



SALEM AREA MASS TRANSIT DISTRICT

BOARD OF DIRECTORS MEETING AGENDA PACKET

Thursday, September 25, 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://cherriots-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@cherriots.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 Any item withdrawn for discussion will be addressed after the Consent Calendar is approved.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.

Electronic Copies: Agenda packets are available at <https://www.cherriots.org/meetings/>.

Email Distribution List: To join the District's public meeting distribution list, email the Clerk of the Board at publictestimony@cherriots.org.



Formatos de reunión disponibles:

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

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

Link: <https://cherriots->

[org.zoomgov.com/j/1611156964?pwd=T0VPaXp3eVJpc0NJWWkxeXJSNnE5dz09](https://cherriots-)

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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@cherriots.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.cherriots.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@cherriots.org.



AGENDA

1. CALL TO ORDER

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

2. PRESENTATIONS

- A. Million Mile Driver Recognition 04

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 - II. Award of Contract for Network Lifecycle (FY26) 29
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- B. Adopt the District's 2025 Climate Action Plan 33

7. INFORMATIONAL REPORTS

- A. FY25 Annual Performance Report 76
- B. FY25 Annual Safety & Security Division Report 120
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8. REPORTS

- A. General Manager
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9. ADJOURN

NEXT MEETING: OCTOBER 23, 2025 AT 5:30 P.M.

To: Board of Directors
From: Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Million Mile Operators

ISSUE

Shall the Board recognize Craig Spotts, Marlene House, Paul Hudnall, Justin Schafer, Francisco Tolento, and John Welch as achieving one million miles without a preventable accident and Harry McFadden as achieving two million miles without a preventable accident?

BACKGROUND AND FINDINGS

In the transit industry, the Million Mile Club is a program that recognizes safety and longevity in one action. It is calculated a number of different ways depending upon the district, location, size of service area, etc. For the most part, the programs across the country come to the same end result. A recognition award for operators that exemplify behaviors that place safety and the rider experience in the forefront.

Cherriots has million-mile operators calculated as follows:

- An operator that has worked a minimum of 1,600 hours per calendar year of their employment;
- An operator who has driven a transit bus in revenue service for 12 consecutive years with no preventable accidents.

The District is proud to recognize six (6) operators who have achieved this status and one (1) who has achieved twice that, meaning they have driven for 24 consecutive years without a preventable accident and worked at least 1,600 hours for each of those years. In fact, Mr. McFadden has done so for 26 years.

Each of these amazing operators will receive:

- Recognition at a regularly scheduled Board of Directors meeting
- Reserved parking space at the Operations Headquarters
- Bomber Jacket with a patch showing the million-mile club membership
- Medallion decal on the curbside of a bus
- \$1000 for each million miles achieved (after taxes)
- Place on the wall of fame plaque displayed at the Operations Headquarters

FINANCIAL IMPACT

Funding for this program will be covered by the operating budget from the Operations Division as approved and adopted in the FY 2026 budget.

Parking Space	Award (gross)	Jacket	Decal	Plaque
\$ 60.00	\$1,795.96	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$1,794.16	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$1,834.40	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$3,750.75	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$2,000.68	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$1,915.63	\$ 310.00	\$ 88.00	\$ 70.00
\$ 60.00	\$1,745.18	\$ 310.00	\$ 88.00	\$ 70.00
\$420.00	\$14,836.76	\$2,170.00	\$616.00	\$490.00

GRAND TOTAL: \$18,532.76

RECOMMENDATION

Staff recommends the Board recognize Craig Spotts, Marlene House, Paul Hudnall, Justin Schafer, Francisco Tolento, and John Welch as achieving one million miles without a preventable accident and Harry McFadden as achieving two million miles without a preventable accident.

PROPOSED MOTION

I move that the Board recognize Craig Spotts, Marlene House, Paul Hudnall, Justin Schafer, Francisco Tolento, and John Welch as achieving one million miles without a preventable accident and Harry McFadden as achieving two million miles without a preventable accident.

Million Mile Club

Board of Directors Meeting
September 25, 2025



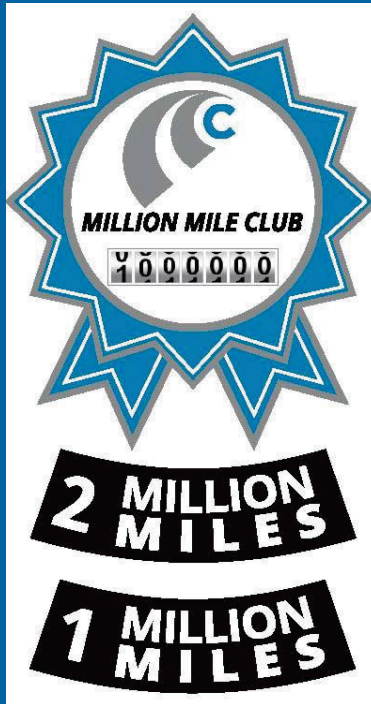
What Does it Mean to be a Million Mile Operator?

- Worked at least 1,600 hours each year
- Driven in revenue service for 12 consecutive years without a preventable accident



Million Mile Club

Class of
2025



One Million Mile Club



• Francisco Tolento



• John Welch



• Justin Schafer



• Marlene House



• Paul Hudnall



• Craig Spotts

Two Million Mile Club

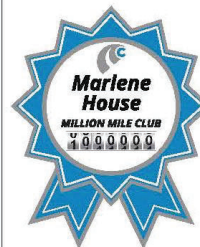
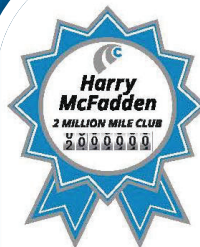


Harry McFadden



How They Will Be Recognized

Dedicated parking space @ Del Webb for 12 months.



How They Will Be Recognized

Decal on the curb
side of a bus



How They Will Be Recognized

Recognized at a
Board of Directors
Meeting



How They Will Be Recognized

Special
MMC jacket
with patch
& rocker
panel



How They Will Be Recognized

\$1,000 for every
million miles



AFTER TAXES!!!

How They Will Be Recognized

Wall of Fame
Plaque



**Thank you for all
you do,
have done,
and will continue to do!**

To whom it may concern,

My name is Dakota Saunders and I'm proud to say that I've been an avid transit user since my youth to the present day. I remember through the long decade of reduced service the lack of "progress" that was shown by the former transit director's that left the community they "served" feeling that they didn't matter...and when they spoke out asking why there wasn't improvement in service that their voice didn't matter...I believe it is safe at least for me to say that if Director Carney can remember that I was "vocal" about the lack of progress that your predecessors and Mr. Pollock showed at the time.

It is very sad to see that once again the Salem Chamber of Commerce is getting their way again and forcing this public service to come to a halt in terms of progress...bottom line at least from my perspective is that we ARE the state capital of Oregon..not Corvallis, not Eugene, and certainly NOT Portland. Not everyone in this city let alone Marion or Polk counties can afford their own car, constant usage of a ride share like Uber and Lyft, or the use of a taxi so they must do their best to use and therefore rely on the public transit system. This organization has the ability now to set a reasonable tax to help fund expansion of service...I do believe that if the tax rate were to be implemented according to Director Duncan during an interaction with someone on facebook that Cherriots services would be brought to if not be at "the same levels" as Eugene and Portland. I remember that payroll tax ballot election campaign between this organization and the Chamber....it was bloody and it was dirty....and because of them we the community suffered longer than we should've to have the adequate transit we deserved..

I ask and therefore urge you Transit Director's since you already made the decision to hold off on the further progress of services to hold your nerve and follow not only the courage but also the urge of your convictions..you claim to love transit and want to see it succeed...however your choices of late have shown at least me that you're scared to piss off the Chamber.....don't let them win.

I look forward to hearing from you

Dakota Saunders

Dear Cherriots Team,

I'm writing to share my support for our bus system here in Salem. While I am not currently a bus rider, I have many fond memories of riding Cherriots as a child.

I especially remember the days when downtown rides were free. The library was one edge of that free zone, and I would often be dropped off there to pick up books. From the library, I could ride the bus to my dad's office so we could head home together, or sometimes I'd ride all the way home to the Bush Park neighborhood. Those bus rides gave me freedom and independence as a kid.

I recently read *The Anxious Generation* by Jonathan Haidt, which talks about how today's children often don't have the same opportunities to stretch their wings and practice independence. Riding the bus offers exactly that: a safe, healthy way to learn life skills—like managing money, watching the time, and reading a map—while also building confidence and independence.

I wanted to thank you for the role Cherriots has played in the Salem community and in my own life growing up. I hope Salem continues to invest in and expand public transit, so the next generation has the same opportunities I did.

Sincerely,

Julie Hall

September 15, 2025

President
Erik Andersson

**2025-2026
Executive Council**

Chair
Tony Schacher
Salem Electric

Vice-Chair
Scott Snyder
The Grand Hotel in Salem

Secretary/Treasurer
Tim Murphy
DCI

Immediate Past Chair
Ryan Allbritton
Willamette Valley Bank

Directors at Large

Erik Frisk
Garmin AT, Inc.

Liz Schaecher
Oregon Aglink

Cyrus Ward
Aldrich CPAs + Advisors

City Manager
City of Salem

Colm Wills
Marion County
Commissioner

The Strategic Economic Development Corporation (SEDCOR) Board of Directors met on August 20, 2025 for a quarterly board meeting, where the essential role that the Salem Area Mass Transit District (Cherriots) provides to our community was recognized. Transportation is a priority to employers in the region, and SEDCOR fully supports the effort to find sustainable opportunities to fund this critical service. We understand that the challenges leading to the development of the 0.7% payroll tax proposal currently under consideration by the Cherriots board are significant. However, we ask that in your deliberations you consider the impacts a tax of this kind will have on the businesses in our region and the consequences it may have on the regional economy.

The Strategic Economic Development Corporation (SEDCOR) is a 501(c)(6) nonprofit organization providing economic development services to the Mid-Willamette Valley region. Our region competes with communities around the Western United States for projects like the \$140 million Dollar General distribution center and the Agility Robotics Robofab facility. Such recruitment projects involve a detailed comparative analysis of the costs of doing business in each of the locations under consideration.

While our business recruitment successes generally draw the most attention, the heart of the SEDCOR work plan is business retention and expansion, as most of the opportunities for investment and job creation are with businesses that are already here in the community. Every one of our major manufacturers is a business recruitment candidate for another community, state, or country. We are routinely being asked to help companies justify investment in their local facilities when they may have operations in other communities competing for these same, limited, investment funds. Our hometown companies routinely receive offers of deep incentive packages to expand in or move to other states.

Many of SEDCOR's client businesses compete on an international scale and have been trying to navigate the collective effect of the tight labor market, inflation, interest rates and continuing supply chain disruptions. Most of these businesses have limited opportunities to recoup additional labor costs through pricing increases, given the high levels of competition. Retaining skilled workers has become a top priority, and employers have had to address the impacts on their workers' bottom line caused by increasing taxes and general cost of living inflation. Put simply, this payroll tax would further limit wage growth for employees as employers don't have any other way to absorb it.

We encourage you to take these factors into account as you consider the payroll tax proposal before you. The SEDCOR Board of Directors, by majority vote at the aforementioned August 20 board meeting, affirmed their commitment to educating the public about the implications of the proposed tax while supporting the need for sustainable transportation in the region. Our team would be pleased to bring together local employers to discuss their concerns and identify ideas for potential alternative solutions.

Sincerely,



Erik Andersson

Dear Board members,

You have taxed Oregonians enough already. We the people are tired of Fiscal irresponsibility from our leaders. It is time for accountability and budget balancing with what you've been given and trusted to do. We as citizens have to work with what we have and make it balance. Why should you folks think that we should tighten up our belt so that you don't have too. Please reach deep inside and decide to do what's right and the job that you've been entrusted to do without passing extra tax increases on people that are already having a very hard time. Thank you for your time and think hard about your next step. Americans/Oregonians are tired of governing bodies that don't do their job and expect us to buckle down and be overtaxed more.

Best regards,

Chuck Flowers

Thomas C. Flowers II
4643 Center Street NE
Salem, Oregon 97301
503-871-9504
Homeowner
Business owner
Taxpayer
Voter!

I support public transit in Salem!

I would love to ride the bus but it's limited. I support Cherriots in expanding service so that we can increase ridership. I'd love to see more sections from West Salem that wouldn't require users to have to cross the bridge.

This expansion is a no brainer. We're the capitol city! Don't leave the city behind. The life and blood of a city is making it easy to get around. Limiting the budget makes Cherriots even less accessible for people.

Please support the city of Salem and I support the public improvements!

Kate

West Salem resident

Dear Cherriots Board members,

I am writing to express my full support for Cherriots service improvements through the raising of the payroll tax. Having strong and steady transit service in Salem, Keizer, and surrounding areas is of the utmost importance for the economic health of our community. Expanding service during the day, evenings, weekends, and holidays is very important.

Cherriots is a very important component to transporting our community to work, school, appointments, and shopping. Having modern transit service increases efficiency and reliability for users. This small increase will help achieve that.

Raising the payroll tax is a fair and progressive way to help fund the much needed service improvements, and I fully support this.

Thank you for your time and attention to this important matter for our community!

Daniel M. Potter
Keizer, OR 97303

Cherriots Board of Directors,

Praise to you for your community action. I SUPPORT the recent Cherriots improvements in Salem's regional public transit service. These improvements include an electric bus fleet, funding for upgraded infrastructure and a new transit hub, and plans for transportation service expansion and accessibility. Public transit service will be cleaner, more efficient, and more accessible for both Salem and Keizer areas.

Preeminent in recent improvements are environmental benefits. Cherriots' expanded public transit decreases dependency on individual vehicle use and related traffic congestion. Benefits to the Salem-Keizer community are support for regional climate and air quality goals.

Transition to electric buses, funded by multiple federal grants, benefit the community with: reduced tailpipe emissions, quieter operation reduces noise pollution, and increased energy efficiency that lowers Cherriots' operational costs over time.

I SUPPORT the recent Cherriots improvements in Salem's regional public transit service. Be aware I am grateful to you Cherriots Board of Directors for your positive community action in support of the Salem-Keizer community.

With gratitude,
Larry Sipe
Salem, Oregon 97304

I am writing this comment in support of the Cherriots service improvements and the payroll tax to support them. A city can only be considered more than an agglomeration of buildings when it has great parks, a strong and diverse economy, and a robust transit system.

Unfortunately, people who've benefited from subsidized single passenger car travel and the businesses that have arisen to thrive in that environment are too shortsighted to see that a robust transit system benefits all of us. To those who can afford to or don't want to drive, a robust transit allows them a dignified and efficient way to go about their daily routine. For businesses, especially local ones, that want lower costs, a robust transit system allows for smaller buildings, less parking and more customers in close proximity. For cities, a robust transit system encourages compact, efficient land use which generates more tax revenue per acre while reducing tax liability from more dispersed development. And for those who will never use transit, fewer cars on the road makes for less traffic congestion.

It's sadly true that creating a more robust transit system as described in the Cherriots proposal will only be getting us a bit closer to what we had a century ago before the suburban, auto-dependent experiment. Our predecessors wrongly believed that car-dependent, suburban development was the correct way to build our towns and cities. We know now how wrong they were. If the so-called fiscal conservatives of today lived up to their name, they would abandon the auto-centric development patterns and strongly support this proposal. Their lack of support shows that their opposition is ideological not financial.

I strongly support this proposal, along with reducing subsidized car travel. Now if only we had a robust commuter rail system that connects the Mid-Willamette Valley with Portland and Eugene.

Mike De Blasi

I live in Salem and strongly support the proposed payroll tax. Salem needs better shelters, more routes and more frequent services. All this will help increase ridership and reduce traffic congestion in Salem and the region. Other transit districts in Oregon have higher payroll taxes and therefore have better service.

Thanks!

Margaret Stephens

I am writing in support of the Cherriots service improvements. I'm a senior who lives in downtown Salem and I'm dependent on walking, public transit and occasional use of ride services for my daily activities. Having more frequent service is important to me - and I'm sure it is to others dependent on public transit for travel to work, school and other appointments.

In addition to expanding the frequency of service, this proposal will help with safety, air quality and access to downtown and riverfront events. We can't cut back on service - this proposal will use the new revenue to continue current service, expand routes and frequency and help us have a better regional system to cut down on the level of traffic between the towns in our area. I am a wholehearted supporter of this proposal.

Cathy A. Howell

Greeting to the Board and Staff of Cherriots
Sept. 25, 2025

350 Salem Oregon* **Supports** new revenues for increased service.

- The proposed new revenues would generate an additional \$10 million from the state, with **about \$3 million passed on to transit agencies in Woodburn, Monmouth-Independence and Silverton** for a regional benefit beyond just Salem-Keizer.
- **Other transit districts, like Lane County and the Portland Metro area, have higher employer payroll taxes.**

Preventing Service Cuts

- Without additional funding, Cherriots faces potential service cuts as much as 30% in the coming years.
- The tax helps maintain current service levels while enabling expansion.

Philip H. Carver, Ph.D. Co-Coordinator
350 Salem Oregon
<https://www.350salemor.org/>

*350 Salem OR is a chapter of the international climate justice movement, [350.org](https://www.350.org). Over the last 10 years we have built an inclusive grassroots movement focused on keeping fossil fuels in the ground, advocating for a just transition to a renewable energy economy, and supporting community-based resilience in response to the climate emergency. Protecting the stability of our climate and adapting to climate change impacts are the most urgent tasks our world faces.

Please pass and support this measure for public transportation. We need it to expand in order for it to work! This measure is going to bring in \$10 million for the state, and about \$3 million of that would go directly to transit agencies in Woodburn, Monmouth-Independence, and Silverton.

This would be a benefit for the whole region, not just Salem and Keizer. It's worth mentioning that other transit districts like Lane and the Portland metro area actually have higher employer payroll taxes.

Spencer Woolley, PharmD.

Dear Cherriots Board of Directors:

I'm writing to say that I am in full support of the employer payroll tax that would enhance Cherriots' services and programs. We need this.

I am not a bus rider myself, but I completely understand how enhancing and expanding your services can help our community members, including employers, in so many valuable ways.

Please stay strong and stand your ground with the Salem Chamber of Commerce and anyone else who is in strong opposition to this tax. You are not required to bring it to voters so please don't. Many people in this town do not understand our tax issues well enough.

Best wishes,

Liz Henderson
Salem



SALEM AREA MASS TRANSIT DISTRICT

BOARD OF DIRECTORS MEETING

Thursday, August 28, 2025

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b. July 24, 2025 Executive Meeting (Labor Negotiations)	
c. July 24, 2025 Executive Meeting (GM Evaluations)	
d. August 11, 2025 Work Session	
B. Routine Business Items	
a. Fiscal Year 2025, Quarter 4 (FY25 Q4) NTD Reportable Assault Data	
Authorize the General Manager to enter into a contract with Puget Sound Solar, LLC, an authorized provider of ChargePoint, Inc for the purchase of depot charging equipment with a project amount not to exceed \$771,913	3
Authorize the General Manager to enter into contract with Kirks Transit Fleet Equipment for the purchase of a transit bus pusher or yard tug for a price not to exceed \$147,375	4
Accept the 2025 Federal Transit Administration Triennial Review Report	4



SALEM AREA MASS TRANSIT DISTRICT

BOARD MEETING MINUTES

Thursday, August 28, 2025 at 5:30 p.m.

