transit Worker Injuries	0	0	0	0	Not required

Transit Worker Injury Rate	0.00	0.00	0.00	0.00	0.00
Assaults on Transit Workers *	--	0 (9 months)	4	2	4
Rate of Assaults on Transit Workers *	--	0.00	0.65	0.32	0.65
System Reliability	5	8	11	8	8

The Safety Performance Measures are defined as follows in the National Public Transportation Safety Plan:

- **Major Events** (includes all safety and security major events as defined by the NTD)
- **Major Event Rates** (includes all safety and security major events as defined by the NTD, divided by VRM)
- **Collision Rate** (includes all collisions reported to the NTD, divided by VRM)
- **Pedestrian Collision Rate** (includes all collisions “with a person,” as defined by the NTD, divided by VRM)
- **Vehicular Collision Rate** (includes all collisions “with a motor vehicle,” as defined by the NTD, divided by VRM)
- **Fatalities** (includes all fatalities as defined by the NTD)
- **Fatality Rate** (includes all fatalities as defined by the NTD, divided by VRM)
- **Transit Worker Fatality Rate** (includes all transit worker fatalities as defined by the NTD, divided by VRM)
- **Injuries** (includes all injuries as defined by the NTD)
- **Injury Rate** (includes all injuries as defined by the NTD, divided by VRM)
- **Transit Worker Injury Rate** (includes all transit worker injuries as defined by the NTD)
- **Assaults on Transit Workers** (includes all assaults on transit workers as defined by the NTD)
- **Rate of Assaults on Transit Workers** (includes all assaults on transit workers as defined by the NTD, divided by VRM)
- **System Reliability** (includes Major Mechanical System failures as defined by the NTD)

Safety Performance Target Coordination

Describe the coordination with the State and Metropolitan Planning Organization(s) (MPO) in the selection of State and MPO safety performance targets.

Salem-Keizer Area Transportation Study (SKATS) is the designated Metropolitan Planning Organization (MPO) for the Salem-Keizer area. The SKATS MPO is directed by a policy committee and is composed of elected representatives from the cities of Keizer, Salem, and Turner; Marion and Polk counties; the Salem Area Mass Transit District; the Salem-Keizer Public Schools; and a manager from the Oregon Department of Transportation (ODOT) Region 2 office. Mid-Willamette Valley Council of Governments staff provide the day-to-day work for SKATS.

Targets Transmitted to the State	State Entity Name	Date Targets Transmitted
	Oregon Department of Transportation	
Targets Transmitted to the Metropolitan Planning Organization(s)	Metropolitan Planning Organization Name	Date Targets Transmitted
	Salem-Keizer Area Transportation Study	

Section 4. Safety Management Policy

4.1 Safety Management Policy Statement

Cherriots strives to provide safe, reliable, comfortable, and innovative transportation options to every member of the community. The Public Transportation Agency Safety Plan, hereafter known as the Agency Safety Plan or ASP, has been developed to integrate safety into all system operations of Cherriots. By using the procedures contained in the ASP, Cherriots can continue to improve the safety and security of operations and services.

This ASP describes the policies, procedures, and requirements to be followed by management, maintenance, and operations to provide a safe environment for employees, customers, and the public. The goal of this program is to eliminate the human and fiscal cost of avoidable personal injury and vehicle accidents.

Each division/department has a responsibility under the ASP. Chiefs and managers will provide the continuing support necessary to achieve the ASP objectives. A key to the success of this effort is for employees to be aware that they are accountable for safety while performing the requirements of their position. The success of the program also depends on all employees actively identifying potential hazards and making a commitment to the safety of others.

Employees must be aware that decisions and actions often affect the safety of those in other areas of operations. By following the processes described in the ASP, Cherriots will continue to improve performance and the safety of the system while continuing to foster a culture of safety.

The Cherriots Commitments:

- **Support** the management of safety through the provision of appropriate resources that will result in an organizational culture that fosters safe practices, encourages effective employee safety reporting and communication, and actively manages safety with the same attention to results as other management systems within Cherriots;
- **Integrate** the management of safety as a primary responsibility of all managers and employees;
- **Clearly define** for all staff, managers, and employees that they are accountable and responsible for the delivery of Cherriots safety performance and the performance of Cherriots safety management system;
- **Establish** and operate hazard identification and analysis, and safety risk assessment activities, including an employee safety reporting program as a fundamental source for safety concerns and hazard identification to eliminate or mitigate the safety risks of the potential consequences of hazards resulting from operations or activities, to a point that is consistent with an acceptable level of safety performance;
- **Ensure** that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program, unless disclosure indicates, beyond any reasonable doubt, an illegal act, gross negligence, or a deliberate or willful disregard for regulations or procedures;
- **Comply** with, and wherever possible exceed, legislative and regulatory requirements and standards;

- **Ensure** that sufficient skilled and trained personnel are available to implement safety management processes;
- **Ensure** that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- **Establish and measure** safety performance against realistic and data-driven safety performance indicators and safety performance targets;
- **Continually improve** safety performance through management processes that ensure appropriate safety management action is taken and is effective; and
- **Ensure** externally supplied systems and services to support operations are delivered, meeting established safety performance standards.

The Cherriots Goals for Safety:

- Design, construct, test, and operate a transportation system that achieves an optimum level of safety, exceeding the safety performance of other transit districts of a similar size in the United States.
- Identify and evaluate, then eliminate or control, hazards to employees, customers, and the public.
- Meet or exceed all government and industry occupational health and safety standards and practices.
- Maximize the safety of future operations by affecting the design and procurement processes.

The objectives of the ASP are the means to achieving these goals. They also provide a method of evaluating the effectiveness of Cherriots safety efforts.

The ASP Objectives:

- Integrate safety management and hazard control practices in all Cherriots divisions.
- Assign responsibilities for developing, updating, complying with, and enforcing safety policies, procedures, and requirements.
- Verify compliance with Cherriots safety policies, procedures, and requirements through performance evaluations, accident/incident trends, and internal audits.
- Investigate all accidents/incidents, including identifying and documenting the causes for the purpose of implementing corrective action to prevent a recurrence.
- Increase investigation and systematic documentation of near misses.
- Timely identify, analyze, and resolve safety and security-related hazards.
- Minimize system modifications during the operational phase by establishing and utilizing safety controls at the system design and procurement phases.
- Ensure that system modifications do not create new hazards.
- Train employees and supervisors on the safety components of their job functions.

Cherriots Safety Committee is convened by a joint labor/management process and consists of equal number of frontline transit workers who represent a plurality of the frontline workforce. The purpose of the Safety Committee is to bring management, employees and employee representatives together to achieve and maintain a safe, healthful workplace. The committee is responsible for addressing both safety and security concerns affecting transit workers and the public transportation system.

We take these commitments seriously, as the lives of our riders, employees, and community depend on our ability to operate in a culture of safety.

Accountable Executive

Date

Allan Pollock, General Manager/CEO

4.2 Safety Management Policy Communication

To ensure employees and riders are aware of the safety management policies and procedures that effectively manage the system's day-to-day operations, Cherrriots uses several forms of effective communication.

Employees: Cherrriots frequently reviews, evaluates, and tests existing policies and procedures to verify their effectiveness. Cherrriots seeks input from all staff to determine if changes are needed based on trends, data analysis, operational changes, or new assets. Several methods are used to communicate policy and/or procedure changes, including:

- Safety Committee (also referred to as Security Committee)
- Overhead Drivers Information System (ODIS)
- Employee Portal (intranet)
- Newsletters – PULSE articles
- Service Excellence Team
- Employee memorandum through paycheck, daily manifest of work orders, and District meetings
- Bulletin board notices
- Employee email notification
- Labor Union notification
- Monthly GM Roundtable meetings

Depending on the importance of the policy or procedure change, policies are distributed through email using an electronic confirmation for all employees with company email, or by paper distribution with signed acknowledgement verifying employees' understanding of the change.

Riders: If a rider policy is changed or added, Cherrriots notifies riders through the following methods:

- Notice posted on vehicle and facilities, including effective date and whom to contact for more information
- Changes to digital rider guidance, including schedules and ride guides as appropriate
- Public meetings
- Social media
- Any services impacted by policy changes will include outreach as required by federal guidance

4.3 Authorities, Accountabilities, and Responsibilities

The ultimate authority for the success of this ASP and Cherrriots safety performance is the Accountable Executive. The Chief Safety Officer, the Senior Leadership Team, and Cherrriots employees fulfill their daily commitment to safety by supporting the Accountable Executive.

4.3.1 Accountable Executive (AE)

The Accountable Executive will determine, based on feedback from senior staff, the Safety

Management System principles needed to ensure a safe work environment, rider experience, and community safety. The AE is committed to providing employees with the tools and training needed to be successful and safe in their roles with Cherriots. The AE will continually foster a culture of safety, with the expectation that each employee plays a role in maintaining a safe workplace.

The AE will implement safety risk mitigations for the safety risk reduction program that are included in the ASP, and consider all other safety risk mitigations recommended by the Safety Committee.

The AE will be responsible for ensuring an annual budget is developed that provides the necessary funding to support training for new hires and experienced staff, while maintaining assets in a State of Good Repair (SGR) and/or replacing them, if they are no longer able to function as originally intended.

The Accountable Executive is the General Manager, who is responsible for approving changes to this plan.

4.3.2 Deputy General Manager (DGM)

The DGM is responsible for working closely with the Accountable Executive, Chief Safety Officer, and Division Chiefs to ensure staff have the required resources to deliver on our SMS goals. The DGM has control and direction over all internal divisions across the entire organization. The DGM shares responsibility with the General Manager/ Accountable Executive to remain abreast of safety performance affecting Cherriots and to ensure appropriate actions are taken regarding safety performance.