ATTENDEES: President Hinojos Pressey | Directors Joaquín Lara Midkiff | Ramiro Navarro Jr. (Virtual) | Sadie Carney | Ian Davidson (Virtual) | Sara Duncan | ABSENT: Bill Holmstrom
STAFF: GM Allan Pollock | DGM David Trimble | CSO Cliff Carpentier | CFO Denise LaRue | CPDO Shofi Azum | COO Tom Dietz | Security & Emergency Management Coordinator Karen Garcia | Senior Manager, Project & Contract Administration Melissa Kidd | Maintenance Manager Zach Leeth | Strategic Initiatives Administrator Bobbi Kidd | Commuter Options Coordinator Kiki Dohman | Executive Assistant Kirra Pressey
GUEST: Legal Counsel Sara Sayles

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:56 p.m. due to technical difficulties. A quorum was present.

B. Safety Minute

CFO Denise LaRue presented the safety minute regarding reducing stress in the workplace.

C. Announcements | Changes to Agenda - None

2. PRESENTATIONS - None

3. PUBLIC COMMENT

Board President Hinojos Pressey noted that written public comments had been received from several individuals and organizations including Stephen Kamm, Mai Vang, Grant Foster, Janet Wallace, Keizer City Council, Joanne Vietty, the Salem Chamber of Commerce, John Van Schepen, and the Marion County Democrats Central Committee for Staff and Board review. One public commenter, identified as Finley, spoke regarding the proposed employer payroll tax. Finley expressed gratitude for the Board's work and community engagement efforts. They disputed the Chamber's suggestion that Uber could replace public transit, pointing out that Uber provides fewer rides, is less safe, more expensive, and cannot adequately serve people with disabilities. Finley mentioned that Cherriots provided approximately 3.3 million rides in Salem last year while Uber completed barely a million in the entire state. The commenter characterized the proposed tax as reasonable and in line with other cities, concluding that the Chamber's opposition suggested they "don't want the poor and disenfranchised to have access to transit."

4. CONSENT CALENDAR

A. Approval of Minutes

- I. July 24, 2025 Board Meeting
- II. July 24, 2025 Executive Meeting (Labor Negotiations)



III. July 24, 2025 Executive Meeting (GM Evaluations)

IV. August 11, 2025 Work Session

5. Routine Business Items

a. Fiscal Year 2025, Quarter 4 (FY25 Q4) NTD Reportable Assault Data

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

6. ITEMS DEFERRED FROM CONSENT CALENDAR - None

7. ACTION ITEMS

A. Award of Contract for ChargePoint Charging

Presenter: COO Tom Dietz

Agenda Packet: Pg. 26-29

COO Dietz requested Board approval for a contract with Puget Sound Solar LLC to obtain depot charging equipment. The project aims to complete "Electric Avenue," a bus charging infrastructure. This phase involves setting up distribution blocks and dispensers on existing conduit stubs without needing soil disruption or construction.

Action			
Motion:	I move that the Board authorize the General Manager to enter into a contract with Puget Sound Solar, LLC, an authorized provider of ChargePoint, Inc for the purchase of depot charging equipment with a project amount not to exceed \$771,913		
Motion by:	President Maria Hinojos Pressey	Second:	Director Joaquín Lara Midkiff
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, and Duncan.		
Motion passes unanimously 6-0			

B. Award of Contract for Vehicle Yard Tug

Presenter: Maintenance Manager Zach Leeth



Agenda Packet: Pg. 30-34

Maintenance Manager Leeth requested Board approval for purchase of a yard tug from Kirk's Transit Fleet Equipment. The tug, the Eagle TTR-TP, has a heated cab for winter, and it's adapted to handle transit tasks, such as towing electric buses or assisting stuck buses in the yard. This device offers substantial cost savings, eliminating the \$3,000+ expense of a specialized flatbed tow from Portland for electric bus retrieval.

Action			
Motion:	I move that the Board authorize the General Manager to enter into contract with Kirks Transit Fleet Equipment for the purchase of a transit bus pusher or yard tug for a price not to exceed \$147,375		
Motion by:	President Joaquín Lara Midkiff	Second:	Director Ian Davidson
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, and Duncan.		
Motion passes unanimously 6-0			

C. Accept the 2025 FTA Triennial Review Report

Presenter: CFO Denise LaRue

Agenda Packet: Pg. 35-55

CFO LaRue presented the FTA Triennial Review Final Report, which examines the District's compliance with 23 statutory and administrative requirements. The review process requires extensive document gathering, a desk review, and a site visit. Notably, there were no findings in this review, marking Cherriots as one of only three districts in FTA Region 10 to achieve this. CFO LaRue credited continuous compliance efforts by District employees and leadership.

Action			
Motion:	I move that the Board accept the 2025 Federal Transit Administration Triennial Review Report.		
Motion by:	Director Sadie Carney	Second:	President Maria Hinojos Pressey
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Navarro, Carney, Davidson, and Duncan.		
Motion passes unanimously 6-0			

8. INFORMATIONAL REPORTS

A. FY 25 Annual Commuter Options Report

Presenter: Commuter Options Coordinator Kiki Dohman

Commuter Options Coordinator Dohman outlined the grant-funded Commuter Options Program serving Marion, Polk, and Yamhill counties, focusing on various transportation methods such as carpool and telework. The program aims to offer affordable, lifestyle-fitting transportation options. Key achievements in FY25 included launching a Bike Month campaign, hosting events like helmet giveaways and bike rodeos, and generating notable community engagement.

B. FY25 Completed Projects & FY26 Project Highlights

Presenter: Senior Manager, Project & Contract Administration Melissa Kidd

Senior Manager, Project and Contract Administration Kidd provided updates on completed FY25 projects and upcoming FY26 initiatives. Since the Project Management Office (PMO) launch in December 2023, a project control plan improved project readiness, planning, and execution monitoring.

C. FY25 Q4 Strategic Plan Report

Presenter: Strategic Initiatives Administrator Bobbi Kidd

Strategic Initiatives Administrator Kidd highlighted the FY25 Q4 Strategic Plan Report and introduced the FY26 plan. FY25 achievements exceeded goals, with a community value score of 85, surpassing the target of 84. Customer satisfaction scores also surpassed expectations, with fixed routes scoring 56 (goal 52) and Lift scoring 69 (goal 51). New surveys for community value and customer satisfaction are set for September, with an employee engagement survey beginning soon.

D. Creating Community Connections Project Brief

Presenter: GM Allan Pollock

GM Pollock reported on the Creating Community Connections campaign, aimed at sharing service enhancements while fostering community relationships. The District has engaged with many community members, particularly during summer events. Since July 31, presentations have been given to several organizations, and individual meetings were held with local realtors and Salem Health.

Upcoming events feature a booth at Punks in the Park and four open houses at various locations in September to discuss the service plan. Additional outreach will occur at local markets, universities, and various community events. New requests continuously come in for presentations. A new video featuring Director Duncan will be shared with board members and online.

9. REPORTS

A. GENERAL MANAGER'S REPORT

GM Pollock noted that the state legislature's special session on the transportation package was set to begin the next day, where CAC member Marja Byers will testify from a rider's view at the ongoing hearing. He noted his upcoming attendance at the APTA Annual Meeting in



Boston with staff and his planned vacation with Deputy GM Trimble acting as GM pro tem. Board members were advised to prepare for a special September 11 meeting on the South Salem Transit Center, requiring Board action to advance it.

COO Dietz provided an update on the Community Advisory Committee recruitment. Key achievements include launching the committee's restructuring, distributing internal communications, creating flyers, and initiating a social media campaign. Partner outreach aimed at local chambers and colleges will start early next month, backed by a prepared press release. COO Dietz is optimistic about filling all new CAC seats and potentially forming a waitlist.

B. BOARD OF DIRECTORS REPORT

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

10. ADJOURN

President Hinojos Pressey adjourned the meeting at 7:57p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT
BOARD OF DIRECTORS SPECIAL METTING
Thursday, September 11, 2025

Index of Board Actions

<u>Action</u>	<u>Page</u>
Adopt Resolution No. 2025-12 declaring that the Property located at 5800 Commercial Street SE, Salem, Oregon 97306 is necessary for the construction and operation of the South Salem Transit Center Project, and authorize the General Manager or his designee to make offers to acquire that property by negotiated purchase or by the power of eminent domain	2



SALEM AREA MASS TRANSIT DISTRICT

BOARD SPECIAL MEETING MINUTES

Thursday, September 11, 2025 at 5:30 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Joaquín Lara Midkiff (Virtual) | Sadie Carney | Sara Duncan | Bill Holmstrom Absent: Directors Ramiro Navarro Jr. | Ian Davidson
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 & Contract Administration Melissa Kidd | Executive Assistants Crisandra Williams | Kirra Pressey
GUEST: Cameron McCarthy's Principal Landscape Architect Justin Lanphear | Mott MacDonald's Project Manager Ron Vegara | PIVOT Architecture's Associate Scott Clarke

1. CALL TO ORDER

- A. Note of Attendance for a Quorum
President Hinojos Pressey called the meeting to order at 5:31 p.m.
A quorum was present.
- B. Safety Minute
Deferred to the Board Work Session immediately following.
- C. Announcements | Changes to Agenda - None

2. PRESENTATIONS - None

3. PUBLIC COMMENT - None

4. ACTION ITEMS

- A. SSTC Acquisition by Purchase or Eminent Domain
Presenter: Senior Manager, Project & Contract Administration Melissa Kidd
Agenda Packet: Addendum A
Senior Manager, Project & Contract Administration Kidd proposed Resolution 2025-12 to authorize acquiring a 5.71-acre parcel at 5800 Commercial Street SE, and Wiltsey Road SE, Salem, Oregon, for the South Salem Transit Center. She noted Leslie Finnegan will negotiate for the District, if condemnation is needed.

Action	
Motion:	I move that the Board adopt Resolution No. 2025-12 declaring that the Property located at 5800 Commercial Street SE, Salem, Oregon 97306 is necessary for the construction and operation of the South Salem Transit Center Project, and authorize the General Manager or his designee to make offers to acquire that property by negotiated purchase or by the power of eminent domain



Motion by:	Director Bill Holmstrom	Second:	Director Joaquín Lara Midkiff
Vote			
Aye:	President Hinojos Pressey, Directors, Lara Midkiff, Carney, Duncan, and Holmstrom		
Motion passes unanimously 5-0			

5. ADJOURN

President Hinojos Pressey adjourned the meeting at 5:40 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President



SALEM AREA MASS TRANSIT DISTRICT
BOARD WORK SESSION MINUTES

Thursday, September 11, 2025 at 5:43 p.m.

ATTENDEES: President Maria Hinojos Pressey | Directors Joaquín Lara Midkiff (Virtual) | Sadie Carney | Sara Duncan | Bill Holmstrom Absent: Directors Ramiro Navarro Jr. | Ian Davidson
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 & Contract Administration Melissa Kidd | Executive Assistants Crisandra Williams | Kirra Pressey
GUEST: Cameron McCarthy's Principal Landscape Architect Justin Lanphear | Mott MacDonald's Project Manager Ron Vegara | PIVOT Architecture's Associate Scott Clarke

1. CALL TO ORDER

A. Note of Attendance for a Quorum

President Hinojos Pressey called the meeting to order at 5:43 p.m.
Attendance was noted.

B. Safety Minute

Executive Assistant Pressey presented the safety moment, highlighting pumpkin carving safety.

C. Announcements | Changes to Agenda:

President Hinojos Pressey announced that agenda item 3.B (SSTC Redesign) would be moved to 3.A.

2. PRESENTATIONS - None

3. DISCUSSIONS

A. SSTC Redesign

Presenter: GM Allan Pollock, CELRO Jaél Rose, CPDO Shofi Azum

DGM Trimble opened the discussion regarding the South Salem Transit Center (SSTC) redesign by introducing the project team. He explained that major cost estimates prompted a value engineering review to consider scaling down some elements and phasing the project. Justin from Cameron McCarthy discussed the original plan from September 2023 that focused on developing the southern 1.8 acres of the 5.71-acre site, preserving significant white oaks, and accessing the site via Wiltsey Road.

After property negotiations allowed for using the full site and a survey in July 2025 informed of significant trees' locations, the team presented two new options: one-way loop option or one-way in-and-out option.

The Board's input centered on preferences for transit circulation, building placement, and bicycle options. Concerns about traffic and bus backup led to a request for a traffic study. The Board preferred protected bike lanes and discussed practical considerations like building aesthetics, potential future expansions, shade, and accessible facilities.



B. Creating Community Connections

Presenter: GM Allan Pollock, CELRO Jaél Rose, CPDO Shofi Azum

CELRO Rose provided an update on the Creating Community Connections campaign, highlighting extensive community outreach in August and September. Key engagements included the Riverfront Family Fest, Veterans Stand Down event, the first open house on September 8th, the Salem Leadership Foundation event, tabling at Corbin University, Walker Middle School, and the Latino Business Alliance meeting.

4. GENERAL MANAGER COMMENTS/REPORTS

A. Upcoming Agenda Items

B. Board Calendar

GM Pollock reviewed the upcoming agenda and calendar items.

5. ADJOURN

President Hinojos Pressey adjourned the meeting at 7:44 p.m.

Respectfully Submitted

Maria Hinojos Pressey, Board President

To: Board of Directors
From: Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Million Mile Operator Commendations

ISSUE

Shall the Board adopt Resolution No. 2025-13, authorizing the General Manager to issue commendations on behalf of the Board of Directors for qualifying Million Mile Operators, in consultation with the Board President?

BACKGROUND AND FINDINGS

The Salem Area Mass Transit District ("District") values the dedication and contributions of its employees, recognizing their role in advancing the District's mission of "Creating Community Connections." Employees who qualify for the Million Mile Club have made a lasting impact on their colleagues, the District, and the many community members they have served.

Currently, the District honors transit operators that have driven in revenue service for 12 consecutive years without a preventable accident and have worked at least 1,600 hours per year in those 12 years. In addition to this recognition, the District seeks to provide a formal commendation, signed by the Board President, to acknowledge the operator's service and contributions.

The proposed resolution authorizes the General Manager to issue commendations on behalf of the Board of Directors, ensuring that Million Mile operators receive formal recognition for their dedicated service to the residents of Marion and Polk Counties.

FINANCIAL IMPACT

None

RECOMMENDATION

Staff recommends the Board adopt Resolution No. 2025-13, authorizing the General Manager to issue commendations on behalf of the Board of Directors for qualifying Million Mile Operators, in consultation with the Board President.

PROPOSED MOTION

I move that the Board adopt Resolution No. 2025-13, authorizing the General Manager to issue commendations on behalf of the Board of Directors for qualifying Million Mile Operators, in consultation with the Board President.



RESOLUTION NO. 2025-13

AUTHORIZING THE GENERAL MANAGER TO ISSUE COMMENDATIONS ON BEHALF OF THE BOARD OF DIRECTORS FOR QUALIFYING MILLION MILE OPERATORS, IN CONSULTATION WITH THE BOARD PRESIDENT.

WHEREAS, the Salem Area Mass Transit District, hereafter referred to as "District," is duly established and empowered under ORS 267; and

WHEREAS, the Board of Directors recognizes the dedication and contribution of employees who have provided long-term service, without a preventable accident, to the District; and

WHEREAS, the Board of Directors wishes to formally commend employees who have served the District; and

WHEREAS, these employees have made a lasting impact on the District, their colleagues, and the many community members they served; and

WHEREAS, through their service, these employees have upheld and advanced the District's mission of "Creating Community Connections."

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

THAT the Board of Directors recognizes the dedicated service of these Million Mile Operators to the residents of Marion and Polk Counties; and

THAT the General Manager is authorized to issue a commendation on behalf of the Board of Directors upon achieving a million miles without a preventable accident, in consultation with the Board President.

ADOPTED by the Board of Directors on this 25th day of September 2025.

ATTEST:

Kirra Pressey
Clerk of the Board

Maria Hinojos Pressey
Board President



BOARD MEETING MEMO

Agenda Item 4.B.II

To: Board of Directors
From: Ross Aguilar, Information Technology Manager
David G. Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Network Lifecycle Replacement Devices

ISSUE

Shall the Board authorize the General Manager to execute a contract with CDW-Government, LLC, for the purchase a Network Lifecycle Replacement (Hyperconverged Infrastructure) device (\$152,578) and, additionally, for nine (9) replacement network switches and three (3) wireless access points (\$107,793), for installation at both CHQ and Del Webb locations for an amount not to exceed \$260,371?

BACKGROUND AND FINDINGS

On a routine basis and in conjunction with useful life benchmark guidelines, the District must replace its aging and obsolete technology equipment. In an effort to optimize operational efficiency, improve security, and reduce costs, the District has chosen to continue the migration to the more efficient Hyperconverged Infrastructure (HCI) device bringing both locations in to an advanced secure infrastructure. The HCI integrates the components of a three-tier architecture, storage, compute, and networking into a unified system which simplifies management and improves resource utilization across our systems. This purchase will also replace network equipment that has reached the end of its useful life of five (5) years.

This contract is authorized through the Oregon State Price Agreement, Oregon IT Hardware VAR Contract (5603).

FINANCIAL IMPACT

Federal 5307 grant funds, with an 80/20 match share, are available for the purchase of this equipment and the proposed expenditure is included in the District's Adopted FY2026 Budget in the Deputy General Manager Division's Capital Programs Fund.

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with CDW-Government, LLC for the purchase of Network Lifecycle Replacement devices for an amount not to exceed \$260,371.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a contract with CDW-Government, LLC for the purchase of the Network lifecycle replacement devices for an amount not to exceed \$260,371 (two hundred sixty thousand, three hundred seventy-one dollars.)



BOARD MEETING MEMO

Agenda Item 4.B.III

To: Board of Directors
From: Ross Aguilar, Information Technology Manager
David G. Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Mobile Access Routers

ISSUE

Shall the Board authorize the General Manager to execute a contract with BorderLan, Inc. for the purchase of mobile access routers, for an amount not to exceed \$122,208.

BACKGROUND AND FINDINGS

Cherriots Local buses are equipped with Mobile Access Routers, which are used to provide a cellular Internet connection for CAD/AVL, security cameras, and GPS positioning systems. These routers will replace older routers that are no longer supported by the vendor on Cherriots Local, and install new Mobile Access Routers on Cherriots LIFT. Cherriots LIFT does not currently have Mobile Access Routers so this procurement will bring parity between services.

The Mobile Access Routers will be purchased through the Oregon State Price Agreement, Cradlepoint State Participating Addendum (SPA) 1623, which meets the requirements of a competitive procurement, in addition to Federal terms and conditions.

FINANCIAL IMPACT

Federal 5307 grant funds, with an 80/20 match share, are available for the purchase of this equipment and the proposed expenditure is included in the District's adopted FY2026 Budget in the Deputy General Manager Division's Capital Programs Fund (ITS Equipment Lifecycle Replacement FY26).

RECOMMENDATION

Staff recommends the Board authorize the General Manager to execute a contract with BorderLan, Inc for the purchase of Mobile Access Routers for an amount not to exceed \$122,208.

PROPOSED MOTION

I move that the Board authorize the General Manager to execute a contract with BorderLan, Inc for the purchase of Mobile Access Routers for an amount not to exceed \$122,208 (one hundred twenty-two thousand two hundred and eight dollars).

To: Board of Directors
From: Zach Leeth, Maintenance Manager
Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Bus Auditing Services

ISSUE

Shall the Board authorize the General Manager to enter into contract with Transit Resource Center (TRC) for the purchase of bus audit services for a one-year contract with four (4) option years for an amount not to exceed \$120,280?

BACKGROUND AND FINDINGS

The purpose of this contract is to establish an on-call Buy America audit, Safety Certification audit and manufacturing inspection service for the District's vehicle procurements. Per these specifications, the contractor shall perform necessary, thorough inspections of vehicles being manufactured or purchased; product quality assurance including but not limited to fit and finish, maintainability, and workability; as well as provide audits and certifications required for FTA Buy America regulations pertaining to rolling stock purchases. The District considers the Contractor's ability to plan, communicate and execute this service as a critical element during transit vehicle procurements. The Contractor shall provide a minimum of the following services under this contract:

- A. All required FTA audits and documentation pertaining to transit vehicle purchases.
 - 1. Pre-award Buy America Audit
 - 2. Post Delivery Buy America Audit
 - 3. Final Report of all vehicles purchased for that particular order
- B. Technical Configuration Certification and Reports
- C. Vehicle Manufacturing Production Quality Assurance and Reports
- D. Pre-Delivery Inspection and Testing Reports
- E. Conditional Acceptance Testing at the Manufacturer's plant and Reports
- F. Maintenance Manual Review with Deficiency Report

FINANCIAL IMPACT

The funding will be from varying sources, based on the project.

RECOMMENDATION

Staff recommend the Board authorize the General Manager to enter into a one-year contract with four (4) option years with Transit Resource Center (TRC) for the purchase of bus audit services for an amount not to exceed \$120,280.

PROPOSED MOTION

I move that the Board authorize the General Manager to enter into a one-year contract with four (4) option years with Transit Resource Center for the purchase of bus audit services for an amount not to exceed \$120,280 (one hundred twenty thousand two hundred and eighty dollars).

To: Board of Directors
From: Zach Leeth, Maintenance Manager
Tom Dietz, Chief Operations Officer
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Del Webb Charging Infrastructure – Phase 2

ISSUE

Shall the Board authorize the General Manager to enter into a contract with EC Electric for the installation of depot charging equipment and infrastructure with a project amount not to exceed \$137,450?

BACKGROUND AND FINDINGS

This phase of the electrification project is located at the Del Webb Operations Headquarters and includes planning, purchasing, installation, and construction to complete the charging infrastructure for the Battery Electric Bus (BEB) fleet.

To maintain site integrity, existing, NEPA/SHIPO-approved conduits and mountings will be used without digging or modifying the current drive area or walkways. The project is scheduled with a five-week completion timeline, including delivery of the equipment. This acquisition expands infrastructure capacity rather than replacing any existing components, ensuring the Districts charging capability aligns with the fleet's growth. This expansion will allow the District to operate its BEB fleet efficiently and sustainably, enhancing fleet operations without significant site impact.

The solicitation for all installations, including connecting power blocks 7-10 and wiring bus chargers 13-20 to the switchgear was completed through a sole source justification process.

FINANCIAL IMPACT

Federal CMAQ Flex to 5307 grant funds, with an 80/20 match share, are available for this activity. The proposed expenditure is included in the District's adopted FY2026 Budget in the Operations capital projects fund (Electric Bus Charging Infrastructure).

RECOMMENDATION

Staff recommend that the Board authorize the General Manager to enter into a contract with EC Electric for the installation of depot charging equipment and infrastructure with a project amount not to exceed \$137,450.

PROPOSED MOTION

I move that the Board authorize the General Manager to enter into a contract with EC Electric for the installation of depot charging equipment and infrastructure with a project amount not to exceed \$137,450 (one hundred thirty-seven thousand four hundred and fifty dollars).



BOARD MEETING MEMO

Agenda Item 6.B

To: Board of Directors
From: Bobbi Kidd, Strategic Initiatives Administrator
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: The District's 2025 Climate Action Plan

ISSUE

Shall the Board adopt the District's 2025 Climate Action Plan?

BACKGROUND AND FINDINGS

In partnership with Cumming Group, the District has prepared its 2025 Climate Action Plan (CAP), which lays out the agency's strategy to decarbonize operations and to bolster operational and infrastructural resilience to the impacts of climate change.

Between November 2024 and May 2025, Cumming Group completed a comprehensive baseline conditions assessment. This work identified several important themes, including ridership, fleet diversification, infrastructure resilience, marketing, partnerships, showing progress, and operational sustainability. Cumming Group has since prepared a draft list of strategies falling under 7 overarching goals. Policy overview, greenhouse gas emissions projections, the climate vulnerability and risk assessment, and stakeholder engagement are all highlights found within this plan as the foundation for sustainable goal setting.

This proposed CAP reflects the collective work of staff, community partners, and stakeholders, and it provides a clear direction for how the District will decarbonize operations while building resilience. With Board adoption, we can move from planning to implementation, making measurable progress toward a more sustainable future for our community.

FINANCIAL IMPACT

The FY26 budget includes funds for the development of the District's Climate Action Plan.

RECOMMENDATION

Staff recommends that the Board adopt the District's 2025 Climate Action Plan, as presented in Attachment A, to advance a more sustainable future for the Salem/Keizer community.

PROPOSED MOTION

I move that the Board adopt the District's 2025 Climate Action Plan, as presented in Attachment A, to advance a more sustainable future for the Salem/Keizer community.

Cherriots Climate Action Plan

Board of Directors Meeting
September 25, 2025

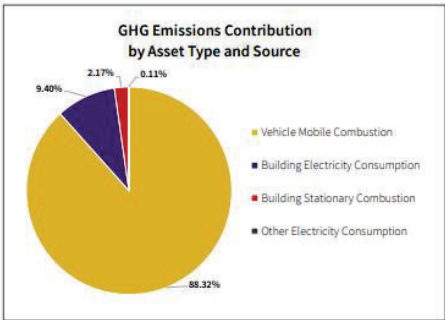


CHERRIOTS Agenda

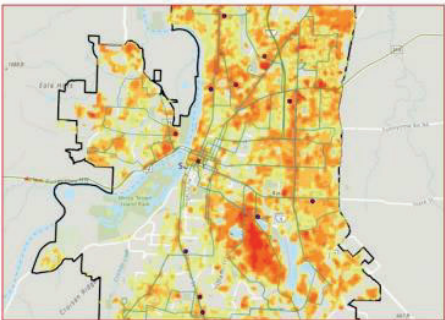
- Climate Action Plan Components
- Timeline
- Stakeholder Engagement
- Public Visioning Survey
- Public Comment
- Key Approaches
- Goal Categories
- What's Next?
- Questions

CHERRIOTS CAP Components

Policy Overview and Greenhouse Gas Emissions Projections



Climate Vulnerability and Risk Assessment



Internal and External Stakeholder Engagement



CHERRIOTS Timeline



CHERRIOTS Stakeholder Engagement

Internal Stakeholders

Board of Directors
Executive Leadership Team
Managers
Administrative Staff
Operational Staff

External Stakeholders

City of Salem
City of Keizer
Marion County
MWVCOG
ODOT
TriMet
LTD
Salem Area Chamber of Commerce
Boys and Girls Club
Salem Leadership Foundation
Willamette University

CHERRIOTS Public Visioning Survey

- **137 responses**, including 14 Cherriots affiliates (staff, CAC, Board)
- The survey was provided in English and Spanish and publicized through multiple outreach channels
- Compared to other Cherriots surveys, the CAP survey was skewed towards older respondents, women, less diverse, and more frequent riders
- **46%** were very concerned about the impacts of climate change, and 19% were somewhat concerned
- **95%** reported that they had experienced some form of extreme weather
- **33%** said that extreme weather had impacted their decision to ride with Cherriots
- The top three responses regarding Cherriots role, focused on **increasing transit ridership, providing transit to heating/cooling shelters, and transitioning to low/zero-emissions vehicles**
- Respondents were very aware of Cherriots electric and CNG fleet, and wanted to know more about what Cherriots is doing to adapt to climate impacts



CHERRIOTS Public Comment

Comment Period

August 11th, 2025-

August 25th, 2025

www.cherriots.org/climate-action-plan

Climate Action Plan - *Review the Plan!*

We are in the final phase of our Climate Action Plan. That means we are reviewing the draft of our plan.

Take a look and let us know what you think. Are we on track? Did we miss something? Typo?

Review the draft plan on our [Climate Action Plan project page](#)



Ya, I'll help review the Climate Action Plan



CHERRIOTS Key Approaches to Climate Action

1. Direct emissions reductions from Cherriots fleets and infrastructure (climate mitigation)
2. Behavioral change focused on increasing ridership to reduce regional greenhouse gas emissions
3. Infrastructural and community-wide climate adaptation and resilience

CHERRIOTS

Goal Categories

1. Ridership
2. Fleet diversification
3. Infrastructure resilience
4. Marketing
5. Partnerships
6. Showing progress
7. Operational sustainability



CHERRIOTS

What's Next?

- Establish steering committee for implementation
- Prioritize actions for FY27
- Establish steering committee cadence/monitoring progress process

- Report consistently

GOAL #:

Strategy #:					
Implementers	Partners	Timeframe	Climate Impacts	Co-Benefits	Cost
Action #	Description				
1					
2					
3					
4					





Climate Action Plan

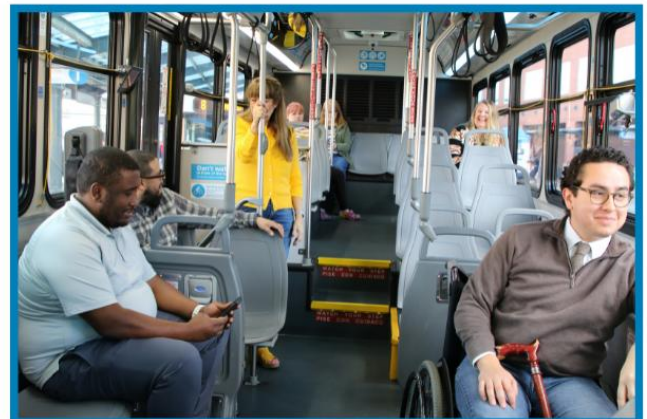


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ACKNOWLEDGEMENTS

For their numerous contributions to the development of this Climate Action Plan,
we thank the following individuals and partners.

Board of Directors



Joaquín Lara Midkiff
(he/him)
Director
Subdistrict 1



Ramiro Navarro Jr.
(he/him/el)
Director
Subdistrict 2



Sadie Carney
(she/her)
Treasurer
Subdistrict 3



Maria Hinojos Pressey
(she/her/ella)
President
Subdistrict 4



Ian Davidson
(he/him)
Vice-President
Subdistrict 5



Sara Duncan
(she/they)
Secretary
Subdistrict 6



Bill Holmstrom
(he/him)
Director
Subdistrict 7

Executive Leadership Team

Allan Pollock

General Manager

David Trimble

Deputy General Manager

Shofi Ull Azum

Chief Planning and Development Officer

Cliff Carpentier

Chief Safety Officer

Tom Dietz

Chief Operations Officer

Denise LaRue

Chief Financial Officer

Jaél Rose

Chief Employee and Labor Relations Officer

Project Manager

Bobbi Kidd

Strategic Initiatives Administrator

Community Partners

Boys & Girls Club, Salem Area Chamber of Commerce, Salem Leadership Foundation, Willamette University

Local Government Partners

City of Keizer, City of Salem, Marion County, Mid-Willamette Council of Governments, Polk County

Transit Partners

Cherriots Community Advisory Committee, Lane Transit District, Oregon Department of Transportation, TriMet

WELCOME LETTER

Cherriots Board President Hinojos Pressey and General Manager Pollock

Cherriots is pleased to share its Climate Action Plan (CAP), which reflects our dedication to providing accessible transit and bolstering climate resilience for the Salem-Keizer community. This CAP has been created with input from Cherriots employees, external transit partners, and the Salem-Keizer community. We are excited to highlight the sustainable progress completed so far, reflect on our lessons learned throughout the CAP development process, and share our new strategies aimed at reducing emissions. Our agency believes in the power of community connection, improving climate resiliency, and creating safe, reliable access to transit. This plan outlines our commitment and strategy to achieve this mission.

As climate events increase in frequency and intensity, we recognize the impact on our riders, along with our impact on the environment and surrounding communities. Our role in local environmental changes is interconnected with our mission of creating safe, accessible mobility options for the Salem-Keizer community. Increasing ridership is inherently sustainable, as it takes cars off the road and reduces emissions.

Throughout this CAP, we present a strategic framework that is aligned with Oregon's emission reduction goals. We identify areas where we can reduce our carbon footprint at the lowest cost and impact on our operations



Maria Hinojos Pressey
Board President



Allan Pollock
General Manager

and riders. This plan embraces new and forthcoming technologies to create systematic efficiencies, while providing transparency and accountability to riders along the way. We understand the importance of incorporating rider feedback in our strategies—understanding opportunities to make transit more accessible is imperative for creating an efficient, resilient, transportation system.

We recognize the effort in developing this plan, and express our gratitude to the Cherriots team, partners, and riders for their support and engagement. We also understand the hard work ahead to meet the goals outlined in this plan. Cherriots invites you to join us in our endeavor in continuing to promote a vibrant, sustainable, and accessible Salem-Keizer community and transit system.

A handwritten signature in black ink, reading 'Maria Hinojos Pressey'.

Maria Hinojos Pressey
Board President

A handwritten signature in black ink, reading 'Allan Pollock'.

Allan Pollock
General Manager

EXECUTIVE SUMMARY

As the impacts of climate change become ever more apparent, decisive action must be taken to mitigate its effects by reducing our greenhouse gas (GHG) emissions. In Oregon, the transportation sector is the largest source of statewide GHG emissions, underscoring the urgency for transit agencies like Cherriots to decarbonize. Public transit service providers are uniquely positioned to reduce community-wide reliance on single-occupancy vehicles, alleviate traffic congestion, and improve air quality—benefits that are especially significant for underserved and frontline communities.

Recognizing this responsibility, Cherriots has developed its first *Climate Action Plan (CAP)*. This comprehensive strategy establishes goals, identifies decarbonization pathways, and positions Cherriots to enhance infrastructural and community-wide resilience to climate-related disruptions. Our CAP was shaped by extensive stakeholder engagement, which included community input and collaboration with local partners and experts to ensure that the plan reflects the needs and aspirations of the communities we serve.

Cherriots CAP builds on recent sustainability achievements, including deploying battery-electric buses, switching to renewable fuels, installing efficient water- and energy-saving infrastructure, and embedding environmental stewardship into operations. Our 2022 GHG inventory shows that most of our emissions come from fleet operations, highlighting a critical opportunity for action. Without intervention, emissions could rise by over a third by 2045. However, by instituting planned investments and leveraging cleaner technologies and regulatory incentives, Cherriots can reduce its emissions by 92%. The CAP also addresses the mid-Willamette Valley's climate vulnerabilities, including rising temperatures, increased extreme heat days, and flood risks to key transit facilities, with an emphasis on protecting socially vulnerable populations who depend on transit the most.

Through this CAP, Cherriots will pursue seven overarching goals to drive climate mitigation, resilience, and adaptation:

1. Grow ridership to reduce regional greenhouse gas emissions.
2. Deploy a diversity of decarbonization technologies to reduce fleet emissions.
3. Build and retrofit transit infrastructure and operations facilities where possible to bolster climate and energy resilience.
4. Increase community engagement and strengthen messaging around transit as climate action.
5. Establish and grow partnerships with regional governments and employers to promote climate action and adaptation.
6. Establish and monitor progress towards milestone greenhouse gas emissions targets.
7. Institutionalize sustainability, climate action, and monitoring across Cherriots.

Our goals are supported by a set of more specific strategies that will drive their achievement. Implementation of these strategies will be prioritized based on certain criteria—such as cost-effectiveness, emissions impact, co-benefits, and alignment with other agency priorities—and funded through a mix of grants, incentives, and capital investments. Progress will be measured through routine GHG inventories, public reporting, and five-year plan updates.

Pursuing climate action is not merely an environmental imperative—it is a commitment to the health, equity, and future of our community. By aligning with state and federal climate targets, Cherriots aims to deliver cleaner, more reliable, and more inclusive transportation options. This *Climate Action Plan* will serve as a roadmap to a sustainable transit future, reinforcing Cherriots mission to create community connections and inspire regional pride through valued mobility options.



GLOSSARY

Greenhouse Gas (GHG)

A gas with properties that allow it to capture heat (e.g., carbon dioxide).

Climate Change

Shifts in short- and long-term climate patterns that can be caused by greenhouse gases and other planetary phenomena.

Carbon Footprint

The total greenhouse gases generated by an individual or an entity and its actions.

Climate Mitigation

Reducing or preventing greenhouse gas emissions.

Climate Adaptation

Adjusting to the current and expected impact of climate change.

Climate Resilience

Ability to prepare for, respond to, recover from, and thrive in the face of climate-related events.

Climate Stressors

Environmental and ecological changes caused by climate change that can lead to negative impacts on natural systems and human societies.

Climate Vulnerability

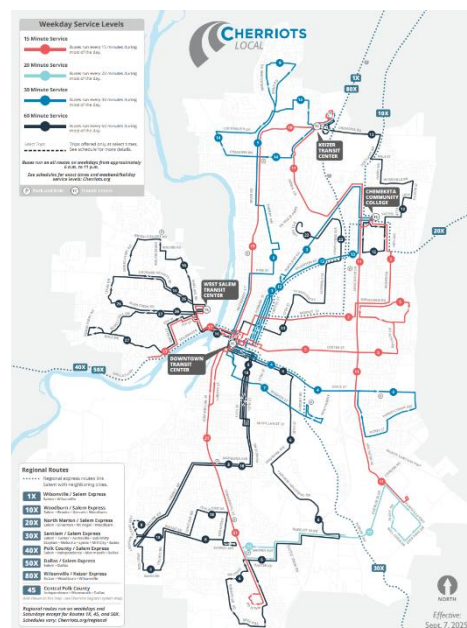
The degree to which people, communities, ecosystems, or the built environment are susceptible to harm from the impacts of climate change and their ability to adapt and recover.

1. INTRODUCTION

1.1 About Cherriots

Cherriots is a public agency that provides vital bus services over 78 square miles across Salem, Keizer, and the mid-Willamette Valley. Officially formed as the Salem Area Mass Transit District in 1979, Cherriots provides services across 21 Local bus routes and 6 Regional routes, connecting residents across both Marion and Polk counties (see Figure 1). Our Cherriots Local fleet consists of 71 buses, and our Cherriots Regional fleet consists of 14 buses. We also operate Cherriots LIFT, a paratransit service for those who cannot safely and independently use our regular bus service. It is our mission to create community connections, and in service of that mission we recognize that Cherriots plays a central role in fostering equitable mobility and economic vitality in the region.

Figure 1. Cherriots Local service and routes



1.2 Cherriots and Climate Change

As a public transit agency, we also play a critical role in regional sustainability and climate action. Transportation is responsible for over a third of Oregon’s greenhouse gas (GHG) emissions, and all aspects of our operations—from the fuels we use to power our buses to the energy we use to power our buildings and transit centers—contribute to the emissions that are contributing to climate change. Given that climate change has been linked to direct harm on our communities, from long bouts of unprecedented extreme heat and drought to increased flooding risk, we recognize that we have a responsibility to reduce our emissions to protect communities both here in the Mid-Willamette Valley and beyond.

However, public transit in and of itself is a strategy to combat climate change. Buses and other forms of shared rides can take cars off the road, which in turn reduces GHG emissions, harmful air pollution, and road congestion. In addition, public transit infrastructure can also enable land use that not only reduces car use, but also promotes forms of active, zero-emission transportation like walking, cycling, and rolling. Consequently, we continue to think about opportunities to grow as a service provider and expand mobility access to even more communities across the region. This is especially critical for individuals who are already facing challenges in accessing bus services due to extreme weather events and rely on transit to help them reach their destination safely.