4.3.3 Chief Safety Officer (CSO)

Cherriots has concluded that one CSO, with delegated staff, will be sufficient to manage the day-to-day adherence to this plan and report directly to the AE. As CSO, this individual will monitor safety and security throughout Cherriots including sub-contractors. All departments have been notified of the CSO's role and the established reporting requirements relating to safety-related matters.

The CSO will be responsible for the following:

- Developing and maintaining SMS documentation;
- Directing hazard identification and safety risk assessment;
- Monitoring safety risk mitigation activities;
- Ensuring a Safety Assurance process to include safety performance monitoring and measurement, along with continuous improvement by assess safety performance annually;
- Providing periodic reports on safety performance;
- Briefing the Accountable Executive and Board of Directors on SMS implementation progress; and
- Planning safety management training.

The CSO is the Chief Safety Officer, who is responsible for maintaining and monitoring this plan.

4.3.4 Safety Committee

As stated in the Safety Management Policy Statement, the Safety Committee is convened by a joint labor-management process. The Safety Committee, also referred to as the Security Committee, meets regularly to address hazards and threats related to safety, security, and emergency events and conditions that impact Cherrits.

The Safety Committee shall have the responsibility for the following actions:

- Evaluate employee concerns about safety and security hazards;
- Assist in identifying and reporting hazards in the workplace;
- Review information from injury reports and provide recommendations to reduce recurrence;
- Assist with workplace inspections;
- Address concerns and recommend mitigation;
- Provide management with information concerning safety and security hazards and provide recommendations for mitigation;
- Recommend actions to reduce recurrence of injuries to employees; and
- When supported by technology, identify potential “hot spot” locations in the service area.

Additionally, the Safety Committee evaluates the effectiveness of the bus system safety programs and activities and its implementation through the review of safety audits, major incident or accident investigations, and safety-related statistics to reduce the potential for the recurrence of similar incidents and trends. Major safety or security incidents include any incident that has the potential for significant liability to Cherrits, results in significant, sustained, or unusual disruption of transit service, results in death or serious injuries to persons on Cherrits premises or vehicles or has potential to be a concern to the general public or of interest to the news media.

4.3.5 Role of Staff to Develop and Manage Safety Management Systems

Chiefs and Managers

Chiefs and managers are responsible for safety within their divisions and departments, including employees, facilities, operations, and services provided. This responsibility includes determining and implementing measures required to minimize/mitigate safety hazards and coordinating the implementation and maintenance of safety programs within their functional areas. They also are responsible for ensuring employees have the required licenses and up-to-date certifications. Furthermore, they are responsible for communicating safety information to employees, and for ensuring all employees follow all appropriate safety rules and procedures.

Supervisors

Supervisors are responsible for the safety performance of all personnel and equipment under their supervision. They are responsible for the initial investigation of all accidents and incidents, and for reporting accidents and incidents to the Safety and Security Division and the Operations Division.

Employees

All Cherriots employees are responsible for performing their work safely by following established safety-related rules, procedures, and work practices. This includes reporting all accidents, incidents, and hazards to their supervisor for the protection of themselves, co-workers, customers, facilities, and equipment.

Key Staff

Employees will be responsible for maintaining high standards of safety, customer service, and security. The Employee Safety Reporting Program (ESRP) will define the employees' role to identify and mitigate risk through open communication to Cherriots leadership, including the CSO and AE. The Safety and Security Division is responsible for directly supporting the CSO in the administration of this plan. The Safety and Security Division will be instrumental in ensuring action is taken to reduce risk and the whole system is continuously monitored to ensure actions are effective and appropriate.

Employees will be involved with updates, modifications, and implementation of the ASP. Employees and riders will have opportunities to provide input regarding safety at Cherriots. Those opportunities include monthly safety meetings, annual employee meetings and training, department meetings, customer and employee surveys, and an open-door policy with access to all management staff.

4.4 Employee Safety Reporting Program (ESRP)

As stated in the Safety Management Policy Statement, Cherriots is committed to providing a safe environment for its employees, riders, and the public. To ensure success, Cherriots has developed an ESRP as a means for employees to report any actual or perceived hazard to a supervisor, the CSO, or other designated members of the administration.

The ESRP allows each employee to report detailed information and observations whether they are a driver in service, maintenance staff, or other on-duty employee. This program dovetails with other methods currently in place to identify hazards. Those methods include:

- Pre/Post Trip Inspections
- Preventive Maintenance Inspections
- Facility Maintenance Plan
- In-Service Training Program
- Rider and Public Complaint/Compliment Process
- Safety Trainings/Briefings
- Safety Tailgate Meetings
- Incident/Accident Policies
- Safety & Security Committee

To support the ESRP, Cherriots utilizes a **Hazard Reporting Program** to collect information about hazards or unsafe conditions observed by employees. The program provides a means to collect information for determining an action to mitigate the hazard. It provides a reporting method to communicate an identified hazard that may result in a potential consequence or endanger employees, riders, or the public.

Cherriots also uses an Incident Report process to document events that occur on Cherriots property and on or near buses. The incident report process captures a variety of event types, to include assaults on transit workers and near misses.

The Vehicle and Injury Accident Reporting processes are used to report vehicular accidents and employee injuries, as defined by Cherriots Personnel Policy # 360 – Safety, and Safety & Security Procedures 3012 – Reporting on the Job Injuries and Light Duty Assignments, incorporated herein by reference.

The Hazard Reporting Program is not intended to replace the incident reporting or accident/injury reporting processes, nor replace the required forms for documenting occurrences.

The Safety and Security Division is responsible for reviewing and monitoring the mitigation of each hazard reported, through a Safety Risk Assessment process. Unless a hazard is eliminated, the risk still exists despite mitigation efforts. Hazards must be appropriately documented and subject to continual assessment if not eliminated. The goal is to eliminate all identified hazards whenever possible.

All hazard reports will be documented and integrated into current ASP performance measures and data collection. The Safety and Security Division will track each hazard mitigation to completion and recommend policy or procedural changes to the CSO, if needed, as a result of the hazard mitigation.

Upon hire, as part of Cherriots onboarding process, all employees will receive training on the procedures associated with the Hazard Reporting Program and other Safety & Security programs relevant to the effective implementation of Cherriots Safety Management System (SMS). The onboarding training will include the following topics:

- Agency Safety Plan Overview
- Hazard Identification and Reporting
- Incident Reporting
- Injury and Accident Reporting
- De-escalation
- Emergency Preparedness
- Bloodborne Pathogens
- Drug-free Workplace

4.5 Cherriots Responsibility

Every hazard report is investigated to determine if it is an isolated case or emerging trend that may require process change, evaluation of policies and procedures, or service modifications.

Employees reporting hazards will not face disciplinary action unless that employee contributed to the hazard. Employees may report the hazard to their immediate supervisor, a member of the Safety Committee, the Safety and Security Division or go directly to the CSO to submit and discuss their report.

Section 5. Safety Risk Management

Cherriots provides training to all employees in the identification of hazards and security threats, while also providing tools to enable personnel to report these hazards/threats. Once the hazard has been identified, staff from the responsible department will consider the potential consequences or impact of the hazard and conduct an assessment of the safety risk to determine the necessary response and response time. The response may include further investigation or monitoring, action(s) to mitigate the potential consequences of the hazard or security threat, and follow-up assessment to ensure the action taken is appropriate and effective.

5.1 Safety Hazard Identification

Hazards and security threats are identified through different methods of monitoring the system. This includes system, employee, and asset assessments conducted daily and on an incremental basis. Cherriots conducts the following routine and random evaluations of the system in the following areas:

5.1.1 Cherriots Employees

Each employee is evaluated annually to ensure they are performing their job to the expectations of Cherriots. As part of their trial service period, the employee is provided training and tools to initially perform their job. They do not receive permanent status until completing 180 days of employment. During the 180-day trial service period, the employee is evaluated to determine if they are properly prepared to safely perform their job.

Additional evaluations of the employee are conducted throughout the year through spot-checks of various aspects of their job function. If a spot-check or annual evaluation determines the employee's performance does not meet expectations or training standards, retraining may be provided and additional evaluations will take place to ensure retraining was effective.

5.1.2 Assets

Rolling stock, facilities, and equipment are monitored through a preventive maintenance plan aimed at identifying hazards and deficiencies as part of daily and scheduled inspections. Transportation and Maintenance Departments coordinate the preventive maintenance program including Daily Vehicle Inspection Reports (DVIRs), incremental, and annual inspections.

Cherriots updates the FTA-required Transit Asset Management (TAM) Plan annually with data relevant to each asset, including a condition assessment, miles (with rolling stock and non-revenue vehicles) and age as to whether the asset is in a State of Good Repair (SGR). The TAM Plan allows Cherriots management to plan asset replacement or rehabilitation for the future.

5.1.3 System

As part of the safety management system monitoring, Cherriots uses service evaluations when planning, spot-checking or responding to a safety event such as an accident or incident. New routes are strategically developed with safety being the first priority and rider access second.

Bus route planners develop and test all routes before activating for revenue service. All

routes are reviewed periodically to determine if a route, schedule or vehicle requires modification due to an identified hazard. All front-line staff are trained to note any changes to service that may be considered a hazard or security threat through the Hazard Reporting Program.