1.3 About this *Climate Action Plan*

Recognizing the harsh realities of climate change as they play out here in the mid-Willamette Valley, we are embracing the responsibility to act. Cherriots has prepared this *Climate Action Plan* (or “CAP”) as a commitment to tackling the climate crisis head on. The CAP outlines the steps we will take to reduce our greenhouse gas (GHG) emissions, as well as to bolster systemwide and community-wide resilience to the impacts of climate change. The CAP is aligned with the state of Oregon’s 2035 Goal (Executive Order 20-04) to commit to two emission reduction goals. Oregon is committed to reducing GHG emissions at least 45% below 1990 levels by 2035, and at least 80% below 1990 emissions levels by 2050. The CAP is a message to our riders and partners that we are devoted to these goals and the communities amidst the growing challenges faced from the climate crisis.

The CAP is intended to function as an actionable framework for Cherriots to implement programs, projects, and initiatives that are tied to GHG emissions reduction and climate resilience. Cherriots consulted with stakeholders across the region to devise concrete solutions to integrate climate action and sustainability across all of our operations. The strategies in this plan build upon existing efforts at Cherriots, but they also include new ideas that align with the needs and expectations of our staff, regional partners, and riders.

1.3.1 Our Planning Process

Our planning process spanned nearly a year and comprised three phases of analysis and engagement (Figure 2).

Our Values

Communication - *I promote an open, respectful dialogue with our customers, community partners, and teammates.*

Humility - *I will serve others with compassion and empathy.*

Excellence - *I will deliver a world class customer experience.*

Respect - *I will honor our team and community with my words, actions, and behaviors.*

Resourceful - *I will adapt to find efficient and innovative ways to overcome challenges and be willing to take initiative to achieve success.*

Inclusive - *I recognize and honor diversity and will act with integrity, promoting decisions and actions that are equitable and align with being an inclusive agency.*

Ownership - *I am empowered to take actions that contribute to good stewardship and community trust.*

Transparency - *I invite trust by fostering honesty and credibility in the eyes of others.*

Safety - *I own my role in ensuring Cherriots provides a safe, clean, and secure experience.*

Figure 2. CAP planning process



Phase 1: Baseline Conditions Assessment

Our process began with an evaluation of baseline conditions, which included the following:

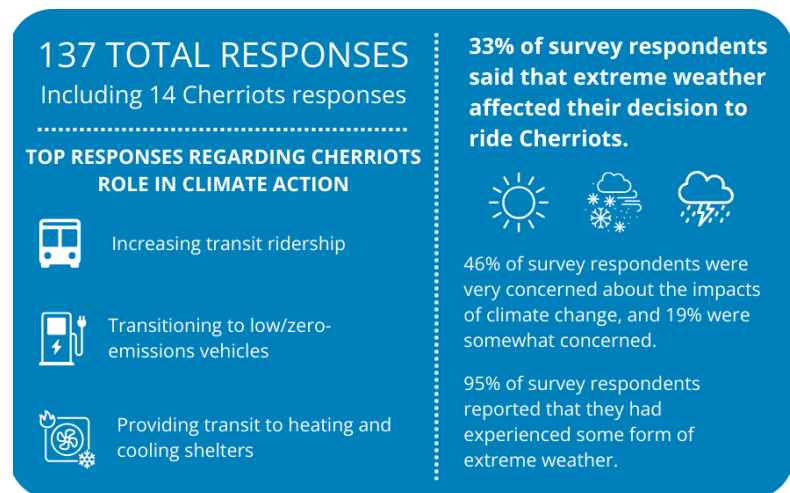
- A comprehensive review of existing Cherriots plans, projects, and initiatives that are relevant to or may be impacted by Cherriots climate action planning efforts;
- Research into regulatory drivers and funding resources at the local, state, and federal level that could affect the ability of Cherriots to implement climate action;
- Review of Cherriots 2022 greenhouse gas emissions inventory and the development of emissions projections through 2050; and
- an assessment of climate vulnerability and risk across the Cherriots service area and communities across the region.

Phase 2: Visioning

Cherriots organized and facilitated eight ‘visioning’ meetings with internal stakeholders and regional partners to gain an understanding of participant aspirations and expectations around climate action at Cherriots. These meetings also included discussions on opportunities for partnership and collaboration around regional climate action.

In April 2025, Cherriots also launched a public visioning survey to raise awareness and integrate community priorities and feedback into the CAP. The survey asked similar questions to the visioning stakeholder meetings, as well as additional community-oriented and climate vulnerability questions. The survey received 137 responses from Cherriots riders, the community, and staff. Important themes from the visioning sessions and survey were translated into goals for the CAP. Figure 3 summarizes key findings.

Figure 3. Community CAP Visioning Survey responses and themes



Phase 3: Strategizing

Cherriots then developed a preliminary set of proposed GHG reduction and climate resilience strategies based on the findings of the first two phases. These strategies were vetted by internal

staff and were subsequently shared with internal stakeholders and regional partners through four strategizing meetings. Discussion focused on Cherriots responsibility and jurisdiction over certain emission-generating activities, public transit best practices, and impacts to riders and the region.

Cherriots also facilitated a small workshop with community-based organizations, with the intent to better incorporate community experience and perspective into the CAP. This coincided with a brief public comment period to get additional community-wide feedback on the Plan.

1.3.2 What We Heard

The input from stakeholders throughout the Visioning and Strategizing phases was deeply valuable, and Cherriots drew on that feedback as we devised the strategies in this plan. The stakeholders engaged are summarized in Figure 4.

Key themes that emerged from stakeholder sessions throughout the CAP development process included:

Figure 4. Stakeholders engaged in Cherriots CAP development



- **Ridership as a driver of climate action:** Stakeholders expressed that increasing ridership was critical to addressing climate change, as it correlates with taking cars off the road and consequently reducing emissions from the transportation sector.
- **Fleet diversification as a resilience tactic:** While stakeholders were generally enthusiastic about fleet electrification, stakeholders expressed that vehicles powered by a diverse portfolio of low-to-zero-carbon fuels would be valuable in the case of grid outages, allowing Cherriots to keep buses running during such events.
- **Infrastructure resilience:** Internal staff commented frequently on the importance of devoting resources to retrofitting or upgrading assets to help them stay up and running during major storm or flooding events. This step would ensure that services are available when riders may need them the most.
- **Climate action as a marketing tool:** Some stakeholders expressed that an emphasis on Cherriots climate action planning efforts may align with individual values and encourage community members to ride Cherriots buses.
- **Leverage partnerships wherever possible:** In engaging with multiple cities and public transit agencies, we were encouraged by and reminded of the wealth of partners in the region with whom Cherriots should collaborate to advance climate action.

- **Monitor and show progress:** Stakeholders emphasized the importance of communicating progress towards the agency's climate action goals on a routine basis through public-facing dashboards or reports.
- **Embed sustainability into operations and culture:** All stakeholders commented on the value of integrating sustainability and climate action into institutional processes wherever possible, which could be overseen by a steering committee.

1.3.3 What is in Our Plan

This Climate Action Plan features two key sections, including:

- **Baseline Conditions:** A summary of Cherriots current state with respect to climate action, greenhouse gas emissions, and systemwide climate vulnerability.
- **Roadmap and Implementation Plan:** A complete list of the strategies to be implemented towards achieving Cherriots climate action goals, as well as our approach to prioritizing projects and monitoring our progress.



2. BASELINE CONDITIONS

2.1 Climate Action to Date

While this is Cherriots first Climate Action Plan, our agency has worked on a range of strategic plans, studies, capital projects, and other operational initiatives to reduce GHG emissions, improve climate resilience, and integrate sustainability across our operations.

Some of our key strategic plans and studies are highlighted in Figure 5, each of which include actions, design components, or programs related to climate action. When developing this CAP, Cherriots evaluated and synthesized each of these efforts to get an understanding of where we could build upon existing work and where there were critical gaps in our activities to date. Furthermore, Cherriots reviewed relevant local, regional, and statewide plans, policies, and regulations to understand where there may be opportunities to do this work in partnership with other stakeholders and with funding from external sources, as well as where there may be regulatory barriers or funding gaps.

Figure 5. Cherriots Strategic Plans and Studies



2.1.1 Operational Sustainability

To date, Cherriots has implemented the following activities to embed sustainability into its operations and reduce its contributions to climate change:

- **Transitioning to a zero-emission bus fleet:** Cherriots operates a fleet of diverse low-emission fuel types, including a growing segment of battery-electric buses (BEBs), renewable natural gas (RNG), and R-99 renewable diesel.
- **Upgrading our bus wash:** Cherriots recently replaced its existing bus wash with a more efficient system, including a water reclamation system to reuse water and a reverse osmosis rinse to reduce water spots on glass and reduce the need for blow drying. The upgrade has reduced soap use by 70% and reduced water consumption for bus washes by 80%.
- **Using re-refined oil:** Cherriots conducted a test on the benefits of using re-refined oil, whereby oil is processed back to a pure base stock and reinserted with additives to preserve oil. As of January 2024, Cherriots has used 15,714 gallons of re-refined oil. This is estimated to have prevented the production of approximately 109,998 gallons of crude oil.
- **Installing LED lighting:** Cherriots has installed LED lighting at several locations to reduce energy demand, including Keizer Transit Center, the transit mall at our downtown transit center, the exterior of our administrative and maintenance facilities, and all bus working areas within our maintenance shop.
- **Opting for sustainable building design:** With support from local organizations and federal and state funds, Cherriots opened its Keizer Transit Center (KTC) in July 2013. KTC features several sustainability and resilient design elements, including a green roof, bioswales, and in-floor heating through geothermal technology. Solar panels are installed on the roof of KTC and the bus shelters have bi-facial solar, with panels on top and underneath the roofs. To date, it is estimated that through the solar panels at KTC alone, Cherriots has generated enough energy to power 18 homes for one year.



2.1.2 Leadership and Programming

In addition to operations, Cherriots demonstrates its commitment to institutional sustainability through various internal leadership groups and programs, including but not limited to:

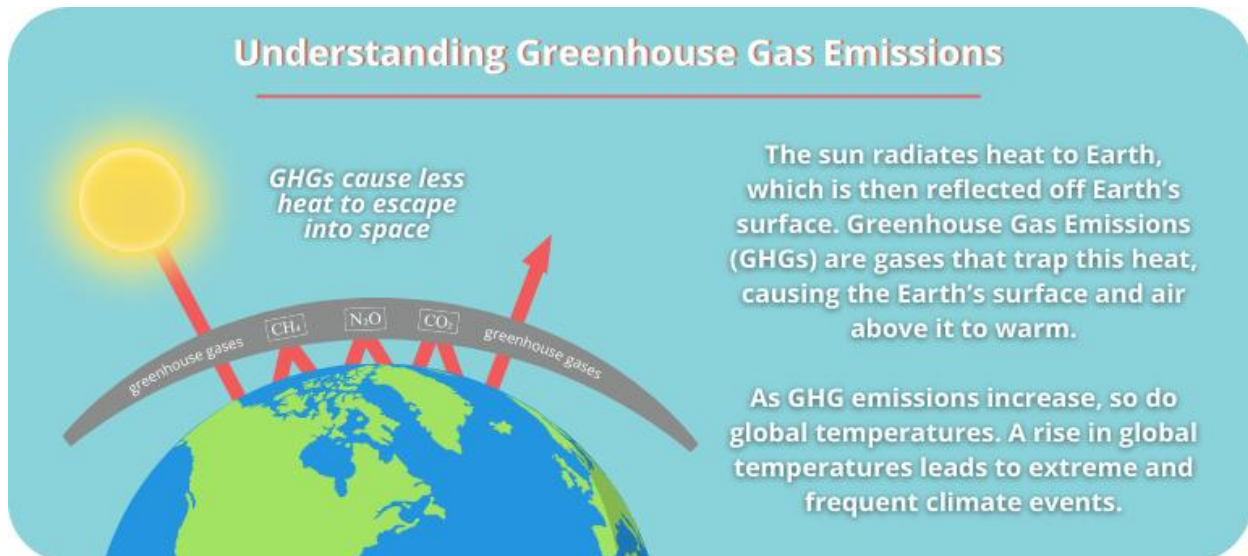
- **Sustainability Committee:** Our internal Sustainability Committee facilitates initiatives across operations, including recycling programs and green procurement efforts.
- **Security and Emergency Management Team:** Our Security and Emergency Management Team has incorporated climate resilience into its emergency planning scope of work, which includes devising safety solutions for responding to major climate events.
- **Memberships and Commitments:** In 2013, Cherriots became a certified member of Marion County EarthWISE, a sustainable business network that provides environmental assessments and a network of businesses and non-profits interested in sustainability and climate action. Further, Cherriots is also a signatory to the American Public Transportation Association's (APTA) Sustainability Commitment, which recognizes agencies who are committed to developing more sustainable operations.
- **Commuter Options Program:** This program was designed by Cherriots to provide greater access to sustainable transportation choices, such as biking, walking, transit, vanpooling, carpooling, and telecommuting. The program places a focus on education and uses outreach strategies to spread awareness about various types of public transportation.
- **Expanded Service:** Increasing service and ridership is sustainable as it takes vehicles off the road. Cherriots most recent service expansion plan, *A Better Cherriots*, was adopted by the Board in 2018, implementing later evening, Saturday, and Sunday bus service.



2.2 Greenhouse Gas Emissions

In 2022, Cherriots prepared a GHG emissions inventory, which measures the amount of emissions from various sources across operations (e.g., buildings, vehicles). That inventory was reviewed as part of the CAP's development and was used to inform emissions projections and develop GHG reduction strategies.

Figure 6. Greenhouse gas emissions



2.2.1 Understanding Greenhouse Gas Emissions

GHG emissions are measured in metric tons of carbon dioxide equivalent (MTCO₂e), which allows us to aggregate emissions of different types of greenhouse gases into a singular unit. Emissions are typically evaluated by scope, which are differentiated by the level of control an entity has over those sources of emissions, summarized below and in Figure 7:

- **Scope 1:** These are emissions generated by assets directly owned and operated by Cherriots, including natural gas in buildings and fuel used by our fleet vehicles.
- **Scope 2:** These are indirect emissions from electricity procured by Cherriots through the grid, though Scope 2 can also account for purchased steam and cooling.
- **Scope 3:** These are indirect emissions from upstream or downstream activities that are related to our value chain, such as employee commuting, business travel, and solid waste.

Figure 7. Scope emissions



Understanding emissions in terms of source and volume is critical, as it allows an agency like ours to determine where it should prioritize activities for reducing emissions. In the case of many transit agencies, including Cherriots, vehicle fuel combustion makes up the majority of greenhouse gas emissions and thus prompts the need for actions that decarbonize fuels. Cherriots GHG inventory does not measure Scope 3 emissions, and only accounts for Scope 1 and Scope 2 emissions.

2.2.2 2022 Baseline Greenhouse Gas Emissions

Our baseline GHG emissions inventory found that, as of 2022, Cherriots total annual emissions amounted to 4,332.05 MTCO₂e (Figure 8 and Table 1). 88.32% of our baseline emissions are a result of mobile combustion (i.e., fuel used by our fleet vehicles). 9.51% of our emissions are a result of electricity purchased to power Cherriots facilities and electric vehicles. The remaining 2.17% of emissions are attributed to stationary combustion in Cherriots facilities (i.e., burning natural gas to heat buildings).

Figure 8. Cherriots 2022 GHG emissions by source

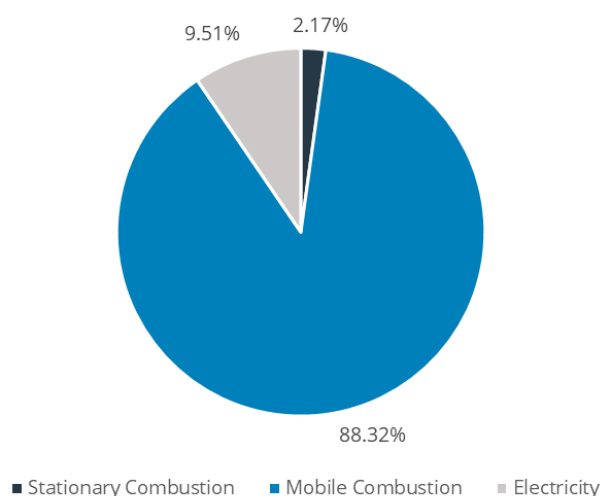


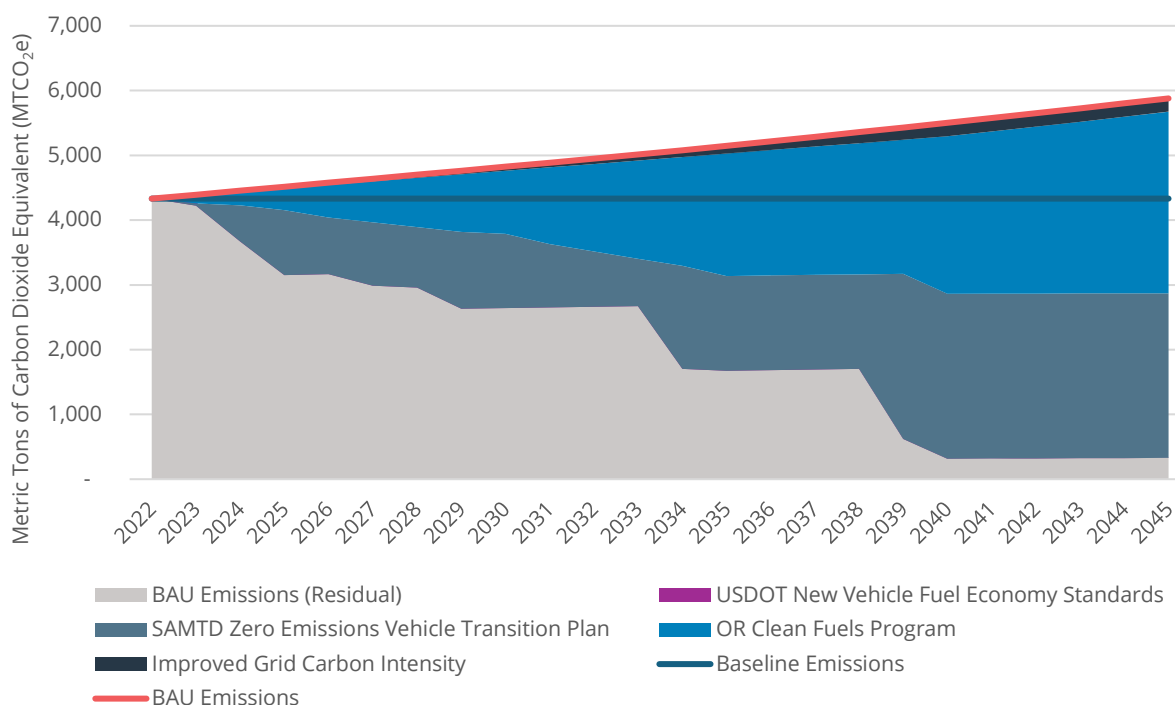
Table 1. Cherriots 2022 GHG emissions by source and type

Scope	Source	Emissions Type	MTCO ₂ e
1	Local Buses	Mobile Combustion	2,322.14
	Regional Buses	Mobile Combustion	666.19
	LIFT Buses	Mobile Combustion	697.47
	Shop & Ride Buses	Mobile Combustion	61.75
	Other Support Vehicles	Mobile Combustion	78.31
	Del Webb Facilities	Building Stationary	88.71
	Downtown Transit Center	Building Stationary	5.45
Scope 1 Total			3,920.02
2	Del Webb Facilities	Stationary Combustion	216.60
	Downtown Transit Center	Stationary Combustion	176.26
	Keizer Transit Center	Stationary Combustion	14.50
	Park & Rides	Electricity	4.67
Scope 2 Total			412.03
Total Scope 1 and 2 Emissions Baseline			4,332.05

2.2.3 Projected Greenhouse Gas Emissions

To better understand how Cherriots should prioritize activities to reduce emissions over time, Cherriots drew on its 2022 baseline inventory and various other inputs to forecast its GHG emissions through 2045. Figure 9 shows projected emissions in both a **business-as-usual (BAU)** or ‘do nothing’ scenario, as well as a **business-as-planned (BAP)** scenario, which shows the impact of regulatory drivers and existing initiatives on Cherriots emissions over time.