5.1.4 External Sources

At times, Cherriots receives information related to hazards through external sources, which may include the FTA, Center for Disease Control (CDC), other federal agencies, state and local authorities. Regardless of the source, a reported hazard that may result in a potential consequence will be assessed by the appropriate department and/or the Safety and Security Division to determine if a response is necessary. Such assessment will be documented in the safety risk assessment process.

5.2 Hazard Identification Procedure

Any employee seeing something through inspection or observation that they deem to be a hazard, is instructed to immediately report that hazard to their immediate supervisor or Dispatch, if on route, regardless of the perceived level of threat. The employee will document the hazard by end of shift. The immediate supervisor will document the report in the hazard reporting system which will be reviewed by the Safety and Security Division.

If the hazard requires immediate mitigation, the employee will be instructed on steps to take to reduce the safety risk that may, or may not, alleviate the risk completely. Additional actions may be taken once the immediate risk mitigation has been taken. Some hazards may not pose an immediate safety risk, but are still reported. The Safety and Security Division will be responsible for safety risk assessment, investigation, mitigation strategy, and communicating with the CSO.

In some cases, a rider or member of the public may call Cherriots with a complaint about a front-line employee that may rise to the level of hazardous behavior or actions. Cherriots currently documents all customer complaints/compliments and takes appropriate action to investigate any complaints. Complaints involving a verified hazard will trigger immediate action by on-duty supervisors.

Hazard Identification Forms will be located in dispatch, operator break rooms at the transit centers, and in the Maintenance Department. Dispatch, Operations Supervisors, Safety and Security Division staff, and other designated personnel will have access to the hazard reporting system to document the report of a hazard.

The form includes a section for the supervisor, or receiving employee to document immediate action taken to reduce risk, a risk assessment chart prioritizing the risk, and a section for additional follow-up action. All forms will be processed and submitted to the CSO and summarized periodically for trend analysis and included in safety performance measures.

5.3 Safety Risk Assessment

Cherriots expects employees to respond to hazards or threats with professional judgment as sometimes there might not be time to contact a supervisor to prevent an emergency event.

In cases where the hazard can be reported without immediate risk, the employee will make an initial assessment of the risk as part of their report. Once received by the supervisor, the initial

risk assessment may be amended requiring immediate, short, or long-term response.

Designated employees will investigate each identified hazard, assess the risk, and take appropriate action to mitigate the risk and communicate findings to the CSO. Additional evaluation, assessment and mitigation may be needed based on follow-up monitoring of the action taken.

The severity and likelihood of loss will be assessed using the Safety Risk Assessment tables below. Once the severity and likelihood ratings are determined, the result will identify the risk rating and ultimately indicate the risk decision level of the potential consequence.

Severity Rating: The first step in conducting a Safety Risk Assessment is to determine the severity of the potential consequences of the hazard. Severity is a subjective measure of a hazard’s worst credible consequence. **Table 1** defines the severity level based upon the type of characteristic.

TABLE 1: Severity Rating

Severity is a subjective measure of a hazard’s worst credible consequence. Not all characteristics may apply to a given hazard. When more than one characteristic applies, choose the level that best reflects the characteristics.

Severity Level		Characteristics			
		People	Equipment or Service	Financial	Reputational
Minimal	A	<ul style="list-style-type: none"> No Injury Two or less minor injuries (An injury that is not life-threatening and can be treated with basic first aid or a visit to a health provider) 	<ul style="list-style-type: none"> Minor equipment damage No, or negligible, service interruption No immediate repair 	<ul style="list-style-type: none"> \$1,000 or less 	<ul style="list-style-type: none"> No adverse media coverage No reputational damage Little or no governmental interest, and no action
	B	<ul style="list-style-type: none"> 3 to 4 minor injuries Two or less moderate injuries (A physical injury that requires medical treatment but doesn't pose a significant risk of death) 	<ul style="list-style-type: none"> Non-disabling loss of equipment requiring repair before returning to service Nominal Service interruption Repair performed in-house requiring 5 hours labor or less 	<ul style="list-style-type: none"> \$1,001 to \$10,000 	<ul style="list-style-type: none"> Local media coverage Government interest but little action, if any
Moderate	C	<ul style="list-style-type: none"> 5 or more minor injuries 3 to 4 moderate injuries 	<ul style="list-style-type: none"> Equipment placed out of service or service interruption, requiring 7 actual calendar days or less to repair Equipment repair required by outside service vendor 	<ul style="list-style-type: none"> \$10,001 to \$25,000 	<ul style="list-style-type: none"> Adverse media coverage Some reputational damage Government involvement Significant period to recover public trust (1 week or less)
	D	<ul style="list-style-type: none"> One serious injury (A physical injury the results in substantial risk of death, life-threatening injury or need for other major medical intervention.) One fatality 	<ul style="list-style-type: none"> Equipment placed out of service or service interruption, requiring 8 or more actual calendar days to repair by an outside service vendor 	<ul style="list-style-type: none"> \$25,001 to \$250,000 	<ul style="list-style-type: none"> Prolonged media campaign Serious reputational damage Sustained government involvement Disruption of public trust extends beyond 1 week
Catastrophic	E	<ul style="list-style-type: none"> 2 or more serious injuries 2 or more fatalities 	<ul style="list-style-type: none"> Total loss of equipment or service interruption, requiring months to repair 	<ul style="list-style-type: none"> \$250,001 or more 	<ul style="list-style-type: none"> Ongoing media coverage Irreparable reputational damage Prolonged government involvement and sanctions Disruption of public trust extends to 3 or more months

Likelihood Rating: Next, the likelihood will be determined. A hazard’s likelihood can be estimated in occurrences over time or an item’s life expectancy. **Table 2** defines the likelihood level of the potential consequence.

TABLE 2: Likelihood Rating

A hazard’s likelihood can be estimated in occurrences over time or item life expectancy.

Likelihood Level	Likelihood Characteristics		
	By Individual Item	By Fleet or Inventory	Frequency
Very high (Frequent)	5 Experienced frequently in the life of an item	Experienced continually	36 or more times in 1 year
High (Probable)	4 Will occur 9 to 12 times in the life of an item	Will occur regularly	Greater than 12 times but less than 36 times in 1 year
Moderate (Likely)	3 Will likely occur 5 to 8 times in the life of an item	Will occur several times	Greater than 1 but less than 11 times in 1 year
Low (Occasional)	2 May occur 1 to 4 times in the life of an item	Likely to occur 1 to 4 times	Would not occur more than 2 times in a 10 year period
Very low (Infrequent to remote)	1 Unlikely to occur in the life of an item	Unlikely to occur in the life of the equipment or system	Would not occur more than 1 time in a 10 year period

Safety Risk Rating: Using the severity and likelihood, the safety risk will be plotted on the Safety Risk Rating table (**Table 3**).

TABLE 3: Safety Risk Rating

Likelihood	5	Very High	5A	5B	5C	5D	5E
	4	High	4A	4B	4C	4D	4E
	3	Moderate	3A	3B	3C	3D	3E
	2	Low	2A	2B	2C	2D	2E
	1	Very Low	1A	1B	1C	1D	1E
			Minimal	Minor	Moderate	Critical	Catastrophic
			A	B	C	D	E
			Severity				

Risk Decision: Table 4 defines the risk decision, guiding the level of response to the safety risk and the urgency that mitigations must be made.

TABLE 4: Risk Decision

Safety Risk Determination Level		Safety Risk Decision
1	Red	Hazard is unacceptable. Immediate action required. Mitigation is the highest priority. Activity or use must be halted until hazard is mitigated to a Level 2 or lower. Hazard must be submitted to and reviewed by the CSO. Hazard must be recorded and tracked in the Hazard Log.
2*	Yellow	Hazard is significant and mitigation is high priority. If left unaddressed, could elevate to an immediate danger. Hazard must be reviewed by the Safety Committee. Hazard must be recorded and tracked in the Hazard Log.
3*	Green	Hazard is minor and does not pose a current threat. Mitigation must be evaluated and addressed at the department level. The hazard must be recorded and tracked in the Hazard Log.

***Levels 2 and 3 may be considered tolerable provided the rating has been made after mitigating the hazard to a risk as low as reasonably practicable.**

5.4 Safety Risk Mitigation

In response to all identified and assessed hazards, Cherriots will mitigate the hazard and reduce or eliminate the safety risk to employees, riders, and the community. Mitigation strategies are dependent on the results of the investigation into the contributing factors of the risks. The investigation may include more than one department and may include collection of information from sources outside the transit system.

Actions to mitigate safety risks may include all employees, riders, and the public who are impacted by either the hazard’s potential consequences or the actions to reduce or mitigate the risk. Cherriots will communicate actions to appropriate staff through methods appropriate to the safety risk assessment.

Cherriots will consider a wide variety of safety risk mitigations and strategies with the goal of reducing the hazard’s safety risk to the lowest practical level. Every effort will be made to examine any potential mitigation that could reasonably be deployed to effectively reduce the safety risk. Examples may include new technology, retrofits to equipment or rolling stock, safety reviews of future procurements, guidelines from governing authorities, and industry best practices.

Once a risk mitigation strategy has been implemented, the CSO (or their delegate) will monitor the actions to determine if a full mitigation is possible or what additional action is necessary to further mitigate the risk. Some risks may not be completely mitigated.

All actions taken to mitigate risk will be documented and linked to the initial threat, or hazard identification step.

5.5 Risk Reduction Program

The Risk Reduction Program for transit operations improves safety by reducing the number and rates of safety events, injuries, and assaults on transit workers, based on data submitted to the NTD.

5.5.1 Mitigation of Vehicular and Pedestrian Safety Events

The measures to decrease vehicular and pedestrian safety events involving buses include reducing visibility impairments for bus operators that contribute to accidents, including retrofits to buses in revenue service and specifications for future procurements that reduce visibility impairments. Other measures include driver training, technological improvements, infrastructure improvements, public awareness campaigns and vehicle design enhancements.

Vehicular Safety Event Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Entry Level Driver Training (ELDT) for all new hires
 - Driver training and refresher training – Smith System
 - Annual In-Service Training
 - Supervisor Ride-along
- Accident Investigation Process
 - Supervisor Accident Investigation
 - Accident Review Committee
- Vehicle Modifications and Specification
 - Updated vehicle specification on new procurements (lights, mirrors, cameras, etc.)
 - Monitoring camera and audio on the exterior and interior of vehicles

Pedestrian Safety Event Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Customer Service Training
 - Rider Interaction and Assistance Training
 - Public Contact Tracking
- Incident Reporting and Investigation Process
 - Incident reporting
 - Incident review by supervisors
- Vehicle Modifications and Specification
 - Maintain all walking and gripping surfaces
 - Securement of mobility devices
 - Lighting at points of ingress and egress
 - Slip resistance surfacing on steps, ramps, etc.

5.5.2 Mitigation of Assaults on Transit Workers

Prevention and response to assaults on transit workers is a priority and key focal point of the ASP. Cherriots will ensure appropriate steps are taken to limit the potential exposure to assaults by deploying assault mitigation infrastructure and technology.

Assault Risk Reduction Program Components include:

- Employee Training and Supervisor Oversight
 - Employee skills training (such as de-escalation techniques and skills training as well as assault awareness and prevention training for all transit workers with potential exposure to the threat, recurring and regular refresher training opportunities for those with the greatest exposure).
 - Policy and procedure education and training.
 - Supervisor oversight and Security presence (such as supervisors ensuring the Incident Report system is effectively used to report assaultive events, and security presence on revenue vehicles and at facilities).
- Incident Reporting and Investigation Process
 - Incident Reporting System.
 - After-Action Reviews and investigations (which may include review of de-escalation techniques, policy and procedure compliance and effectiveness, and the need for post-event refresher training).
- Vehicle Modifications and Specification
 - Driver barrier to limit rider access to driver workspace.
 - Vehicle Operator Barrier review (review existing barrier style with other styles or options available in the marketplace to determine if a modification or replacement barrier should be considered).
- Policy and procedure review (such as policy related to fare collection and other boarding topics that have the potential to result in conflict as well as policy review pertinent to compliance with federal directives and regulations aimed at protecting transit workers).
- Technology and Communication systems (such as signage on revenue vehicles and at facilities, video and audio surveillance systems, automatic vehicle location systems, emergency response systems to alert Dispatch of dangerous situations and effective radios and other communication devices in vehicles).

The Safety Committee may make additional recommendations to the CSO to reduce the safety risk of vehicular and pedestrian safety events and assaults on transit workers. Additional recommendations will be documented in the Safety Committee meeting minutes and captured in the hazard reporting system.

Section 6. Safety Assurance

6.1 Safety Performance Monitoring and Measurement

Safety performance monitoring and measurement involves the continual monitoring of Cherrlots activities to understand safety performance. Key areas of focus include monitoring of safety risk mitigations to determine if they mitigated the safety risk to the anticipated/desired level, were implemented as intended, their appropriateness, and overall effectiveness in mitigating the risk.

Cherrlots is committed to maintaining the highest level of safety through its monitoring methods that ensure adherence to policies and procedures, safety and maintenance plans, and system and employee evaluation processes.

6.1.1 Maintenance

Maintenance Standards and Procedures

Standards and procedures are included in the Cherrlots Fleet Maintenance Plan. In general, maintenance procedures are designed to ensure that the maintenance recommendations of the manufacturer are met, maximum efficiency in performance and operation, and maximum bus life and condition are maintained. Daily bus inspections, an active Preventive Maintenance Program, contractor oversight, and careful monitoring are included in procedures to ensure the safety of buses and adequacy of the Fleet Maintenance Plan.

Operator Pre- and Post-Trip Inspections

All operators are required to perform a pre-trip and post-trip inspection to ensure that the vehicle is safe and in good operating condition. If any defects are noted by the operator, a Defect Slip is completed and, depending on the severity and extent of the defect, the vehicle may be repaired or taken out of service until a repair can be made. In the case of a defect that develops or is noted once a vehicle is in service, the operator is required to communicate the problem to the Transportation Department Dispatcher. Transportation will then notify Maintenance.

Daily Servicing and Inspections

Maintenance team members inspect and service every bus used in revenue service each day. The buses are fueled and washed; all fluids, tires, and lugs are checked; and the vehicle is inspected for any leaks or unusual noises. The service workers clean the bus interiors each day. When a defect is noted, it is reported to the mechanic or supervisor on shift, so that an evaluation and, if necessary, a repair can be conducted.

Regularly Scheduled Safety Inspections and Maintenance

The Facility Maintenance Department conducts quarterly safety inspections. Mechanics and Facilities Maintenance employees look for potential hazards with equipment whenever they are using that equipment. The vehicle hoists, chain pulls, and cranes in the vehicle maintenance shop are inspected annually by contractors. Preventive maintenance of equipment and facilities is performed in accordance with the manufacturer's recommended practice.

Mileage-Based Maintenance Inspections

All buses receive preventive maintenance inspections (PMI) at designated mileage intervals. Mileages are determined by vehicle and subcomponent manufacturers and real-world experience. Oil sampling is performed periodically for both engines and transmissions. A description of the schedule and type of inspection and service performed for each bus series is included in the Fleet Maintenance Plan.

6.1.2 Operations

Facility Monitoring

Facility inspections of all Cherriots facilities and grounds are conducted by members of the Safety Committee quarterly using a facility checklist. The purpose of the inspections is to identify any unsafe or unhealthy conditions which may exist, and that may require maintenance or modification. Each facility is also visually inspected for compliance with Occupational Safety Health Administration (OSHA) and local fire codes.

Reporting and Resolution

When deficiencies are noted during quarterly facilities inspections, they are documented and reported to the manager of the department in which the safety hazard is located. When safety hazards are noted by non-scheduled observation, they are reported by the observer to a supervisor. Hazard Reporting Forms are routed to the responsible department, the Safety and Security Division, or the appropriate chief to evaluate the concern and, when necessary, propose a resolution. Safety and Security Division personnel will monitor deficiencies and hazards, providing periodic reports to leadership and the CSO.

Follow-up

Corrective actions for a hazard that has been identified by any established process is the responsibility of the manager of the department area in which the hazard exists, the Safety and Security Division, or the CSO. This includes arranging for the services of other departments or outside parties, as necessary, to eliminate or control the hazard.

Documentation

All maintenance records are retained by the Maintenance Department. Hazards that have been identified and corrective actions are documented in a hazard reporting system for access and review by the CSO.

6.1.3 Safety Events

Cherriots requires reporting of all safety events, accidents and injuries. Established policies, procedures and protocols direct the reporting requirements, investigation processes, follow-up or corrective actions and event documentation.

Vehicle Accident Reporting, Review and Determination Process

All vehicle accidents and loss incidents are to be investigated. Cherriots safe driving standards require professional and safe performance of all operators and authorized drivers. Cherriots convenes an Accident Review/Determination Panel to determine the preventability of a safety event.

The Salem Area Mass Transit District Transit Operator Handbook outlines the procedures and responsibilities for accident/incident investigation. **Safety and Security Procedure 3011** details the procedures for accident notification, response, and investigation.

Reporting an Accident

Any employee who is involved in an accident while operating a revenue or non-revenue vehicle is required to report the accident to Dispatch immediately and complete an accident report no later than the end of their shift that day. The accident report must be filled out accurately and completely by the employee involved in the accident.

Vehicle Accident Procedures

- Operators are provided with sealed Vehicle Accident Packets. For non-revenue vehicles, the Vehicle Accident Packets are kept in the glove box of the vehicle. On the exterior of the Vehicle Accident Packet are instructions. Drivers are instructed to adhere to the process outlined on the Vehicle Accident Packet.
- All media requests for information are to be directed to Cherriot's Chief Communications Officer or designated public information officer. *See General Administrative Manual Policy 203, Media Contacts.*

Vehicle Accident Investigation

All vehicle accidents involving district owned vehicles or occurring while performing District business in a personal vehicle will be investigated with an intent to complete the investigation within three business days. Operations road supervisors are required to complete a Supervisor Accident/Incident Report. Operators/drivers are required to complete an Accident Information Report (contained in the Vehicle Accident Packet). The road supervisor is required to file both reports electronically, as well as a hard copy and attach all relevant media (photos, videos, other documentation) for use by the Accident Review and Determination Panel and the Safety and Security Division. All accidents are recorded in the safety event/incident reporting system, TransTrack, and documentation is uploaded/attached to the corresponding record entry. A separate file is also created in Cherriot's events video folder located at: S:\Event Video 2025 (or subsequent calendar years).

Transportation Department will cooperate with outside law enforcement agencies if they investigate an event. The Safety and Security Division will coordinate with outside insurance providers and provide support among Cherriot's departments and independent investigation to manage Cherriot's liability and claims.

Accident Determination

Cherriot's identifies driver classification based upon the frequency and type of vehicle being operated. Professional drivers may operate commercial vehicles, district service or passenger vehicles and used to transport district equipment and materials on a high frequency basis. Casual drivers operate a personal or district vehicle twice per month or less on District business.