Figure 9. Cherriots Projected GHG Emissions through 2045



The orange line at the top of the stacked area chart represents Cherriots emissions in BAU scenario. Specifically, that scenario highlights how Cherriots emissions portfolio would change if all that were accounted for were external factors outside of Cherriots’ control and if we do not consider the impacts of regulatory action. The main driver of emissions growth would solely be ridership growth (as an extension of population growth). It is estimated that, in a BAU scenario, Cherriots emissions would increase by 35.7% by 2045 (from 2022 levels). In this scenario, higher emissions would increase, causing climate events to be more extreme and frequent. The graph can be used to gauge the intensity of protected climate events and allows Cherriots to develop strategies that are tailored to protect its riders.

The BAP scenario accounts for anticipated emissions reductions from the following regulations: U.S. Department of Transportation (USDOT) New Vehicle Fuel Economy Standards, Oregon’s Clean Fuels Program, the Cherriots *Zero Emissions Fleet Transition Plan*, and improvements to grid carbon intensity per the Oregon Renewable Portfolio Standard (i.e., 50% renewable electricity by 2040). The

diminishing grey wedge at the bottom of the chart reflects Cherriots emissions after accounting for these drivers. Consequently, Cherriots emissions are expected to fall by 92.3% by 2045 despite anticipated population growth. Decreasing emissions slows down the frequency and intensity of extreme climate events. As a result, Cherriots can develop climate resiliency strategies that are better aligned to this scenario, and provide safe, accessible transit options for its riders.

2.3 Climate Vulnerability Assessment

Cherriots recognizes that the impacts of climate change stand to damage transit infrastructure, leading to interruptions in service and potentially resulting in harmful economic and social impacts to the communities that rely on our services. As we prepared this Climate Action Plan, we performed a high-level, geospatial evaluation of climate vulnerability and risk with respect to our infrastructure and service areas.

A **climate vulnerability assessment** tells a story of how prepared a system, whether it be a community, organization, or ecosystem, is for the impacts of climate change. That preparedness is assessed relative to relevant **climate hazards** or **stressors**, which refer to specific climate impacts such as extreme heat, wildfire and smoke, inland and coastal flooding, drought, and extreme precipitation. A climate vulnerability assessment typically evaluates three key concepts relative to these stressors:

- **Exposure:** This refers to the extent to which an area or community are subjected to climate stressors (e.g., the degree to which an area is exposed to extreme heat based on the number of high heat days in a year)
- **Sensitivity:** This refers to the extent to which an area or community could be harmed by its exposure to a certain climate stressor (e.g., the density of vulnerable populations in an area with high heat exposure).
- **Adaptive capacity:** This refers to the ability of an area or a community to adjust to the stressor and mitigate harm (e.g., the number of splash pads and cooling centers given exposure to extreme heat).

While Cherriots used this assessment to assess the impacts of climate stressors on our infrastructure, we also considered how these hazards would negatively affect vulnerable populations that rely on transit services, such as elderly and low-income communities.

2.3.1 Methodology

Cherriots reviewed and modeled various climate stressors to understand where the most vulnerable infrastructure, assets, and people are within the District's service area. By layering climate models over maps of Cherriots facilities and routes, key areas for prioritizing climate adaptive strategies were identified. The climate hazards or stressors reviewed for this assessment were heatwaves, wildfire and smoke exposure, flooding, drought, and ice storms. With respect to these stressors,

facilities assessed included park and rides, transit centers, offices, charging facilities, and bus storage and maintenance locations. Cherriots also assessed social vulnerability to understand where in the service area the most vulnerable riders were located.

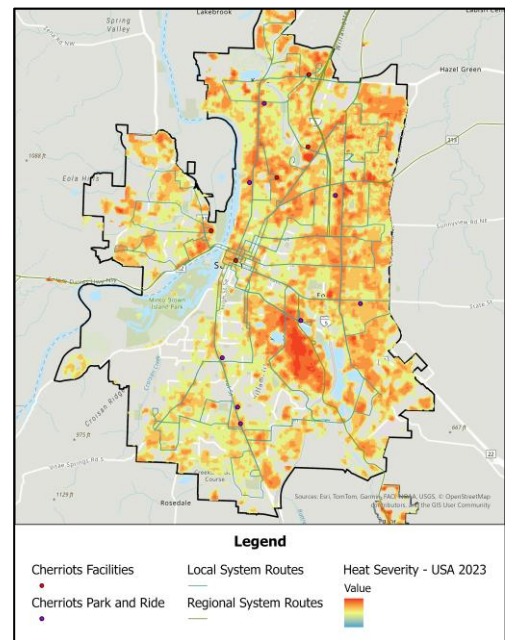
2.3.2 Findings: Climate Stressors

Our region faces a range of climate stressors driven by changing precipitation patterns, warming temperature, and more frequent extreme weather events, resulting in increased risks of flooding, droughts, and wildfires. These stressors are projected to intensify in coming decades, posing risks to both communities and critical infrastructure, including transit.

Extreme Heat

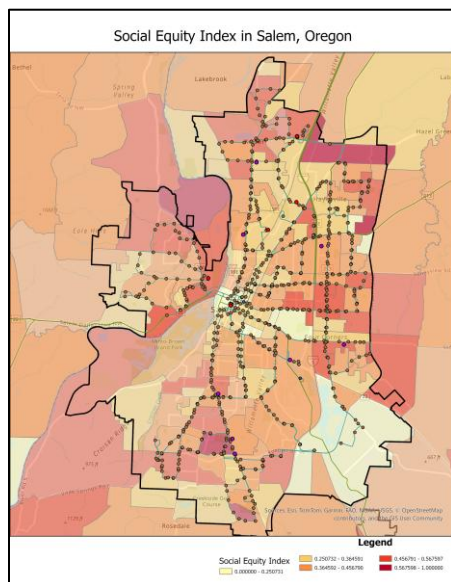
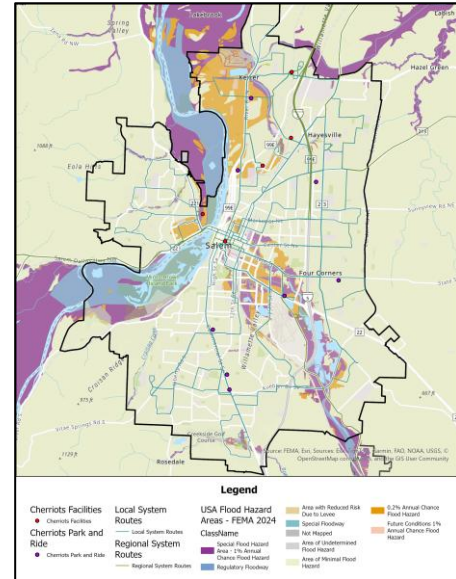
Projections indicate that by 2100, the Mid-Willamette Valley could see temperature increases ranging from 1°C to 7°C (2°F to 13°F). This warming trend is accompanied by more frequent and intense heatwaves, with Salem projected to experience an average of 24 days per year exceeding 92.3°F by 2050. The National Integrated Heat Health Information System shows heat severity throughout the United States. Heat severity refers to a period of heat and humidity with temperatures above 90°F (32°C) for two or three days.

The analysis showed that in Salem, there is a concentration of higher heat areas around the Salem Municipal Airport, due to aircraft fuel emissions and larger amounts of concrete, which absorb heat. Cherriots routes and stops near this area, such as the Airport Road Park and Ride, are at greater risk for extreme heat, which can damage Cherriots infrastructure and provide unsafe conditions for Cherriots riders. Extreme heat can create unsafe conditions for riders to commute to the bus stop. Further, extreme heat can overheat bus infrastructure, causing transit delays and cancellations. Additionally, Cherriots Contracted Services and Charging Facility at Hyacinth is in a highly paved industrial area with significant heat impacts and could face heat impacts to charging infrastructure. Thus, resiliency to extreme heat is important to ensure safe, accessible transit.



Flooding

To assess flood risk, researchers analyzed the Federal Emergency Management Agency's (FEMA) special flood hazard area data. A special flood hazard area is the area that will be inundated by the flood event having a 1% chance of being equaled or exceeded in any given year, shown in purple on the map. Due to its location along the Willamette River, the Salem-Keizer area is particularly prone to flood risks as climate change exacerbates the frequency and intensity of flood-causing precipitation. Cherriots West Salem Transit Center, Keizer Safeway Park and Ride, Fred Meyer North Park and Ride, and Del Webb Maintenance Facility and Operations Headquarters are particularly vulnerable to flood risk. Additionally, routes and stops adjacent to the Willamette River are more likely to experience flooding, which could cause bridge or road closures, delays, re-routes, or cancellations. Flooding can damage infrastructure, requiring maintenance periods to fix. Further, flooding provides unsafe conditions for riders to commute to the bus stop, preventing riders from accessing transit. Climate adaptation and resilience strategies are essential to strengthen infrastructure and ensure that riders can access transit safely.



Social Vulnerability

Social vulnerability is the degree to which people and communities are more susceptible to harm from climate-related hazards due to their social, economic, health, and demographic characteristics. Cherriots used the Oregon Department of Transportation's TransGIS social equity index, which includes poverty rates, disability rates, vulnerable and youth populations, and demographic data to understand where in the service area the most vulnerable riders were located.

Areas with a higher social equity index, such as Northeast Salem, indicate vulnerable populations with a greater need to access public transit, especially during climate events.

Vulnerable populations may use public transit as their only

source of transportation. These communities rely on Cherriots to commute to work, medical facilities, or grocery shopping. Cherriots is committed to providing accessible transit to all communities, so riders can safely and comfortably reach their destinations. Cherriots will use this information to plan climate mitigation and adaptation strategies that address community needs and access to safe, reliable transit. Addressing social vulnerability in Cherriots CAP planning helps ensure climate resilience is equitable and protects those most at risk.





2.3.3 Effects on Transit

Climate stressors put pressure on natural and built systems, including transportation networks, by creating challenges that affect their safety, reliability, and long-term performance (Figure 10).

Cherriots relies on safe roads, functioning vehicles, dependable infrastructure, and healthy riders and operators to deliver consistent service. It is expected that, without action, climate stressors can disrupt all of these by:

- **Interrupting Service:**
Flooded streets, icy roads, wildfire smoke, or extreme heat can lead to canceled routes or unsafe operating conditions.
- **Damaging Infrastructure:** Heat can buckle pavement, storms can wash out roads, and power outages can halt electric bus charging.
- **Impacting Equity:** Riders who rely solely on transit may face longer wait times, unsafe conditions, or a complete lack of service during climate-related events.

Figure 10. Climate stressors and impacts to transit

CLIMATE STRESSORS AND IMPACTS TO TRANSIT			
Climate Stressors	SERVICE IMPACTS	INFRASTRUCTURE IMPACTS	EQUITY IMPACTS
 Heatwaves	Reduced vehicle performance	Pavement damage and exposed transit facilities	Operational challenges
 Wildfire Smoke	Service reductions and visibility issues	Exposure of facilities to smoke	Health risks to operators
 Flooding	Road closures and route disruptions	Damage to roads and bridges	Reliability issues for riders
 Ice Storms	Downed trees and power lines	Damage to shelters and stops	Elevated risks for transit-dependent populations

Service Disruptions

Based on our climate vulnerability assessment, Cherriots determined that the following stressors should be considered as posing serious risks of disruption to our services:

- **Heatwaves:** Extreme heat can degrade vehicle performance (e.g., battery efficiency for electric buses, risk of overheating engines), increase passenger health risks at unshaded stops, and reduce road surface integrity (e.g., asphalt softening).
- **Wildfire Smoke:** Poor air quality may require service reductions to protect operators and passengers, while visibility issues increase driving hazards.
- **Flooding:** Road closures from flash floods or landslides can sever routes, delay service, and require detours or temporary suspension of operations.
- **Ice Storms:** Downed trees, icy roadways, and power outages can halt transit service for days at a time.

Infrastructure Vulnerability

Cherriots determined that the following infrastructure would be particularly exposed to climate stressors, resulting in unique vulnerabilities that must be addressed:

- **Road and Bridge Damage:** Repeated flooding and heat stress can degrade pavement, bridge joints, and culverts, increasing maintenance costs.
- **Transit Facilities:** Bus depots, maintenance yards, and park-and-ride lots located in floodplains or near rivers are vulnerable to inundation risks.
- **Passenger Amenities:** Shelters and stops without climate-resilient design (e.g., shading, storm drainage) leave riders exposed to heat, rain, or smoke hazards.
- **Electrical Systems:** Electric bus charging infrastructure is vulnerable to power outages caused by storms or wildfire-related grid disruptions.

Systemic Impacts

Based on the above, Cherriots determined that the short- and long-term impacts to the system of leaving these climate risks unaddressed primarily include the following:

- **Reliability and Equity:** More frequent climate disruptions may disproportionately impact transit-dependent populations, especially those with fewer alternatives during service outages.
- **Costs and Maintenance:** Increased repair needs for vehicles and infrastructure raise operational costs, straining agency budgets.
- **Long-term Planning Challenges:** Uncertain climate patterns complicate future transit scheduling, facility siting, and infrastructure investment decisions.



3. ROADMAP AND IMPLEMENTATION PLAN

3.1 Roadmap Overview

Through the planning process, we observed several important themes, including ridership, fleet diversification, infrastructure resilience, marketing, partnerships, showing progress, and operational sustainability. The CAP's goals and strategies are informed by those themes and target three key approaches to climate action:

1. Direct emissions reductions from Cherriots fleets and infrastructure (climate mitigation).
2. Behavioral change focused on increasing ridership to reduce regional greenhouse gas emissions.
3. Infrastructural and community-wide climate adaptation and resilience.

3.2 Goals, Strategies, and Actions

The hierarchical framework of goals, strategies, and actions for the Climate Action Plan, as presented in this Roadmap are as follows:

- **Goals:** Seven goals frame the strategies and present thematic groupings.
- **Strategies:** Strategies are both short and long-range approaches to achieving the goals.
- **Actions:** Actions are practical steps for advancing the strategies.

For the purpose of this plan, only the goals and strategies are included in the CAP. As described further in Section 3.3, Cherriots has prepared an internal list of actions that support the strategies. The purpose of this internal list is to guide departments by providing tangible steps for implementation and additional details to support prioritization.

Cherriots will pursue **seven goals** to drive climate mitigation, resilience, and adaptation:

1. Grow ridership to reduce regional greenhouse gas emissions.
2. Deploy a diversity of decarbonization technologies to reduce fleet emissions.
3. Build and retrofit transit infrastructure and operations facilities where possible to improve climate and energy resilience.
4. Increase community engagement and strengthen messaging around transit as climate action.
5. Establish and grow partnerships with regional governments and employers to promote climate action and adaptation.
6. Establish and monitor progress towards milestone greenhouse gas emissions targets.
7. Institutionalize sustainability, climate action, and monitoring across Cherriots.

Goal 1: Grow ridership to reduce regional greenhouse gas emissions.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Improve service frequency, span, and coverage.	Emissions Mitigation (GHG)	Service Continuity, Equity, Economic Mobility
Strategy 2: Enhance first/last mile infrastructure and service.	Emissions Mitigation (GHG)	Public Health, Safety
Strategy 3: Invest in safety and comfort for riders.	Emissions Mitigation (GHG)	Rider Comfort, Public Safety

Goal 2: Deploy a diversity of decarbonization technologies to reduce fleet emissions.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Continue to transition fleet to a balanced mix of low emissions vehicles.	Emissions Mitigation (GHG)	Operational Resilience
Strategy 2: Use lifecycle emissions and cost analyses to support flexible, cost-effective vehicle procurement.	Emissions Mitigation (GHG)	Fiscal Responsibility
Strategy 3: Reduce idling at transit centers and depots where there is extended bus idling during layovers and maintenance/cleaning.	Emissions Mitigation (GHG)	Operator Comfort, Air Quality

Goal 3: Build and retrofit transit infrastructure and operations facilities where possible to improve climate and energy resilience.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Invest in climate-conscious waiting areas (bus stops, park and rides, transit centers).	Climate Adaptation	Rider Comfort, Public Safety
Strategy 2: Make climate-ready enhancements to critical facilities to protect against flood, heat, and power outages.	Climate Adaptation	Service Continuity
Strategy 3: Decarbonize facilities by partnering with local utilities around energy sourcing and charging infrastructure installations.	Emissions Mitigation (GHG)	Operational Resilience
Strategy 4: Utilize green building design for new or renovated facilities.	Emissions Mitigation (Scope 2)	Infrastructure

Goal 4: Increase community engagement and strengthen messaging around transit as climate action.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Conduct targeted outreach by audience (youth, low-income, employers, partners in health and emergency sectors, etc.).	Emissions Mitigation (GHG)	Behavioral Change, Broader Public Support
Strategy 2: Frame transit as a “community health and resilience” asset and use positive marketing to drive ridership.	Climate Resilience, Emissions Mitigation (GHG)	Behavioral Change, Public Health, Broader Public Support
Strategy 3: Implement sustainability-focused communication initiatives.	Emissions Mitigation (GHG)	Behavioral Change, Broader Public Support, Community Engagement

Goal 5: Establish and grow partnerships with regional governments and employers to promote climate action and adaptation.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Engage employers to boost commuter programs and incentives.	Emissions Mitigation (GHG)	Community Engagement
Strategy 2: Partner with local jurisdictions on transit-oriented, climate-friendly urban development and land use (e.g. housing near transit).	Emissions Mitigation (GHG)	Political Support, Infrastructure, Land Use Efficiency
Strategy 3: Support local partners in climate goals related to transportation.	Climate Adaptation	Emergency Preparedness, Political Support
Strategy 4: Integrate transit plans into local/regional resilience and health frameworks and emergency response coordination.	Emissions Mitigation (GHG)	Infrastructure, Land Use Efficiency, Emergency Preparedness

Goal 6: Establish and monitor progress towards milestone greenhouse gas emissions targets.

Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Define clear short-, medium-, long-term climate and emissions reduction targets.	Climate Adaptation, Emissions Mitigation (GHG)	Measurability, Organizational Alignment
Strategy 2: Integrate climate metrics (GHG reductions, resilience measures) into agency KPIs, decision frameworks, and performance measures.	Emissions Mitigation (GHG)	Measurability, Transparency, Continuous Improvement

Goal 7: Institutionalize sustainability and climate action across Cherriots.		
Strategies	Primary Climate Impacts	Co-Benefits
Strategy 1: Prioritize green procurement for office needs and operations.	Emissions Mitigation (Scope 3)	Cost Savings, Organizational Culture
Strategy 2: Train staff on climate and sustainability principles tailored to administrative roles and operations staff.	Climate Adaptation, Emissions Mitigation (GHG)	Cultural Change, Staff Empowerment
Strategy 3: Develop internal capacity for climate and sustainability leadership.	Climate Adaptation, Emissions Mitigation (GHG)	Organizational Alignment
Strategy 4: Incorporate sustainability into budgets and action plans across departments.	Climate Adaptation, Emissions Mitigation (GHG)	Organizational Alignment, Organizational Culture



3.3 Implementation

Implementation of the Cherriots CAP will be guided by four key steps as shown in Figure 11 below.