All accidents involving professional drivers will be given a determination of preventable or non-preventable, based on the definition established by the National Safety Council (NSC),

which states “a preventable collision is one in which the driver failed to do everything that reasonably could have been done to avoid it.”

Accident reports are reviewed by members of Accident Review and Determination Panel and, if necessary, further investigated. A determination as to the preventability is issued to the transit operator or maintenance worker in writing.

Preventability determinations are not made for accidents where the driver of the vehicle was considered a casual driver. All other steps in the accident reporting and review process are completed and the accident data will be included in trend analysis and the safety risk assessment process.

Incident reporting and review process

The Incident Report process is used to document events of an unusual nature or safety events that occur on District property and on or near buses. Events that may be reported through the Incident Report process may include accidents (not involving District assets) that have been witnessed, crimes, customer-relations issues, customer injuries resulting from a safety event or physical altercation, and customer illness or injury. The incident report process is also used to report assaults on transit workers, as well as near misses.

Reporting an incident

Incident reports are submitted by transit workers in all departments, but are primarily used by the Transportation Department, Customer Service and the Security and Emergency Management Department. Transit Operators are required to submit incident reports, when directed, to Dispatch before the end of their shift. Security Officers submit incident reports to the Security and Emergency Management Department in accordance with established procedures and post orders.

Incident Investigations

Operations Supervisors receive incident reports from transit operators and customer service representative. The supervisor enters the report into the safety event/incident reporting system, TransTrack. Supervisors investigate incidents when required to collect additional information and attempt to obtain a video recording of the event. Investigative notes are included in the reporting system and videos are retained in electronic files. All incident reports and corresponding videos are saved to: S:\Event Video 2025 (or subsequent calendar year).

Follow-up

All incidents are reviewed by Safety and Security Division staff. If further investigation is warranted or a follow-up/enforcement action is required, the security team will complete the necessary actions wherever possible and update the incident record in TransTrack.

All assaults on transit workers are carefully evaluated by the Safety and Security Division. Follow-up actions may include internal reporting, safety risk assessments and coordination with local law enforcement when required. A Safety and Security Division staff will make every effort to follow up with the transit worker(s) involved in physical assault events to ensure they are informed about Cherriots actions.

Employee Injury Reporting

All employee injuries, regardless of whether medical treatment was sought, are required to be reported. Reporting instructions and forms are contained in the sealed On-the-Job Injury Packet. A **Report of Personal Injury** form must be completed if an employee suffers an injury or illness as a result of an accident or incident, regardless of the level of medical treatment, from no treatment or first aid only to medical care by a licensed medical professional. Supervisors are required to submit a **Supervisor Incident/Accident Investigation Report** in conjunction with the employee's report of personal injury. If medical care, by a licensed professional, is sought, a **SAIF Form 801** must be completed by the employee and submitted to the Safety and Security Division within 48 hours of the medical treatment.

Corrective Actions Follow-up

Follow-up in the form of corrective action is the responsibility of the employee's direct supervisor or manager. The responsibility may be delegated to a designee, or the CSO.

Any disciplinary action will be assessed using the Collective Bargaining Agreement procedures (if applicable) and/or District policy.

The Safety and Security Division may recommend refresher training based on their review of accidents and frequency and severity of preventable accidents. Refresher training may be mandated by department/division leadership or by the CSO.

Documentation

The Accident Review and Determination Panel maintains the accident investigation documentation. All accident determination and requisite training documents will be forwarded to and maintained by the CSO.

Accident investigation documentation and Incident investigation documentation is captured in the safety event reporting system, TransTrack. Additional files are located in Cherriots electronic files at: S:\Event Video 2025 (or subsequent calendar year).

Employee injury report document and any insurance claims documentation is maintained by the Safety and Security Division.

6.2 Performance Measures

Through a series of performance measures relative to operations, maintenance, and safety, Cherriots can monitor the system's safety by identifying trends and gaps in policies, procedures, training, and monitoring efforts. Cherriots leadership has determined that performance measures which support the required Safety Performance Measures are beneficial in determining the overall safety performance of Cherriots. The following performance measures are on a daily, monthly, and quarterly basis.

Maintenance

- **Preventive Maintenance On-time Inspection Percentage** – determines the effectiveness of the maintenance department to ensure all inspections are conducted per manufacturing and mileage intervals.
- **Vehicles Removed From Revenue Service** – tracks vehicles removed from service due to a

mechanical defect developed while in service requiring immediate service either on-site failure or once returned to the facility.

- **Annual Vehicle Condition Assessment** – through annual inspection, determines on a scale of 1 to 5 the overall condition of the asset. This performance measure is also used in annual updates of the Cherriots Transit Asset Management Plan.

Transportation

- **Customer Complaints Per Month** – tracks all customer complaints to identify areas of deficiency with vehicle, operator, or other areas. Safety-related complaints are immediately routed to a supervisor on-duty or the Transportation Manager for investigation, mitigation and response. Complaints may be a result of phone calls, website, or Cherriots public forums.
- **On-time Performance** – serves as an indicator of issues with time management, environmental factors, scheduling, and vehicle and operator performance.
- **On-board Surveys** – conducted annually, allow Cherriots to receive rider feedback about bus operator performance, customer service, and vehicle safety.

Safety and Security Division

Responsible for monitoring and measuring safety performance measures within the plan, located in Section 3.

6.3 Continuous Improvement

The objective of safety at Cherriots is continually improving the processes and operations to maximize safety to the highest practicable level. This effort is undertaken by providing on-going opportunities for employees to be reminded of safety, incorporate safe practices into their operations, hold open discussions about safe work observations, and provide multiple means for employees to identify potential hazards in order to develop mitigation or corrective actions in their work place and on the system.

Employees receive information through safety messages, Safety and Security Committee meetings, safety posters, identification and mitigation of hazards, proactive reviews, and inspections to identify potential hazards. In addition to these communication channels, employees may make suggestions to any department or group when they observe an area in need of safety improvement. Any employee may request a safety assessment, which is facilitated by the Safety and Security Division. Through the continuous improvement process, Cherriots is then able to develop and carry out a plan to address identified safety deficiencies by:

- Prioritizing identified deficiencies and systemic hazards;
- Developing strategic initiatives to overcome known deficiencies;
- Re-evaluating progress on improvement measures through Cherriots SMS;
- Periodic review of the ASP;
- Annual review of safety performance targets.

The Safety Committee has a significant role in the continuous improvement process. On-going monitoring of actual safety performance as compared to the safety performance targets established in the ASP is one method for identifying deficiencies in the SMS or mitigations that are not producing the results expected.

Section 7. Safety Promotion

Cherriots is committed to providing a safe, clean, and secure experience for employees, customers and the community Cherriots serves. Safety Promotion is key to setting the tone in establishing and supporting a safety culture. Through marketing campaigns with external customers and stakeholders, Cherriots promotes public transportation as a safe travel option. Internally, continuous training and clear communication with employees are two main components of Safety Promotion.

7.1 Employee Selection and Development

The safety culture starts with the hiring process and continues through training during all stages of an employee's career.

7.1.1 Hiring Practices

Selecting applicants best suited to excel in transit operator, operations and maintenance supervisor, and vehicle and facility maintenance job requirements, is critical to safe transit operations. Transit Operators are directly responsible for the safety of not only the riders, but also the pedestrians, bicyclists, drivers, and all others who share the road with the transit vehicle. Other Operations departments and personnel are instrumental in ensuring the operator has a safe and reliable vehicle, clear and concise policies and procedures, effective communications, and proper training.

All safety-sensitive employees must meet federal and state compliance requirements to be considered for a position with Cherriots. Cherriots hiring process is described in Personnel Policy 320.

7.1.2 Safety & Security Training

There are formal safety and security training programs for Cherriots employees including all safety-sensitive employees (transit operators, vehicle maintenance employees and their supervisors). Training and education include training classes, manuals, standard operating procedures, and on-the-job training. Training is provided by the department manager, training supervisors, internal subject matter experts and external trainers facilitated by the Safety and Security Division.

The safety component of training is designed to make employees aware of the hazards associated with their jobs and the appropriate methods for controlling these hazards. The training is intended to motivate employees to work safely. Trainings fall into three main categories: (1) Initial/Onboarding, (2) Periodic, and (3) Retraining or Refresher training.

7.1.3 New Hire Orientation

All new employees will receive an intensive New Hire Orientation, conducted by Human Resources and Safety & Security Divisions. This training will meet the requirements of OSHA, the ASP, and Oregon employment requirements. Hours and cadence of training will vary depending on the individual role of the employee. General topics covered may include:

- Equal Employment Opportunity (EEO)
- Anti-Harassment/Discrimination
- Sexual Harassment Policy & Prevention

- Drug-Free Workplace
- ASP Overview
- Hazard Identification and Reporting
- General Safety & Ergonomics
- Accident and On-the-Job Injury Reporting
- Emergency Preparedness Overview
- De-Escalation & Assault Prevention
- Bloodborne Pathogens

7.1.4 Transit Operator Training

Initial Transit Operator (Entry Level Driver) Training

Upon completion of the New Hire Orientation, all new transit operators will receive an eight-week training course that covers every aspect of their new job. The Commercial Driver's License (CDL) training is included in the course and is referred to as **Entry Level Driver Training (ELDT)**. The training program involves a combination of classroom and in-vehicle training, designed to familiarize the new employees with safe operation of transit vehicles, policies and procedures.

The full training includes, but is not limited to, the following areas:

- Handling Hazardous Materials (Right to Know)
- Hazard Communications Program, Safety Data Sheets (SDS)
- Avoiding Slips, Trips, and Falls
- Personal Protective Equipment
- Heat Illness
- Smith System 5 Keys of Driving
- Drug Awareness for Safety Sensitive Employees
- Traffic Technology Services Predictive Driving
- Orientation to Salem Area Mass Transit District
- Basic and Advanced Bus Maneuvers
- Service Stops
- System Overview and Procedures
- Customer Service Accessible/ADA Service
- Communication Skills
- Emergency Management
- Health & Safety/Injury Prevention
- Stress Management
- CDL Preparation
- Vehicle Orientation of all Vehicles
- Vehicle Security Awareness
- Conflict Resolution

- On-route Training

On-route training provides real service experience with an operator instructor. The amount of behind-the-wheel time the trainee operates the revenue route increases daily. Each day they receive a full review and debriefing from their operator instructor. Instructors communicate among one another regarding where additional training for new operators is required. The trainees rotate among the instructors, providing each student with experience across a variety of routes, vehicle models, times of day, instructional styles, and driving conditions.

After the initial training course, new transit operators receive additional support and training, including:

- Check-rides at the following intervals: one week, three months, six months, nine months, and 12 months
- Four-week follow-up: Procedure and Policy Review
- Inclement weather: Driving and Defensive Driving Course (DDC)
- Refresher training
- 90-Day: Mid-trial Performance Review
- Career Service Review: 6-month performance review of trial service period
- One-year Follow-up: Debriefing with Operations Training Supervisor and safety review with Transportation Department Management and the CSO
- Operators with at least two years' experience, and no accidents or discipline within the last year, may apply to become operator instructors as positions become available.

Annual (Periodic) Transit Operator Training

Every year, Transit Operators will receive one full day of refresher and topical training. The training may address the following topics:

- Safety and Customer Service
- Predictive Driving
- Signal and Intersection Management
- On the Road Exercise
- Effectively Dealing with People of Differing Ages
- Safety/Loss Control Topics
- ADA – Securement and Service Key Point Review
- De-Escalation and Conflict resolution
- Other HR and/or Safety and Security Updates

Partial-day trainings are also scheduled as needed and whenever warranted by the addition of new equipment or a change in configuration.

7.1.5 Operations Division (Transportation and Maintenance) Supervisor Training

Initial Operations Division Supervisor Training

All new Operations and Maintenance Supervisors will complete the following training during their trial service period:

- Bloodborne Pathogens
- Handling Hazardous Materials (Right to Know)
- Hazard Communication Program, Safety Data Sheets (SDS)
- Avoiding Slips, Trips, and Falls
- Personal Protection Equipment
- Heat Illness
- Emergency Procedures for facilities
- Security Procedures
- De-Escalation and Assault Prevention
- First Aid, CPR, AED and Stop the Bleed
- Emergency Response Planning and Coordination (as applicable to assignment)
- Drug and Alcohol Reasonable Suspicion training for supervisors (120 min)
- Drug and Alcohol policy and procedures for Safety Sensitive Employees
- Accident Investigation
- On-the-job Injury Reporting Procedures
- Accident Investigation
- Emergency Procedures
- Data Entry and Recordkeeping
- Dispatch Operations (Transportation Department)
- Field Operations
- Examination and Filing of Camera Video Evidence

Provided by Human Resources (during the first year of service)

- BOLI Training for New Supervisors (offered annually – 6 modules)
- Supervisor Soft-skills Training (offered annually – 6 modules)
- DEI Cultural Diversity

In addition to their initial training, all operations division supervisors will receive one full day of periodic and topical training annually via annual in-service training.

7.1.6 Maintenance Staff Training (Vehicle and Facilities)

Initial Maintenance Safety & Injury Training

Upon completion of the New Hire Orientation, all new maintenance employees will receive the following safety and injury prevention training during their trial service. The program is based on applicable federal, state, and local safety codes and regulations. Some areas addressed in training include:

- Smith System 5 Keys of Driving
- Drug Awareness for Safety Sensitive Employees (Vehicle Maintenance only)
- Handling Hazardous Materials (Right to Know)
- Hazard Communication Program, Safety Data Sheets (SDS)

- Avoiding Slips, Trips, and Falls
- Personal Protection Equipment
- Heat Illness
- First Aid, CPR, AED and Stop the Bleed (for select personnel)
- Emergency Response Planning and Coordination (as applicable to assignment)
- Forklift Safety
- Scissor Lift/Aerial Lift Safety
- Hazardous Materials Storage
- Fall Protection
- Lockout/Tagout Program
- NFPA 70E Electrical Safety (vehicle maintenance staff)
- Hazard Communications Level 2 (as applicable to assignment)
- Crane Operation (as applicable to assignment)
- Welding and Cutting (as applicable to assignment)
- Industrial Ergonomics
- Ladder Safety

7.1.7 Assaults and De-Escalation Training

All transit operators, maintenance workers, Operations and Maintenance Supervisors, and any other employee directly responsible for the safe delivery of transit services will participate in Cherrlots sponsored de-escalation training provided by qualified staff who have been certified to conduct such training. Customer-facing employees will participate in a de-escalation training program suitable for their role. All other employees will receive comparable de-escalation training that is in alignment with agency-wide de-escalation techniques.

De-escalation training is included in the New Hire Orientation program; however, additional de-escalation training may be delivered based on the employee's role and exposure to potential conflict. Recurring and regular de-escalation training may be provided to ensure ongoing transit worker assault mitigation efforts.

7.1.8 Retraining or Refresher Training

Cherrlots utilized retraining and refresher training as a means to enhance understanding of roles and responsibilities, re-enforce performance expectations, and provide staff with the tools needed to successfully perform the job functions safely and within the guidelines of Cherrlots policy, procedure and protocols.

Retraining and training is offered or mandated as needed to ensure these outcomes are achieved and to give staff every opportunity for success. These trainings may be deemed necessary or appropriate as the result of a variety of processes, which may include employee performance reviews, the Accident Review Determination process, incident investigation and review process, Safety Assessment/Risk Mitigation actions, and the Safety Assurance process.

7.2 System Modification Design Review and Approval

General Process

The Cherriots bus system is occasionally modified in response to operational experience, the addition of new types of service, and changes in service design and levels. The Cherriots philosophy is to use appropriate new technologies to benefit the environment and the community it serves. Any proposed modification should be evaluated prior to implementation to ensure it is compatible with existing systems and does not introduce new hazards to the system or reduce the effectiveness of existing hazard controls.

Equipment modifications may be proposed by any employee of any department who uses the equipment. Changes may also occur from an analysis of reliability performance, historical data, and available improvements in equipment design and components.

Modification Design Review

A review of any equipment design modifications shall be made by the division chief and managers of the department responsible for the equipment in conjunction with the Safety and Security Division. The impact on the safety of all designs and specifications should be identified and evaluated before the change is approved. Proposed modifications should also be reviewed by the Safety Committee.

Modifications should not be made before it is determined how they might affect the safety of the system, or any other systems. Review consideration should include overall operation, maintenance requirements, legal parameters, introduction of new loss or risk exposures and consideration of human factor engineering impact. Other departments may evaluate a proposed change to determine its compatibility with other systems (e.g., hoists, fueling systems, communications systems). The evaluation may also include a review of applicable regulations, such as the Federal Motor Vehicle Safety Standards and Regulations and OSHA.

Testing may be performed to evaluate the safety of a proposed modification. The testing of small changes may be minimal. For substantial modifications, extensive field testing, mock-ups, and structural evaluations may be employed.

Modification Design Approval

Final approval of design modifications is generally made by the Deputy General Manager in consultation with the Division Chief and CSO. When modifications are made by a bus manufacturer, the Maintenance Manager will work with the manufacturer, and contractual changes may be made. An impact summary of manufacturer modifications will be provided for review by the DGM, CSO, and Division Chief. If changes are substantial, additional training will be provided for maintenance and operation staff.

Monitoring

Once a modification is put in place, feedback from the operating department is solicited to evaluate the performance of the modification. Unsolicited input from the operating department and its employees (end users) is also encouraged. Depending on the nature of the modification, the Safety and Security Division, Planning and Development Division and the Safety Committee, may be involved for input.

Procurement Process

A procurement for a new facility, installed facility equipment, certain materials and supplies (chemicals, PPE, etc), and buses must include safety requirements in the specifications, design reviews, testing, and configuration control. These procurements may trigger consultation with the project advisor, Project Management Office (PMO) representative, procurement, and safety committee to ensure basic system safety principles and that proper contract requirements and monitoring are considered in the procurement and resulting contract. Consideration is given to the following safety requirements:

- Compatible with the existing Cherriots system safety features, design, and procedures.
- Incorporate "fail-safe" principles when failures would cause a catastrophe resulting in injury to personnel, damage to equipment, or inadvertent operation of critical systems.
- Avoid, eliminate, or reduce identified safety hazards by design change, safety devices, and parts or materials selection. Composition of hydraulic fluids, lubricants, and other materials shall provide optimum safety characteristics and fire-resistant properties.
- Location of equipment components so that access by personnel during operation, maintenance, repair, or adjustment activities do not require exposure to hazards such as electrical shocks, burns, cutting edges, sharp points or dangerous and toxic materials.
- Design to minimize severe damage to equipment or injury to personnel in the event of an accident.
- Avoid undue exposure to physiological and psychological stresses that might cause errors leading to an accident.
- Provide suitable warning and cautionary notes of instruction for operation, assembly, maintenance and repair, and distinctive markings for personnel protection on hazardous components, equipment, and facilities.