3.4.1 Assessing and Prioritizing Actions

The strategies presented in this plan are neither intended to be implemented concurrently, nor presented in order of importance or expected implementation. Cherriots has prepared an internal list of actions steps that support each strategy. This list of actions will guide Cherriots by providing tangible steps for implementation and additional details around cost, suggested partners, lead departments, and prospective timeframes.

Cherriots will initiate a Sustainability Advisory Committee with representatives from operations, leadership, the Sustainability Committee, and other departments across Cherriots to annually review, prioritize, and select approximately 5-7 actions per year to pursue. All actions must be assessed for feasibility and reviewed against additional criteria to prioritize their implementation.

To ensure that Cherriots can execute all selected strategies and actions, we will apply a multi-criteria decision framework when annually evaluating actions ahead of each fiscal year. Cherriots will consider the following criteria when prioritizing actions:

- **Financial Costs and Benefits:** Estimated capital and operating costs, life-cycle savings, and potential cost avoidance.
- **Emissions Reduction Impact:** Expected contribution toward reducing GHG emissions.
- **Resourcing:** Internal staff capacity or need for additional expertise or external support.
- **Funding Availability:** Potential to leverage grants, incentives, or other funding sources to offset costs.
- **Co-Benefits:** Additional benefits beyond emissions reductions, such as improved rider experience, public health, safety, accessibility, or equity outcomes.
- **Alignment with Existing Plans:** Consistency with Cherriots adopted guidance documents such as the Long-Range Transit Plan (LRTP), Transit Asset Management Plan, Strategic Plan, and other local or state transportation and climate policies.
- **Regional and Stakeholder Priorities:** The degree to which an action supports regional climate targets, meets community needs, or reflects stakeholder input.
- **Maturity of Strategy and Technology:** Readiness of the action for deployment, proven effectiveness of similar initiatives elsewhere, and anticipated technological advancements that may affect timing or costs.

Using these criteria, priority actions will be identified and sequenced to align with available resources, funding cycles, and other planned capital or service improvements to maximize synergies. This prioritization framework is designed to be adaptive, allowing Cherriots to reassess actions annually or as new information emerges. Factors such as changing market conditions, grant availability, evolving regulatory requirements, or innovative technologies may alter the timing or priority of certain actions. This flexibility ensures that Cherriots remains agile in pursuing the CAP goals, while staying grounded in fiscal responsibility, operational practicality, and stakeholder needs. The Sustainability Advisory Committee receive input from the Executive Leadership Team, Senior Management, and the Board, to finalize priority actions and then establish a workplan.

3.4.2 Securing Funding

Cherriots conducted a comprehensive analysis to identify viable funding opportunities that can support the successful implementation of the CAP goals and strategies. Table 2 aligns Cherriots climate strategies with actionable funding opportunities at the local, state, and federal levels. The matrix can serve as a planning and prioritization tool to help Cherriots identify the most viable implementation pathways based on available resources and strategic goals.

Table 2. Funding Sources and CAP Alignment

Funding Source	Eligible Assets	Cherriots Application	CAP Alignment
Local Utility			
PGE Drive Change Fund	Electric vehicles, chargers, outreach programs	Fund transit EV purchases and charging infrastructure with equity and GHG benefits	Goal 3.3
Salem Electric Solar Rebate	Small solar PV systems ($\leq 25\text{kW}$)	Add solar to small buildings within Salem Electric territory	Goal 3.2 Goal 3.3 Goal 3.4
ETO + PGE Electric Mobility Grant	EV charging infrastructure, site assessments, fleet electrification support	Fund depot chargers and design planning for EV buses; supports community-serving transit electrification	Goal 2.1
Salem Electric Energy Efficiency Rebates	Lighting, HVAC, insulation, windows, appliances (electric and gas)	Efficiency upgrades at Cherriots facilities served by Salem Electric, including lighting and HVAC improvements	Goal 3.3 Goal 3.4
PGE Green Future Renewable Development Fund	Solar PV systems (required), battery storage (required for public agencies)	Install solar + battery storage at public-facing facilities for resilience and GHG reductions	Goal 3.2 Goal 3.3 Goal 3.4

Funding Source	Eligible Assets	Cherriots Application	CAP Alignment
State			
Energy Trust of Oregon/PGE Energy Efficiency Incentives & SEM (Utility-Funded)	Lighting, HVAC, building controls, facility upgrades	Upgrade lighting and HVAC at admin and maintenance sites to reduce energy use	Goal 1.3 Goal 3.3 Goal 3.4
DEQ Medium & Heavy-Duty ZEV Rebate	Electric buses, support fleet vehicles, charging equipment	Rebates for purchasing new electric buses and fleet vehicles, up to 100% for public agencies	Goal 2.1
DEQ Zero-Emission Fueling Grant	DC fast chargers, Level 2 chargers, site infrastructure	Reimburse up to 80% of the cost to install depot EV charging for fleet electrification	Goal 2.1 Goal 3.3
Energy Trust + ODOE Solar & Storage Incentives	Solar PV, battery storage	Install solar panels and battery systems at depots for resilience and demand offset	Goal 3.2 Goal 3.3 Goal 3.4
ODOT Innovative Mobility Grant	Microtransit, mobility hubs, shared mobility infrastructure	Pilot last-mile transit or electric van programs in underserved areas	Goal 1.2 Goal 3.1 Goal 4.1
Oregon Clean Vehicle Rebate Program	Light-duty EVs and PHEVs (new or used)	Rebates for light-duty electric fleet vehicles used for service or support functions	Goal 2.1
Oregon DEQ Reduce, Reuse, Reimagine Materials Management Grant	Waste reduction equipment, reuse/repair systems, composting, public engagement tools	Fund depot-based composting, reuse of bus parts, or materials diversion projects with equity focus	Goal 3.3
Federal			
FTA Low-No Emission Grant (5339c)	Zero-emission buses and charging infrastructure	Fund purchase of electric buses and associated depot charging	Goal 2.1
FTA Bus and Bus Facilities Grant (5339b)	Bus facility construction, maintenance improvements, fleet upgrades	Expand and modernize maintenance facilities to support electric fleet	Goal 3.2 Goal 3.3 Goal 3.4
Inflation Reduction Act – Sec. 45W / 30C / 48	EVs, chargers, solar, storage (via direct pay)	Claim direct-pay credits for new fleet vehicles, depot chargers, and solar installations	Goal 7.4
EPA Clean Heavy-Duty Vehicle Grant	Class 6–7 ZEV buses, infrastructure, training	Comprehensive funding for bus replacement, charging, workforce upskilling	Goal 2.1

Funding options range from utility-administered efficiency incentives and mobility grants to federal transportation electrification programs. Various funding options will be applicable to different components of the CAP. Certain funding sources may also be strategically combined to achieve greater cumulative results. Due to recent volatility in federal funding, Cherriots must utilize a mixed approach to securing funding that emphasizes local and regional partnerships and other in-state options. Securing diverse financial resources is of the highest priority, as it will help us ensure adaptability in executing this CAP and accessing relevant funding streams as needed.

3.4.3 Implementing Projects and Programs

Projects and programs emanating from the CAP strategies and actions will be designated to Cherriots departments in alignment with their key functions and responsibilities. Those departments will refer to the prioritization criteria to help determine which actions can proceed into the implementation phase. Cherriots will run relevant projects through its capital project planning process, whereas programs will fall under the purview of department heads and program managers for implementation. Departments will integrate priority programs and projects into their annual workplans and budgets ahead of each fiscal year.

The Sustainability Advisory Committee will oversee climate action and sustainability across Cherriots. It is our vision that this committee will comprise a mix of executive and managerial leaders, creating accountability for our departments to the commitments made through this CAP.

3.4.4 Monitoring, Evaluation, and Reporting

A robust monitoring, evaluation, and reporting process is essential to ensure successful implementation of the Cherriots CAP and to track progress toward meeting climate goals. This process establishes accountability, provides transparency to stakeholders, and allows Cherriots to adapt its strategies over time.

Monitoring

Monitoring entails the ongoing collection and tracking of data to measure performance against established goals, targets, and key performance indicators (KPIs). Cherriots will establish a clear set of metrics to assess emissions reduction, energy consumption, ridership, low- and zero-emission fleet adoption, and climate resilience improvements. Data will be collected regularly from operational systems, fuel and energy usage records, vehicle telematics, ridership data, facility performance monitoring, and procurement records. A complete GHG emissions inventory should be completed and analyzed every two years to monitor shifts in Cherriots total GHG emissions and assess how operational developments affect our emissions portfolio.

Evaluation

Evaluation builds on monitoring by assessing whether the CAP actions are being implemented, if they are achieving intended outcomes, and identifying any barriers or opportunities for

improvement. Evaluation activities may include annual reviews of performance data, assessment of co-benefits, and qualitative feedback from staff, riders, and community stakeholders. Evaluation findings will guide adjustments to the CAP, prioritization of future actions, and integration of new technologies or practices as they become available.

Reporting

Cherriots reporting will consist of quarterly, bi-annual, and comprehensive updates. Quarterly updates for leadership and department heads to assess progress, flag implementation challenges, and adjust actions is particularly important, especially in the first year of implementation. Cherriots will also publish a *Biennial Climate Action Progress Report* summarizing key achievements, challenges, and lessons learned. This report will include updates on GHG emissions inventory trends, progress toward short- and long-term targets, and highlights of completed or ongoing initiatives. The report will be shared with Cherriots leadership and presented to the Board of Directors, as well as to the broader public. In addition, Cherriots will conduct a comprehensive CAP evaluation every five years to update strategies and actions in alignment with new technologies, progress, funding opportunities, and emissions reduction potential.

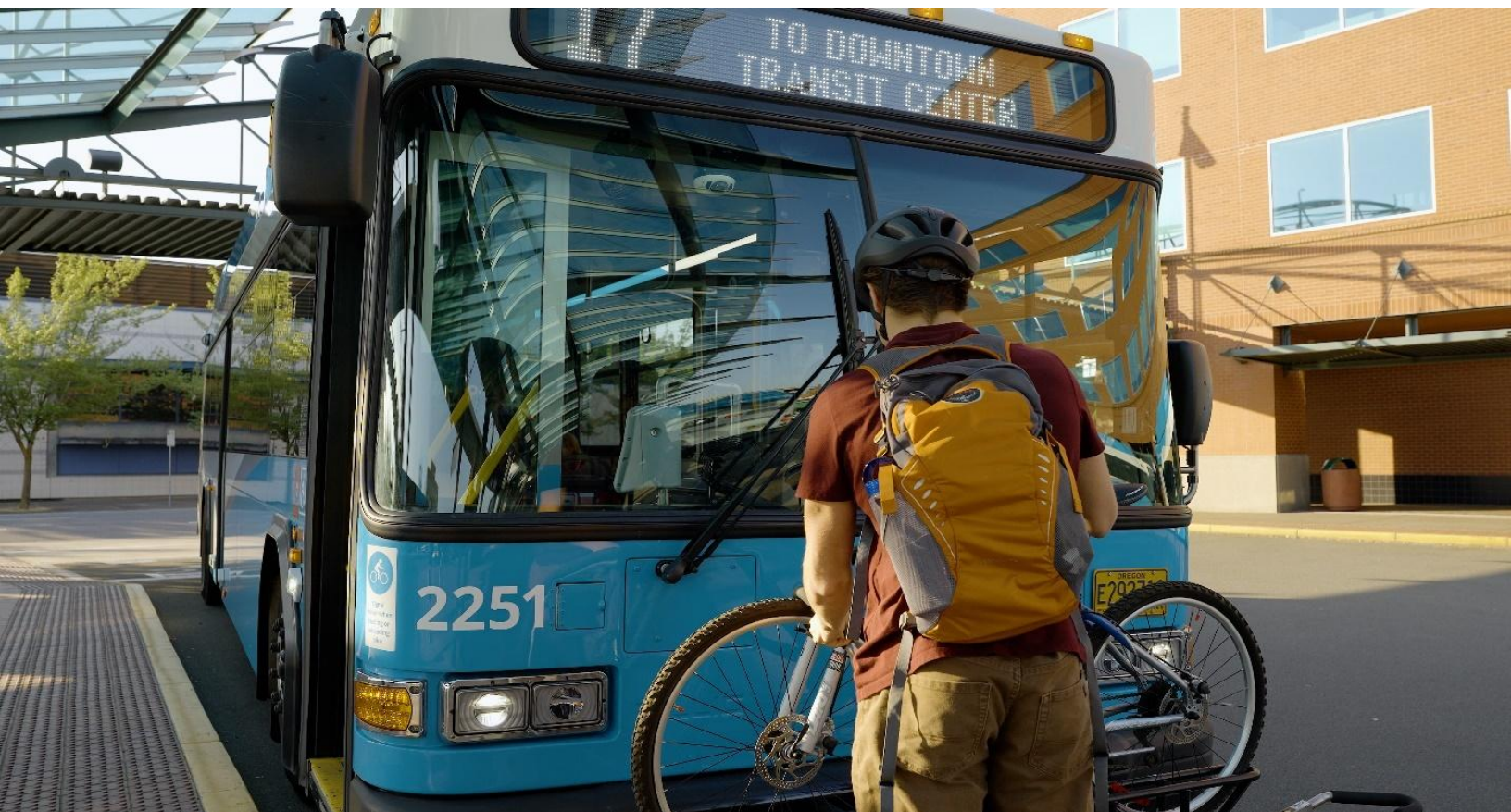


4. CONCLUSION

Cherriots recognizes that public transit and climate action are not merely related concepts; public transit is inherently *a part of the solution* to the climate crisis. It is our belief that creating community connections and bolstering our collective resilience to the impacts of climate change are outcomes of the same endeavor: to provide safe, clean, and secure public transit to all across the Salem-Keizer community and the mid-Willamette Valley.

As such, we are not starting from zero; we are building on years of work creating a more sustainable future. This CAP is both a testament to that work, as well as a commitment to keep going. It folds in our ongoing efforts to reduce harmful climate and air pollution, as well as our plans to fortify our infrastructure to stay up and running when people need our services the most.

This CAP is an achievement that we celebrate, but the hard work remains ahead of us. We look forward to working with our partners across the region, and to sharing our progress over the coming years. In the meantime, we invite you to join us in our shared endeavor to build a better climate future for all.



APPENDIX A: GREENHOUSE GAS EMISSIONS PROJECTIONS

A1. Methodology

Cherriots previously prepared a baseline greenhouse gas (GHG) emissions inventory for calendar year 2022. It is this baseline inventory against which emissions projections were prepared for this CAP, using two different scenarios: business-as-usual and a business-as-planned.

A1.1 Business-as-Usual Scenario

Cherriots first prepared a business-as-usual (BAU) or 'do nothing' emissions scenario. The BAU scenario accounts for no existing or new actions being implemented and non-compliance with regulatory requirements around building and transportation emissions. The key driver of change to emissions is solely based on anticipated growth in ridership, which is informed by expected population growth across the region. Growth in Cherriots service area population is based on data from Cherriots 2022 Transit Asset Management Plan.

A1.2 Business-as-Planned Scenario

Following the BAU scenario, Cherriots prepared a business-as-planned (BAP) scenario. The BAP scenario accounts for any major existing initiatives (e.g., fleet transition) and regulatory drivers that may affect emissions. For the BAP scenario, Cherriots evaluated the projected impact of transitioning its fleet to 100% zero-emissions based on the *Zero Emissions Vehicle Transition Plan*, as well as the anticipated impact of key federal and state regulatory drivers:

- 1. Grid Carbon Intensity:** The BAP scenario accounts for the impacts of House Bill (HB) 2021, which requires electricity providers to reduce greenhouse gas emissions from electricity sold in Oregon to 80% below 2010 levels by 2030 and 90% below by 2035. HB 2021 sets a goal for 100% carbon-free electricity by 2040.
- 2. U.S. Department of Transportation Vehicle Fuel Economy Standards:** The BAP scenario accounts for vehicle fuel economy standards established by the U.S. DOT, which for this analysis were applied to all relevant fleets operated by Cherriots.
- 3. Oregon Clean Fuels Program:** Finally, the BAP scenario accounts for the impacts of Oregon's Clean Fuels Program, which sets annual carbon intensity benchmarks for transportation fuels. The rule requires a 10% reduction in average carbon intensity from 2015 levels by 2025, a 20 percent reduction by 2030, and a 37 percent reduction by 2035. These reductions are applied to applicable fuels used across Cherriots fleet operations.

The BAP scenario shows how each of these drivers subtracts from emissions each year, leaving a residual set of emissions that require new programs or projects to either eliminate or offset.

APPENDIX B: CLIMATE VULNERABILITY ASSESSMENT

B1. Methodology

Cherriots used GIS mapping to understand the vulnerability of various facilities to select climate hazards. Both the Local and Regional system were modeled using Cherriots service area and facility maps as the base.

B1.1 Climate Hazards

Cherriots conducted a high-level climate vulnerability assessment, evaluating a pre-determined set of climate hazards informed by Oregon's Climate Action Commission and distilled into a smaller set of regionally pertinent hazards in coordination with Cherriots Operations:

1. Extreme heat
2. Wildfire and smoke exposure
3. Flooding
4. Ice Storms

Extreme heat and flooding were selected for closer evaluation using geospatial mapping tools. GIS mapping layers showing heat severity were overlaid on Cherriots service area and on markers indicating Cherriots facilities and transit centers. The heat severity index drew on data available from the [Federal Heat Severity Index](#). Flooding layers utilized data from the [Federal Emergency Management Agency \(FEMA\)](#).

B1.2 Social Vulnerability

Cherriots prepared a third map overlaying a social equity index atop of Cherriots service area (including facilities, transit centers, bus routes, and stops). The social equity index uses data available from the [Oregon Department of Transportation \(ODOT\)](#).

Creating Community Connections



SALEM AREA MASS TRANSIT DISTRICT
Cherriots.org

Prepared by
CUMMING
GROUP



BOARD MEETING MEMO

Agenda Item 7.A

To: Board of Directors
From: Shofi Ull Azum, Chief Planning and Development Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Fiscal Year 2025 (FY25) Annual Performance Report

ISSUE

Shall the Board receive the Fiscal Year 2025 Annual Performance Report?

BACKGROUND AND FINDINGS

The FY25 Annual Performance Report encompasses data from July 1, 2024, to June 30, 2025. This report details District initiatives and achievements in delivering a safe, reliable, and high-quality service to our customers. The performance report includes key performance indicators (KPIs) for all District services.

Major highlights and achievements in FY25:

The main areas of focus and key initiatives in FY25 were:

- **Planning** - Enhancing service by initiating a Comprehensive Operational Analysis (COA), conducting an annual needs assessment, and ensuring public access to real-time passenger information. This commitment ensures more efficient, safe, and convenient service for customers.
- **Transportation** – Hiring and training 25 new transit operators; negotiating a new Labor Agreement with the ATU; and deploying the Avail CAD/AVL system across the fixed-route fleet. These efforts enabled the department to maintain service levels despite workforce shortages, enhance communication with operators, and use performance data to improve on-time performance and deliver world-class customer service.
- **Maintenance** – Implementing the Avail CAD/AVL system; placing all 10 Battery Electric Buses (BEBs) into service; and upgrading shop equipment with an advanced heavy-duty vehicle lift. These efforts improved safety and efficiency while maintaining a 100% on-time service and cleaning schedule for a reliable, well-kept fleet.
- **Contracted Services** - Recruiting highly skilled operators and strengthening training in both safe driving and customer service. New vehicle grants provided opportunities to upgrade the fleet with more reliable vehicles, improving comfort for passengers and ensuring a higher quality of service.

- **Commuter Options** - Improving accessibility to employment and community resources by providing local transportation alternatives beyond the standard fixed-route system, specifically targeting first-and-last-mile challenges, and aligning with the District's goal of becoming a regional mobility integrator.
- **Marketing & Communication** - Strengthening community connections by expanding digital engagement, introducing new social media metrics, and elevating awareness of District services through targeted campaigns.

FY25 - A year of advancement

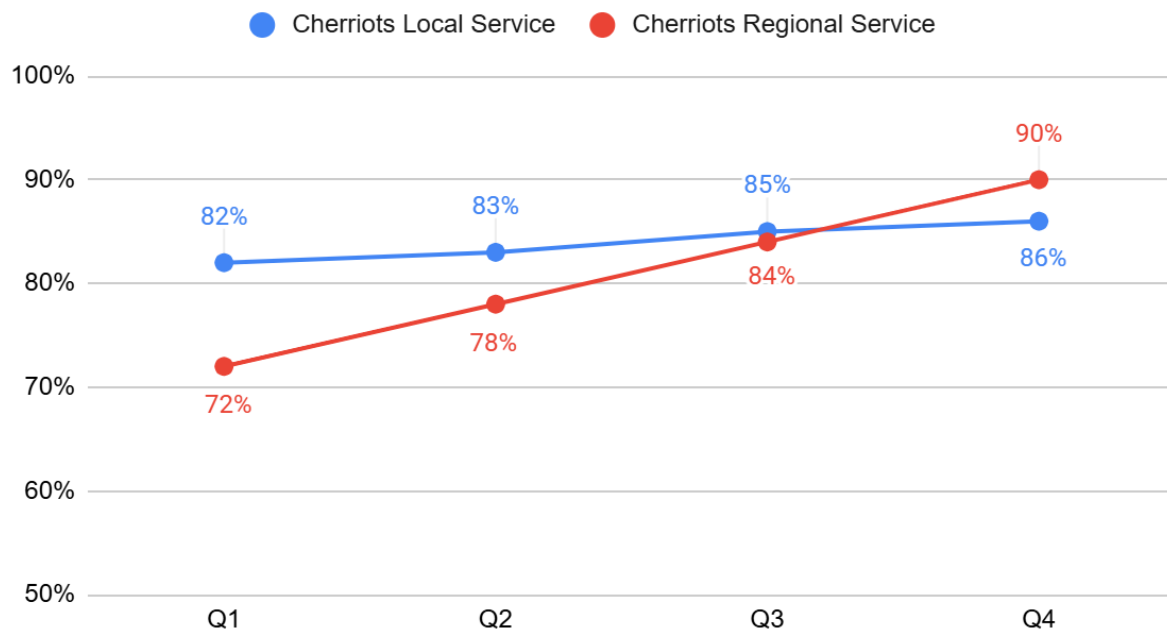
Systemwide **ridership increased by 3.3%** in FY25 and Cherriots delivered **3.6 million rides** across the service area to connect community members to opportunities. Ridership on Cherriots Local services **reached its highest level in nearly a decade**. Key contributors to this growth include the introduction of the Umo contactless fare payment system and the implementation of New Route 22. With Umo, customers can now take advantage of fare capping, which guarantees the fare charged is always the lowest fare available.

Umo has simplified the fare payment process for the riders. The number of fares paid using Umo in FY25 **more than doubled** compared to FY24, peaking in April 2025 at 127,987 Umo transactions that month. Umo transactions made up **37.15 percent** of fare payments made on Cherriots Local and Regional routes.

New Route 22 continues to gain traction, with 23,414 rides delivered in FY25. Route 22 Kuebler Link, introduced in May 2024, operates every 20 minutes, seven days a week, providing consistent and convenient service along the Kuebler corridor. By connecting key destinations and enhancing service reliability, Route 22 has played a significant role in strengthening the network's accessibility.

On-time performance (OTP) for Cherriots Local and Regional service has steadily improved in FY25 as a result of the District's investment in advanced transit data platforms and analysis tool. Improved OTP directly enhances reliability and contributes to higher customer satisfaction

FY25 Cherriots Fixed-Route On-Time Performance



The FY25 Annual Report introduces new Marketing and BEB KPIs. Marketing KPIs measure social media engagement and the percentage of trips paid using Umo, while BEB KPIs track the performance and utilization of BEBs. Beginning in the second quarter of FY25, BEBs were introduced into service on Route 11 Lancaster/Verda, establishing the District's first Zero-Emissions Corridor.

- FY25 Social Media Performance: 409,033 views across 553 posts, with 12,195 engagements
- FY25 BEB Distance Traveled: 189,758 miles

For more on these and other performance indicators, please see the **Attachment A**: FY25 Annual Performance Report.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

FY25 Annual Performance Report

Shofi Ull Azum

Chief Planning and Development Officer



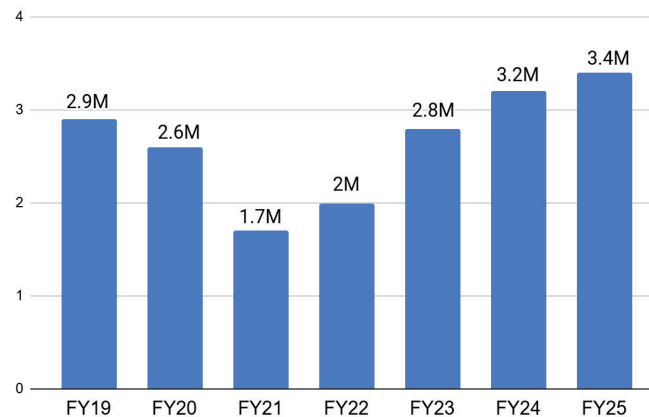
FY25 in Review

- Launched real-time passenger information
- Successfully completed CAD/AVL deployment
- BEB placed into service
- Comprehensive Operational Analysis (COA) initiated and in progress
- Bus stop inventory project data collection completed
- New KPIs introduced in Performance Report

System Performance - Ridership

- Total system ridership in FY25: **3.6M** (YOY: **+3.3%**)
- Fixed route accounted for **94.4%** of all trips

Cherriots **Fixed Route** Ridership Trends Since COVID-19



System Performance - Productivity

Weekdays:

- Exceeded productivity target: Route 3, 7, 16, 19, 21, and 23
- Rides/Revenue Hour: Local (15.2) and Regional (5)

Saturday:

- Exceeded productivity target: Route 5, 7, 16, 19, and 21
- Rides/Revenue Hour: Local (14.6) and Regional (4.9)

Sunday:

- Exceeded productivity target: Route 5, 19, and 21
- Rides/Revenue Hour: Local (15.1)

Key Takeaways:

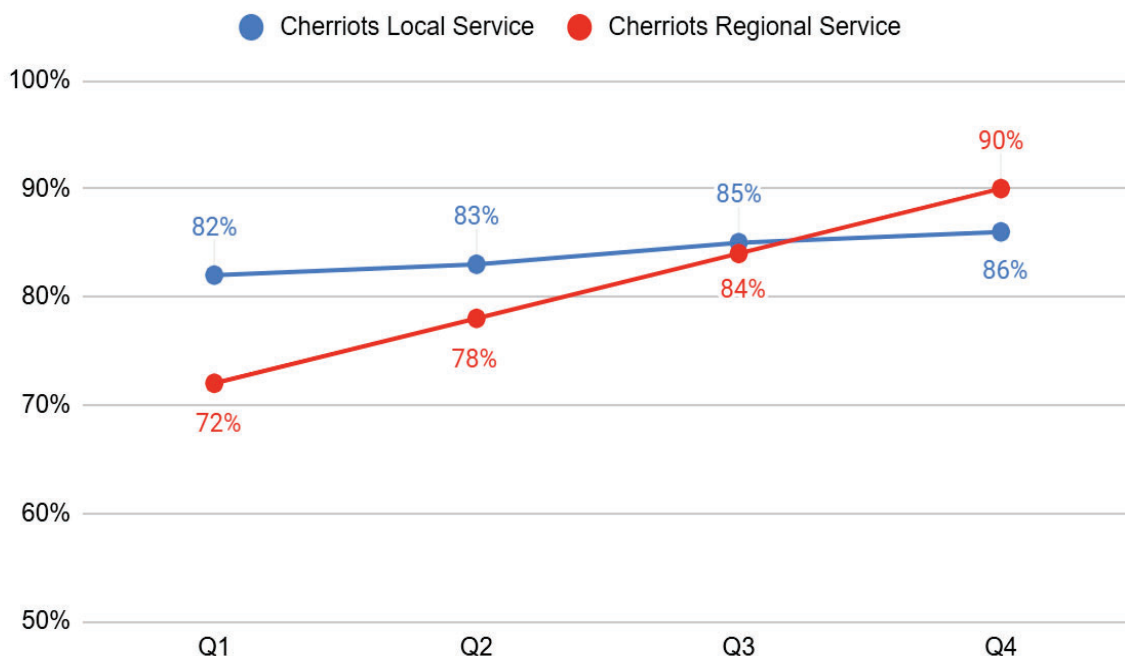
- Adding frequency to the highest ridership routes starting with weekend service. Sunday will be higher priority for route 19 and 21.
- Consider increasing weekday frequency for Route 16 and 23.

System Performance - Productivity

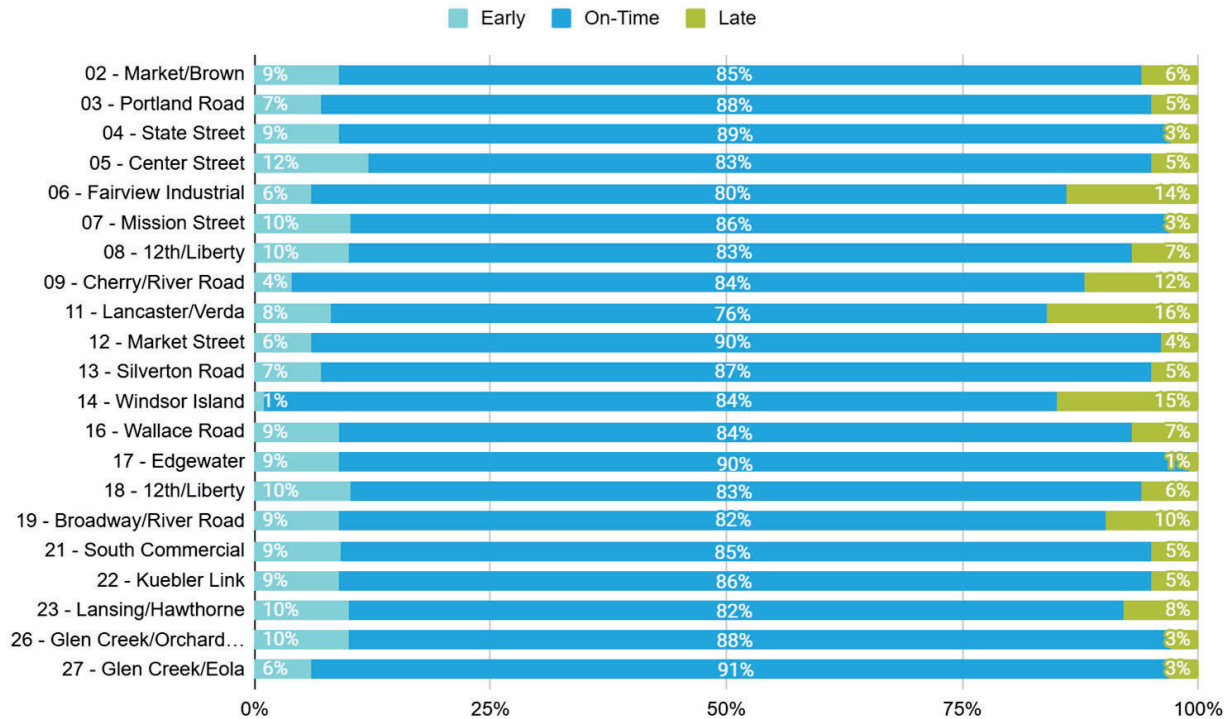
- System-wide boarding per revenue hour (RH): **11.9**
- Highest ridership gain: **Route 21 (+16,392)**
(Honorable mention: Route 3, 17, 19)
- Best on-time performance: **Route 27 (91%)**
(Honorable mention: Route 4, 12, 17)
- Most productive route: **Route 19 (Rides/RH: 22.3)**
(Honorable mention: Route 3, 4, 21)
- **Overall best performing route: Route 03**
(OTP: 88%; Rides/RH: 20; Ridership gain: 11.5%)

System Performance - OTP

FY25 Cherriots Fixed-Route On-Time Performance



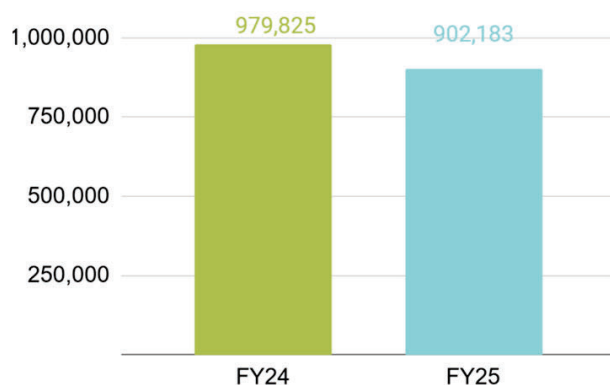
System Performance - OTP



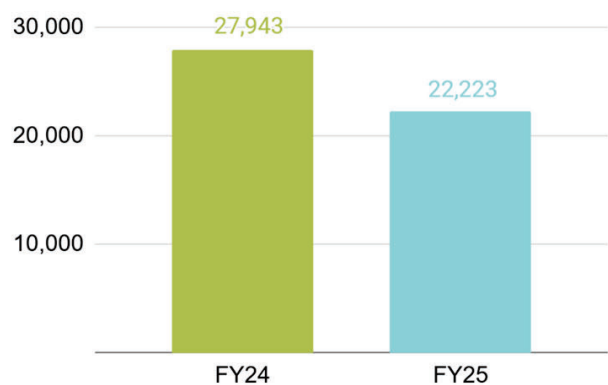
Snapshot of Youth Zero Pass Program

- Total youth ridership in FY25: **924,406**
- Youth make up **27%** of total fixed-route boardings

FY25 YOUTH RIDERSHIP CHERRIOTS LOCAL



FY25 YOUTH RIDERSHIP CHERRIOTS REGIONAL



Cherriots Contracted Services -LIFT

KPI Summary Table



4.8 Average Ride Rating
(Sept 2024 - July 2025)

I am blind, Jason was very helpful taking me to the door and giving me specific instructions for getting to the street sidewalk. Thank you, Jason!

-Rider 6982, 4/29/2025

The driver came after hours (by minutes) and took us home when it was storming and raining out. The fact that she took the time to come get us and we didn't have to walk home in the rain on the side of the road at night means the world to me.

-Rider 253, 5/2/2025

LIFT Service Impact Since March 2024

1,800+

Riders using service

~230,000

Trips served through Via

15%

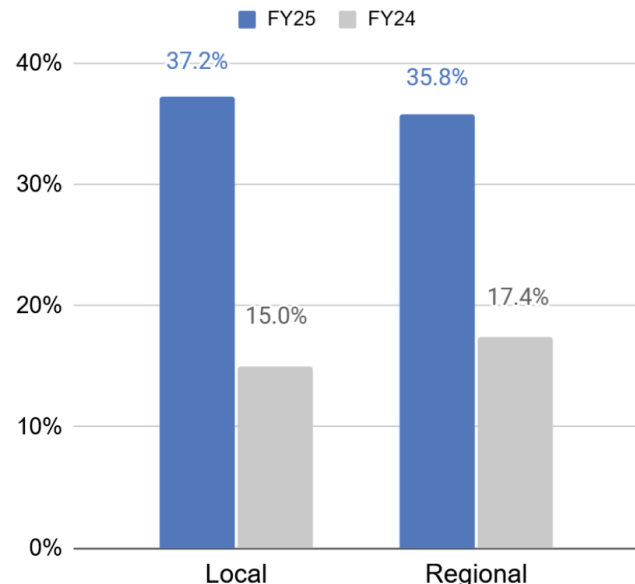
Productivity improvement

4.8

Average ride rating

Snapshot of Marketing Engagement

- YOY E-fare trip percentage
 - increase:
 - Local Service: **+148%**
 - Regional Service: **+106%**
- Social media posts: 553
- 409K views reached



Safety and Reliability Trends

- Preventable accidents per 100K miles travelled (**Goal: <2** per 100K miles)
 - Local: 1.54
 - Regional: 0.38
 - LIFT: 2.02
- Road calls per 10K miles traveled (**Goal:<1** per 10K miles)
 - Local: 0.54
 - Regional: 0.45
 - LIFT: 0.24

Battery Electric Bus Trends

FY25 BEB Performance Metrics				
	FY25Q2	FY25Q3	FY25Q4	FY25
Total Distance Driven (mile)	31,320	67,254	91,184	189,758
Average Regeneration Rate	27.9%	26.6%	35.4%	30%
Net GHGs Avoided (lbs)	11,338	21,397	72,974	105,709
Equivalent Car Trips Avoided	1,061	2,003	6,829	9,893

The use of BEBs resulted in a reduction of **105,709** lbs of greenhouse gases (GHGs) — roughly equivalent to **9,893** car trips avoided.