If Cherriots partners with Contractors who provide systems, sub-systems, equipment that affect safe transit operations or passenger or employee safety, the Contractor will be required to establish and maintain a system safety program in accordance with an approved ASP. The contractor's approved ASP must define objectives, tasks, and procedures, schedules, and data submittals for the safety activities that will be performed by the contractor. The CSO approves the contractor's system safety program plans in writing.

Additionally, all personal protective equipment to be used by Cherriots employees are reviewed and approved by the Safety and Security Division and the CSO, in accordance with respiratory, hearing conservation, working at heights, lock-out/tag-out, working in roadways or other applicable safety standards. Chemicals and other potential hazardous materials being considered for purchase and use are reviewed and approved by the above-mentioned team prior to arrival on site.

Documentation

The Maintenance Department is responsible for documenting any vehicle modifications. Facilities Services is responsible for documenting any modifications made to a facility.

Documentation may involve changing diagrams, schematics, manuals, service bulletins, service intervals, standard operating procedures, and Safety Data Sheets. Maintenance Supervisors are

responsible for updating Safety Data Sheets based on input from product manufacturers.

Routes

Route modifications are designed by the Planning and Development Division. Planning may have a current transit operator help test routing and bus stop placement. This experience-based, real-world process is designed to protect the safety of the transit bus, transit riders, other vehicles, and pedestrians.

The Planning and Development Division informs the Service Excellence Team of any proposed route modifications. The Planning and Development Division may request that the Team evaluate a specific proposal, or the Committee may choose to evaluate any proposed modifications.

The Transportation Department may request a route modification it believes will improve operations. It may also choose to evaluate a modification that has been proposed by another department. Input from individual Transit Operators is encouraged through the Hazard Reporting Form, direct communication, and periodic surveying of operators conducted by service planners.

Finally, the Planning and Development Division maintains a cooperative working relationship with the appropriate planning and road departments of all municipal levels of government in which Cherriots operates.

7.3 Safety Communication

Communicating safety hazards, performance and mitigations strategies to all levels of Cherriots is extremely important to the success of the SMS program. Communication methods that are listed in the policy statement are used to share information with employees. Targeted safety messages and training materials are developed for specific work groups that address safety topics in greater detail as needed when relevant to the work performed in that department or division.

Section 8. ASP Documentation and Recordkeeping

Cherriots ensures proper documents and recordkeeping of its ASP, to include documentation of the elements within the plan, agency SMS processes and activities, and the functions of the Safety Committee.

Section 9. Minimizing Spread of Infectious/Communicable Diseases

Cherriots is concerned with the health and well-being of its employees and desires to limit their exposure to infections/communicable diseases like COVID-19 (SARS CoV-2). Cherriots will adhere to the current guideline provided by the Centers for Disease Control (CDC) or any other regulatory body with jurisdictional authority to direct Cherriots response to identified hazardous conditions. Employees are encouraged to follow current guidelines provided by the CDC, which provides updated protocols for current strains of infectious or communicable diseases.

9.1 Infectious Disease Prevention and Universal Precautions

There are many other infectious diseases that are caused by harmful organisms (pathogens). Pathogens that cause infectious diseases are viruses, bacteria, fungi and parasites. People can get infectious diseases from other people, bug bites and contaminated food, water or soil.

9.1.1 Ways to Prevent Infectious Diseases

- Vaccines and safe food handling habits can reduce the risk of contracting or spreading an infectious disease with a few daily practices.
- Practice Universal Precautions including:
 - Wash hands with soap and water. Thorough hand-washing is particularly important before preparing a meal or eating, after using the restroom.
 - Cover nose and mouth when sneezing or coughing.
 - Disinfect frequently touched surfaces at home and in the workplace.
- Avoid contact with people who are sick with an infectious disease or sharing personal items with them.
- Avoid contact with others while ill with an infectious disease.
- Wear a mask around others when ill or as recommended by the CDC.

9.1.2 General Workforce Considerations

The Safety and Security Division, and the CSO will be responsible for responding to any communicable/infectious disease exposures in the workplace concerns. This information will be shared through communication channels identified in this document. This team will track and monitor health and safety data from federal, state, and county health authorities, then make recommendations to the Executive Leadership Team for the appropriate course of action should an exposure to a virus occurs. Data and guidance provided by the CDC and other federal or state health authorities will be evaluated for appropriateness for incorporation into Cherriots decisions.

9.1.3 Cleaning and Disinfecting of Surfaces

The Facilities Maintenance Team, follows procedures for cleaning and disinfecting common or shared areas, equipment and surfaces. Service Technicians clean revenue and non-revenue vehicles on a regular schedule. Employees are encouraged to use disinfecting wipes to clean personal work spaces as needed. Cherriots will continue to provide masks, non-latex disposable gloves, disinfecting wipes and hand sanitizer. If additional resources are needed, employees are encouraged to contact their supervisor or a member of the safety committee.

Section 10. Safety Committee Guidelines

The Safety Committee, also referred to as the Security Committee, has a vital role in the success of Cherriot's safety program, Safety Management System, and the achievement of safety performance targets as outlined in the ASP. The Committee is established as outlined in the Safety Management Policy Statement and is responsible for items listed in the Authorities, Accountabilities, and Responsibilities section of the plan.

Membership

The Committee is convened by a joint labor-management process and consists of an equal number of front-line (represented) and management (non-represented) employees. A total of five (5) front-line staff and five (5) management staff comprises the membership of the committee. Every effort will be made to ensure all major functional areas of Cherriot's are represented, to include transit operations, maintenance and administrative offices.

Front-line representatives serving on the Committee will be appointed by labor union leadership.

Management representatives serving on the Committee will be appointed by the CSO in collaboration with Cherriot's management. The length of their appointment will be at the discretion of management. Management representatives must have achieved career service status and have no ongoing or excessive performance deficiencies.

The Committee membership will include non-voting members who serve as advisors and provide technical support. A representative from the Risk and Safety Department and a representative from the Security and Emergency Management Department will serve as advisors.

Other technical experts, both internal and external to Cherriot's, may attend as guests to support the Committee in achieving their responsibilities as outlined in policy and in the ASP. Requests for experts or other resources will be made to the Committee chair. Committee advisor may assist in making guests available to the Committee.

Procedures

The Committee will function following basic committee guidelines for conducting meetings and making decisions. Recommendations are presented as motions. Each motion requires a second and the opportunity for discussion before a vote of the Committee can be taken. The chairperson or vice-chairperson will facilitate a vote of the members. A quorum is considered a majority, not less than six (6) members. A quorum is required to conduct a vote of approval or recommendation. A majority vote is required to move a motion forward. A majority vote is more than half of the votes cast by Committee members entitled to vote. If the Committee is unable to resolve a tie, the vote is lost and the motion dies.

The Safety Committee shall elect a chairperson and a vice-chairperson, one represented and the other position from non-represented membership. The chair and vice-chair to serve a minimum of one year. Elections will be held annually.

Meeting agendas will be developed by the chair and/or vice-chair and will include standing discussion items, actions items, required committee training, and topics presented by committee members or management for discussion. Agendas will be distributed electronically prior to scheduled meetings. A staff member who serves on the Committee will be appointed to act as the

recorder for Committee meetings. Meeting minutes will be drafted by the Committee recorder. Draft meeting minutes are posted for staff review. Once minutes are approved by a vote of the Committee, they are saved in the electronic files of the Committee and maintained as part of the recordkeeping and documentation process.

All committee members will be trained to ensure they are prepared to fulfill their responsibilities. The training program will consist of the following:

- **OSHA:**

- All Oregon OSHA required training will be provided to committee members.

- **ASP/SMS:**

- ASP overview

- SMS principles

- Safety Risk matrix

The CSO may direct additional training topics as needed to support Committee tasks and objectives.

Members of the Safety Committee will conduct inspections each month, ensuring each location is inspected on a quarterly basis. Led by the Committee Chair, this responsibility will be rotated among all members of the Committee. Discrepancies noted during inspections shall be corrected and reported to management. Identified hazards will also be recorded in the Hazard Reporting System as appropriate.

The Safety Committee will forward recommendations and make requests through the Risk Committee, to the Executive Leadership Team and Accountable Executive. The Committee will communicate with the Board of Directors through this process as needed.

Compensation Policy

Cherriots will compensate committee members in accordance with the Collective Bargaining Agreement and labor laws for their participation in required committee activities, meetings and training.

Participation

Safety is of top priority, departments/divisions are expected to prioritize making committee members available for regularly scheduled meetings, facility inspections, training activities and special events requiring their participation.

Responsibilities

Safety Committee members will be responsible for bringing to the Committee employee safety concerns which have been brought to their attention, or that they themselves have observed. The Safety Committee shall review employee injury trends and make recommendations to prevent or lessen the severity of injuries.

In addition to the responsibilities previously listed in the ASP, the Committee must:

- Review and approve the ASP annually.
- Set annual safety performance targets for the safety risk reduction program.
- Support operation of the Safety Management System by:

- Identifying and recommending safety risk mitigations necessary to reduce the likelihood and severity of potential consequences identified through the safety risk assessment process.
- Identifying and recommending safety risk mitigations associated with Cherriots not meeting annual safety performance targets in the safety risk reduction program.
- Identifying safety risk mitigations that may be ineffective, inappropriate or were not implemented as intended.
- Identifying safety deficiencies for purposes of continuous improvement.

The Committee shall make recommendations for action through the motion and vote process. Recommendations will be documented in committee meeting minutes and forwarded to the Risk Management Committee in writing.

It is the responsibility of the Safety Committee Chair to ensure required meetings are held and accurate recording of meeting minutes and supportive documentation are posted in accordance with OSHA and ASP requirements.

Cherriots Personnel Policy 360 Safety is incorporated herein by reference.

Section 11. Additional Information

Safety and Security of the Oregon Public Transportation Plan (OPTP) aligns with the key components of the Federal Transit Administration's Safety Management System (SMS) principles in the Public Transportation Safety Action Plans. Goal 6 of the OPTP and SMS principles extend safety and security beyond vehicles and stations and include transit personnel, riders and the surrounding community. Safety is a basic expectation of all public transportation users and providers. Both the OPTP Goal 6 policies and strategies and the SMS principles encourage greater safety of the public transportation system through a range of strategies that proactively address design factors, personnel training, safety technologies, accident investigation, and emergency management planning. The OPTP Goal 6 policies and strategies and SMS principles are scalable and effective across a broad range of organizations and applications. The goal of the OPTP and SMS is to ensure Cherrriots has an inclusive and effective process to direct resources to optimally manage safety.

This ASP was developed from information in other Cherrriots documents, policies and procedures, and manuals. Those documents are listed below:

- Cherrriots Personnel Policies, specifically related to safety and security
- Onboarding Checklists
- Transit Operator Handbook
- Safety and Security Plans, Policies, and Procedures
- Pandemic Response and Recovery Plan

Agency Safety Plan

Board of Directors Presentation

April 24, 2025



Agency Safety Plan (ASP) - Update

- The Federal Transit Administration (FTA) updated 49 CFR part 673 and published changes to the ASP on April 11, 2024.
- This was a result of the passing of the Bipartisan Infrastructure Law (BIL) that was signed on November 15, 2021.

Agency Safety Plan (ASP) - Update

Updates to the District ASP includes:

- Safety performance targets updated.
- Hazard rating matrix refreshed and expanded.
- Transit Worker Assaults Performance Measure and Performance Target added.
- Overall Safety Management System (SMS) updates.
- Updates to Safety Committee responsibilities and participation in the SMS process.

Agency Safety Plan (ASP) - Update

- Many of the updates from the FTA expanded the role and participation of the Safety Committee in the overall agency Safety Management Systems (SMS)
- With these expanded duties, the District has committed to creating an onboarding training program for new committee members. This will include developing ongoing training for current members to enhance their knowledge and understanding of safety and risk management principles.
- This training will increase the effectiveness of our committee members and ensure our SMS processes are effective and responsive to the needs of the District community.



To: Board of Directors
From: Seth Hamlin, Customer Service Manager
Jaél Rose, Chief Employee and Labor Relations Officer
Thru: Allan Pollock, General Manager
Date: April 24, 2025
Subject: Contract with Garten Services, Inc., for Transit Host Services

ISSUE

Shall the Board authorize the General Manager to execute a two-year term contract with Garten Services, Inc., for Transit Host services in an amount not to exceed \$120,310?

BACKGROUND AND FINDINGS

The District provides Transit Host services through a contractor. The contractor trains individuals to serve as Transit Hosts with responsibility to answer questions and provide information to riders at the Downtown Transit Center.

The purpose of the Transit Hosts is to enhance the customer experience by providing additional support to any customer when and where it is needed. Examples of the general nature of the questions and interactions include:

- Where does the bus for my route park here at the Transit Center?
- What time does my bus arrive?
- What time is my bus scheduled to depart?
- Which bus do I take to get to a specific location?
- Route planning with customers, including transfers from one route to another.
- Making referrals that may be of a more complex nature to District Customer Service Representatives.
- Assisting customers from one bus to another by guiding them to their needed departure location.

Transit Hosts average over 1,100 interactions per quarter.

Other duties of Transit Hosts include, but are not limited to, waiting with a customer during a transfer time; referring individuals who may benefit from additional travel training to a travel trainer; assisting with packages; assisting with mobility devices and strollers; accompanying a customer with vision impairment to their bus, customer service lobby, or to a location they request to orient themselves at the Transit Center; and

instructing customers on how to travel routes, including navigation and transfer strategies.

Contractor staff must be capable of working six-hour shifts, Monday through Friday, for a total of 30 hours. They are responsible for getting to and from work independently. Contractor staff must be able to appropriately interact, collaborate, and communicate with riders, other Transit Hosts, and District staff in a courteous and professional manner at all times. Contractor staff must have a working knowledge and understanding of the Salem/Keizer metropolitan area. Transit Hosts also report concerns and accidents to Security personnel at the Transit Center and keep a log of the assistance they provide.

The District conducted a sole source justification based on the partnership with Garten Services, Inc. who has provided Transit Hosts to be present at the Downtown Transit Center for the past several years. Garten Services, Inc. provides employees with cognitive disabilities with job coaches who offer ongoing support and professional development coaching. Garten Services, Inc. is the sole provider of these specialized Transit Host services authorized under ORS 279.835, and is therefore permitted to deliver them without undergoing a competitive procurement process.

FINANCIAL IMPACT

Funding for the first year of proposed contract is included in the FY26 Proposed Budget in the Transportation Programs Fund and is funded through ODOT 5310 grant funds with match provided by the STIF Formula funds.

FUND SOURCE	GRANT PERCENTAGE	MATCH PERCENTAGE	GRANT AMOUNT	MATCH AMOUNT	TOTAL
5310	89.73%	10.27%	\$ 107,954	\$ 12,356	\$ 120,310
Grand Total					\$ 120,310

RECOMMENDATION

Staff recommends that the Board authorize the General Manager to execute a two-year contract with Garten Services, Inc., effective July 1, 2025, for Transit Host services in the amount not to exceed \$120,310.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a two-year contract with Garten Services, Inc., effective July 1, 2025 for Transit Host services in the amount not to exceed \$120,310 (One hundred twenty thousand, three hundred ten dollars).



To: Board of Directors

From: Jaél Rose, Chief Employee and Labor Relations Officer
David G. Trimble, Deputy General Manager

Thru: Allan Pollock, General Manager

Date: April 24, 2025

Subject: Authorize the General Manager to Execute Contract Amendment No. 1 with Turell Group and CFM Advocates, Inc. for Public Relations and Marketing Services

ISSUE

Shall the Board authorize the General Manager to execute Contract Amendment No. 1 with Turell Group and CFM Advocates, Inc., increasing the not-to-exceed amount of Contract 24-042 for public relations and marketing services to \$297,500?

BACKGROUND AND FINDINGS

In October 2024, the General Manager executed contract 24-042 with Turell Group and CFM Advocates Inc. for an amount not-to-exceed \$96,000 for the full term of the agreement. The intent of the contract was to provide strategic public relations and marketing services in support of a major agency priority (service enhancement project), including public awareness campaigns, brand alignment efforts, and community engagement activities.

Since the contract was executed, there have been changes in project leadership and realignment of internal responsibilities. Under new direction, and in response to evolving project communication priorities, the scope of services has been strategically accelerated to ensure timely and effective execution. All work remains within the original scope. However, the pace and volume of services provided have exceeded early projections. As a result, the current contract not-to-exceed amount is anticipated to be exceeded.

Staff recommends amending the contract to reflect the additional amount necessary to continue project execution through the end of the agreement term. The revised not-to-exceed amount of \$297,500 will allow the District to continue leveraging Turell Group's and CFM Advocates, Inc. services while maintaining continuity and momentum in public-facing outreach efforts.

FINANCIAL IMPACT

Funding for this contract is included in the Adopted FY2024-25 Budget and in the proposed FY 2025-26 budget. The proposed amendment will increase the contract's not-to-exceed amount from \$96,000 to \$297,500, an increase of \$201,500.

RECOMMENDATION

Staff recommends that the Board authorize the General Manager to execute Contract Amendment No. 1 with Turell Group and CFM Advocates, Inc., for a revised total not-to-exceed amount of Contract 24-042 for public relations and marketing services to \$297,500.

PROPOSED MOTION

I move the Board authorize the General Manager to execute Contract Amendment No. 1 with Turell Group and CFM Advocates, Inc., for a revised total not-to-exceed amount of Contract 24-042 for public relations and marketing services to \$297,500 (two-hundred ninety-seven thousand five hundred dollars).



To: Board of Directors
From: Allan Pollock, General Manager
Date: April 24, 2025
Subject: Board Member Committee Report

ISSUE

Shall the Board report on their activities and committee assignments as representatives of Salem Area Mass Transit District?

BACKGROUND AND FINDINGS

Board members are appointed to local, regional, or national committees. Board members also present testimony at public hearings on specific issues as the need arises on behalf of the District. Board members may take this opportunity to report committee updates or on any meetings or items of note relating to District business.

Subdistrict 1 Joaquín Lara Midkiff	West Salem Business Association
Subdistrict 2 Director Navarro	State Transportation Improvement Fund Advisory Committee (STIFAC)
Subdistrict 3 Director Carney	Salem-Keizer Area Transportation Study (SKATS) Legislative Committee
Subdistrict 4 Director Hinojos Pressey	
Subdistrict 5 Director Davidson	FY27 Service Enhancement Committee Mid-Willamette Valley Council of Governments (MWVCOG)
Subdistrict 6 Director Duncan	Diversity, Equity, and Inclusion Committee Mid-Willamette Area Commission on Transportation (MWACT)
Subdistrict 7 Director Holmstrom	Community Advisory Committee MWVCOG Regional Rail Advisory Board

FINANCIAL IMPACT

None.

RECOMMENDATION

For informational only.

PROPOSED MOTION

None.