Looking Ahead FY26

- Final Service Enhancement Plan
- Enhanced Performance Report
- Comprehensive Operational Analysis Completion
- Completion of micromobility feasibility study
- South Salem Transit Center – Land Acquisition and Final Design
- East Salem Transit Center – Site Selection

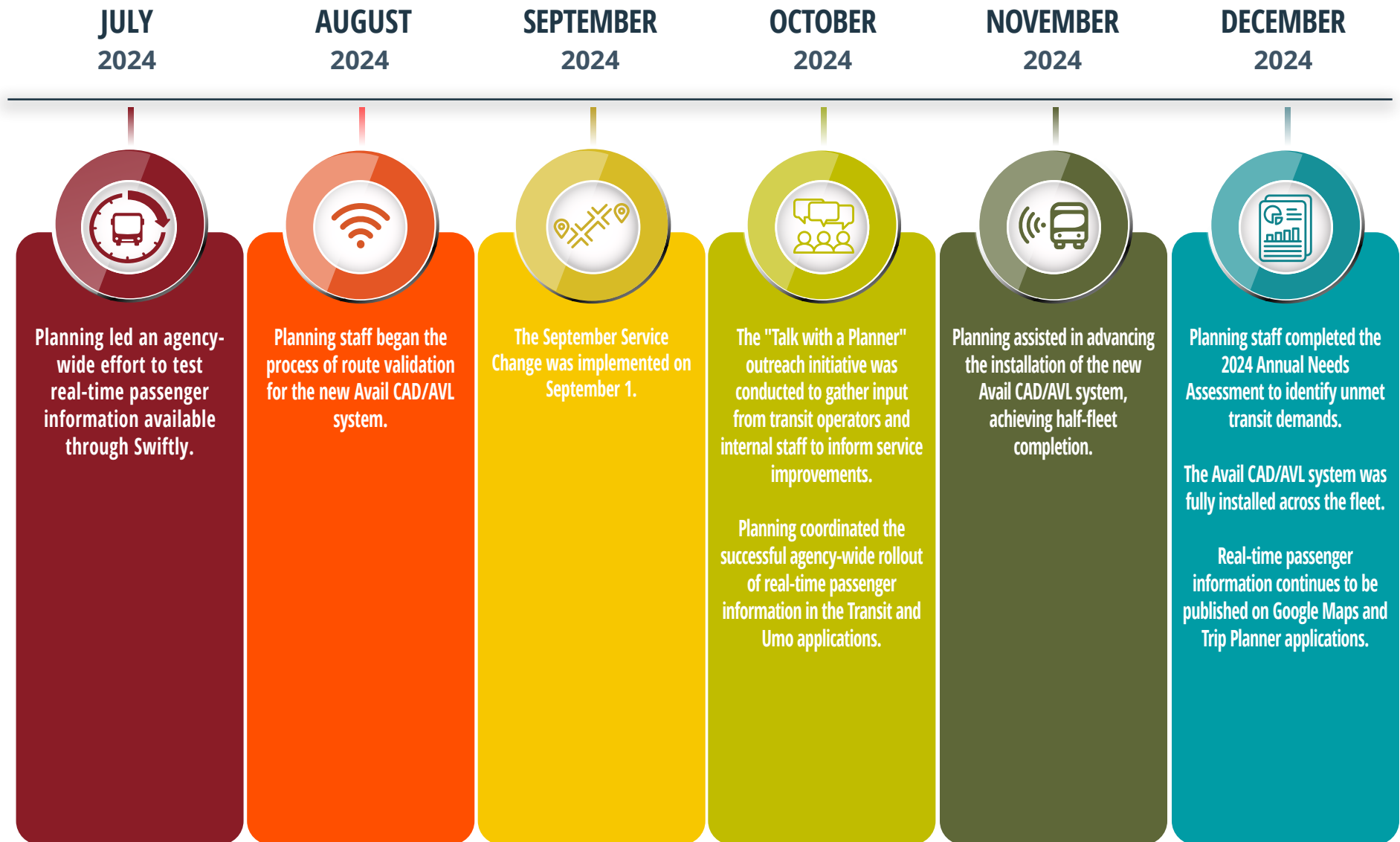


FISCAL YEAR 2025

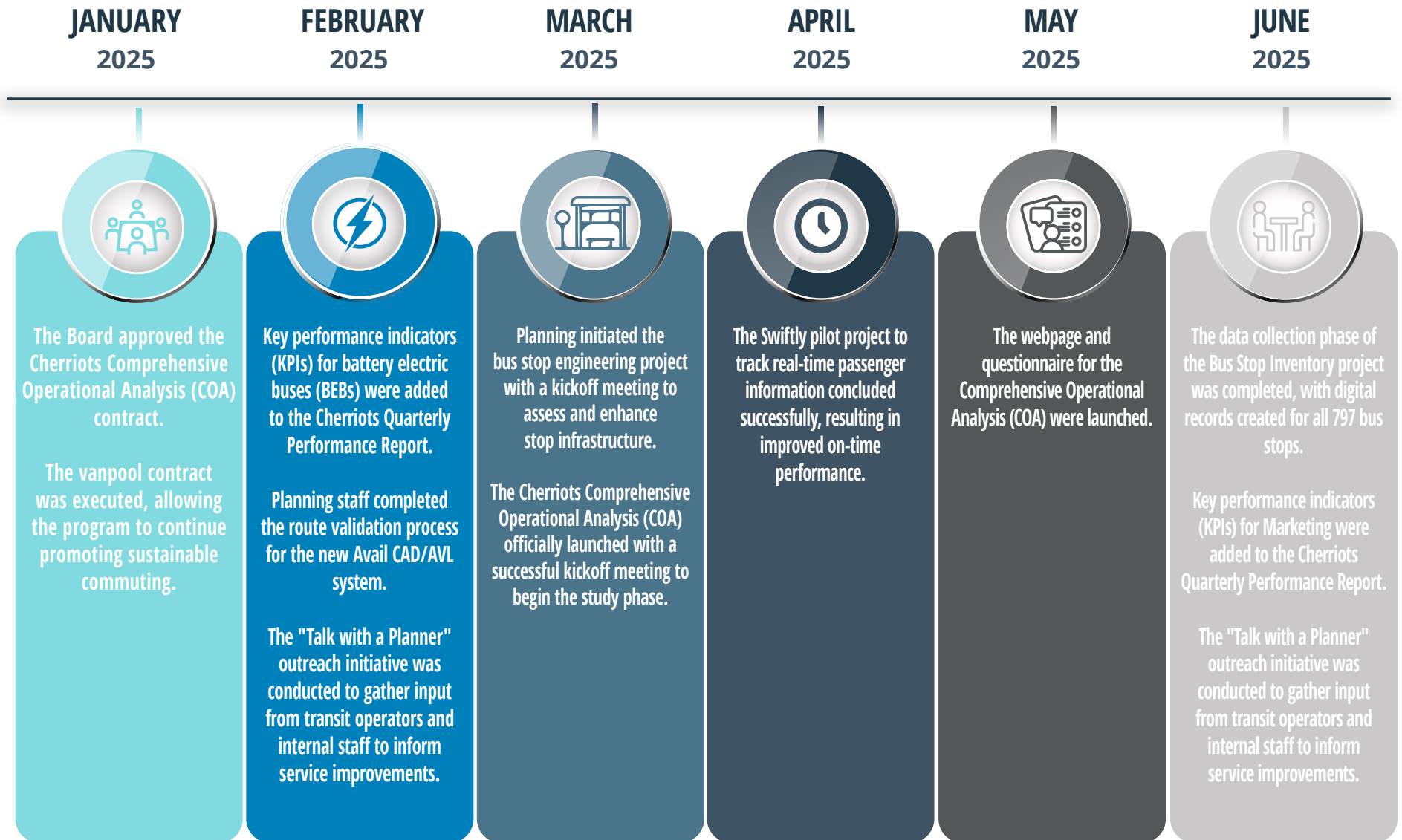
ANNUAL PERFORMANCE REPORT

JULY 1, 2024 - JUNE 30, 2025

Fiscal Year 2025 in Review



Fiscal Year 2025 in Review



System Summary

The table below provides a high-level summary of boardings, revenue miles, and revenue hours in Fiscal Year 2025 (FY25) compared to the previous fiscal year (FY24). Total ridership increased by 3.3% and has surpassed pre-pandemic levels. Revenue hours and miles have also increased due to the implementation of Route 22 Kuebler Link in May of 2024. While this new route contributed substantially to the increase in revenue hours and miles, it did not generate a comparable rise in ridership. Therefore, rides per revenue hour and mile system wide declined slightly compared to FY24.

	Fixed-Route		Paratransit (LIFT)	Dial-a-Ride (Shop and Ride)	Vanpool	Total	% Change from FY24
	Local	Regional					
Total Boardings	3,316,572	118,908	106,282	4,823	92,837	3,639,422	3.3%
Percent of Total Boardings	91.1%	3.3%	2.9%	0.1%	2.6%	--	--
Revenue Miles	2,666,114	521,252	594,928	31,551	500,308	4,314,153	4.3%
Boardings per Revenue Mile	1.2	0.2	0.2	0.2	0.2	0.8	-1.0%
Revenue Hours	218,794	23,816	47,797	2,894	12,788	306,089	4.8%
Boardings per Revenue Hour	15.2	5.0	2.2	1.7	7.3	11.9	-1.5%



Service Changes Summary

Local | Regional | LIFT | Shop and Ride

Increases:

- ⦿ No service increases made.

Reductions:

- ⦿ No service reductions made.

Modifications:

- ⦿ September 2024 Service Change:
 - Route 6: inbound stop nearest to Aviation Loop on 25th St., 2790 25th (Stop ID 1793) and the outbound stop, 2775 25th (Stop ID 726), were renamed 25th @ Aviation Loop. These stops replaced Madrona @ 22nd as the new timepoints.
 - Route 12: a new outbound stop at Hayesville @ Lisa (Stop ID 1975) and a new inbound stop Hayesville @ Harlan (Stop ID 1976) were added. The outbound stop at Hayesville @ Harlan (Stop ID 318) and the inbound stops at Hayesville @ Patricia (Stop ID 1408) and Hayesville @ Lisa (Stop ID 1409) were moved.
 - Route 50X: an inbound stop (Stop ID 1761) and outbound stop (Stop ID 1524) were placed on Lacreole Dr. near Barberry Ave.
- ⦿ January 2025 Service Change:
 - Keizer Transit Center: buses were assigned to new bays with Cherriots battery electric bus fleet going into service.
 - Route 11, 14, and 19: Some timepoints on weekdays were adjusted throughout the day to help the routes' on time performance.
 - Route 45: the stop located at 888 Monmouth Cutoff Rd. (Stop ID 1891) was removed.
- ⦿ May 2025 Service Change:
 - Minor schedule adjustments were made to improve on-time performance on the following routes: Routes 6, 7, 8, 9, 11, 18, 19, 21, 40X, and 50X.

Eliminations:

- ⦿ No routes were eliminated.

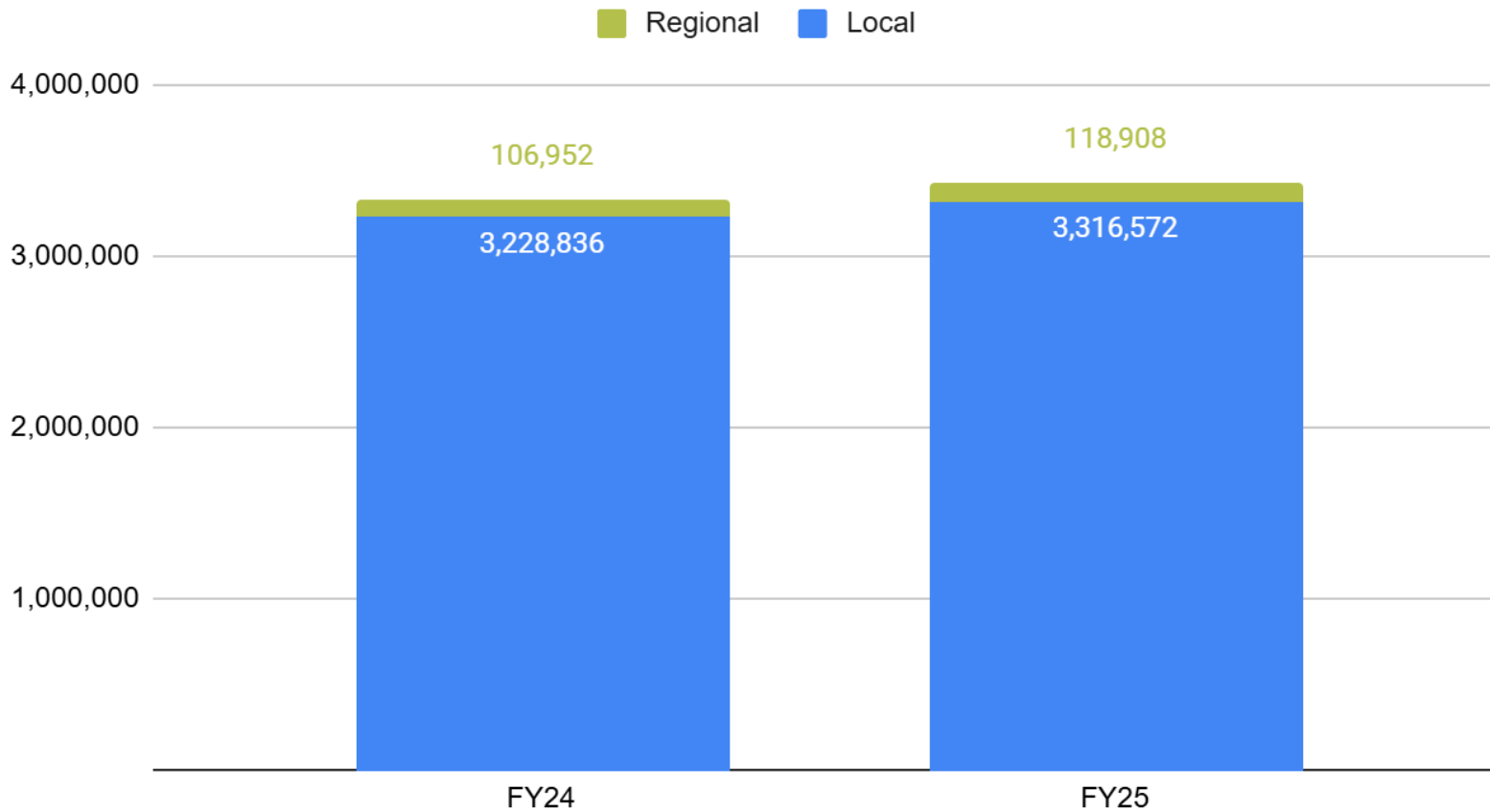


Local and Regional Ridership Trends



TOTAL FIXED ROUTE BOARDINGS

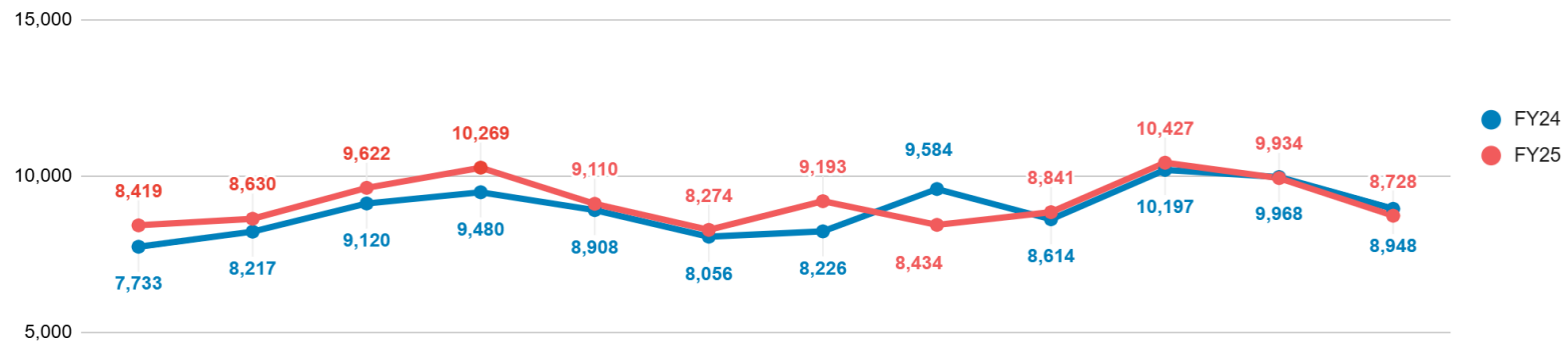
Ridership for both Regional and Local services increased in comparison to FY24, Regional by 11.2% and Local by 2.7%.



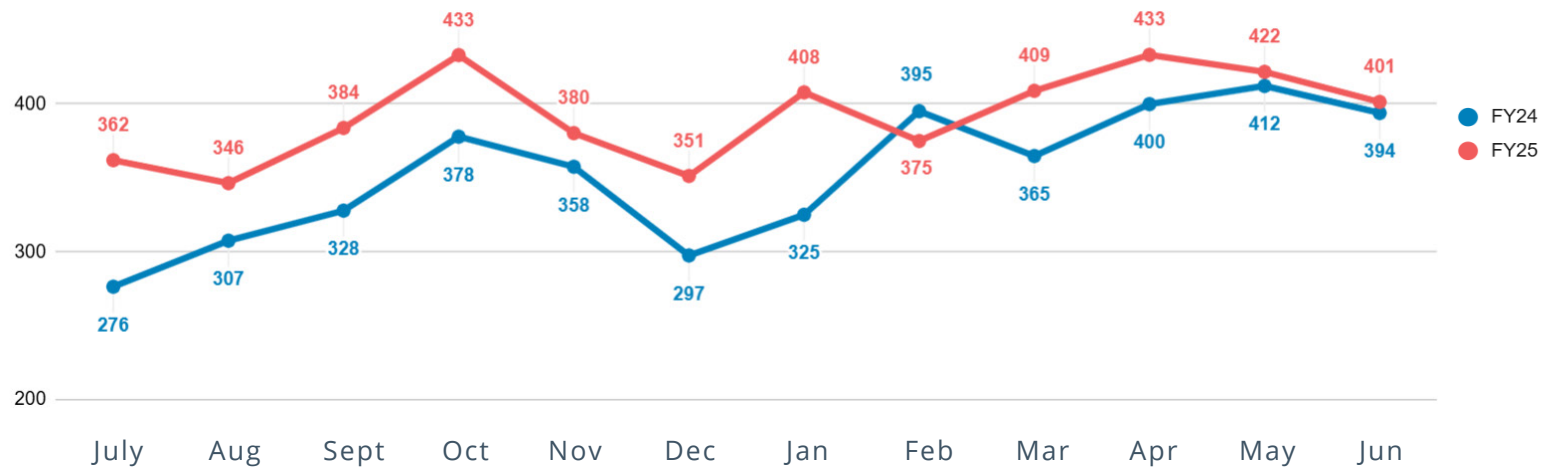
Local and Regional Ridership Trends



LOCAL AVERAGE DAILY BOARDINGS PER MONTH



REGIONAL AVERAGE DAILY BOARDINGS PER MONTH



Route Productivity

Cherriots uses boardings per revenue hour to measure a route's productivity. Each type of route is assigned a specific target, as listed below. Once the target is exceeded, additional frequency may be considered for that specific route in order to maintain a suitable level of passenger comfort and service level for the system.

- Corridor routes – Routes that operate on major transit pathways, including the **Core Network**, that connect to areas of major growth, employment, and activity centers. They typically operate at higher frequencies than Coverage routes.
Target: 20 boardings per revenue hour
- Coverage routes – Routes that focus on providing access to transit over building high ridership, operate at lower frequencies, and typically travel through neighborhoods.
Target: 10 boardings per revenue hour
- Commuter express routes – Routes that connect metropolitan areas with no stops in between.
Target: 10 boardings per revenue hour
- Regional express routes – Routes that provide service between towns, cities, and communities in Marion and Polk counties.
Target: 10 boardings per revenue hour
- Deviated fixed routes – Routes that run along a fixed path with fixed stops, but also can deviate up to three-quarters of a mile away from the route path.
Target: 5 boardings per revenue hour

Based on these targets, additional frequency on Saturdays and Sundays should be considered for Route 19 Broadway / River Rd and Route 21 South Commercial. Sundays would be the higher priority as Route 21 is exceeding the target by 7 boardings per revenue hour and Route 19 by 4.6. On Saturdays, Routes 19 and 21 are exceeding the target by 5.3 and 5.2 boardings per revenue hour, respectively. Route 19 and 21 could be considered for additional frequency on weekdays as well. However, Routes 19 and 21 exceed the target by only 2.3 and 1.3 boardings per revenue hour, making this a lower priority relative to weekends. Additional frequency should also be considered for Route 16 Wallace Road on weekdays and Saturdays. This coverage route is exceeding its target by 7.1 boardings per revenue hour on weekdays and by 2.8 boardings per revenue hour on Saturdays. Another coverage route that could be considered for more frequency is Route 23 Lansing / Hawthorne. This route is exceeding its target on weekdays by 2.3 boardings per revenue hour.



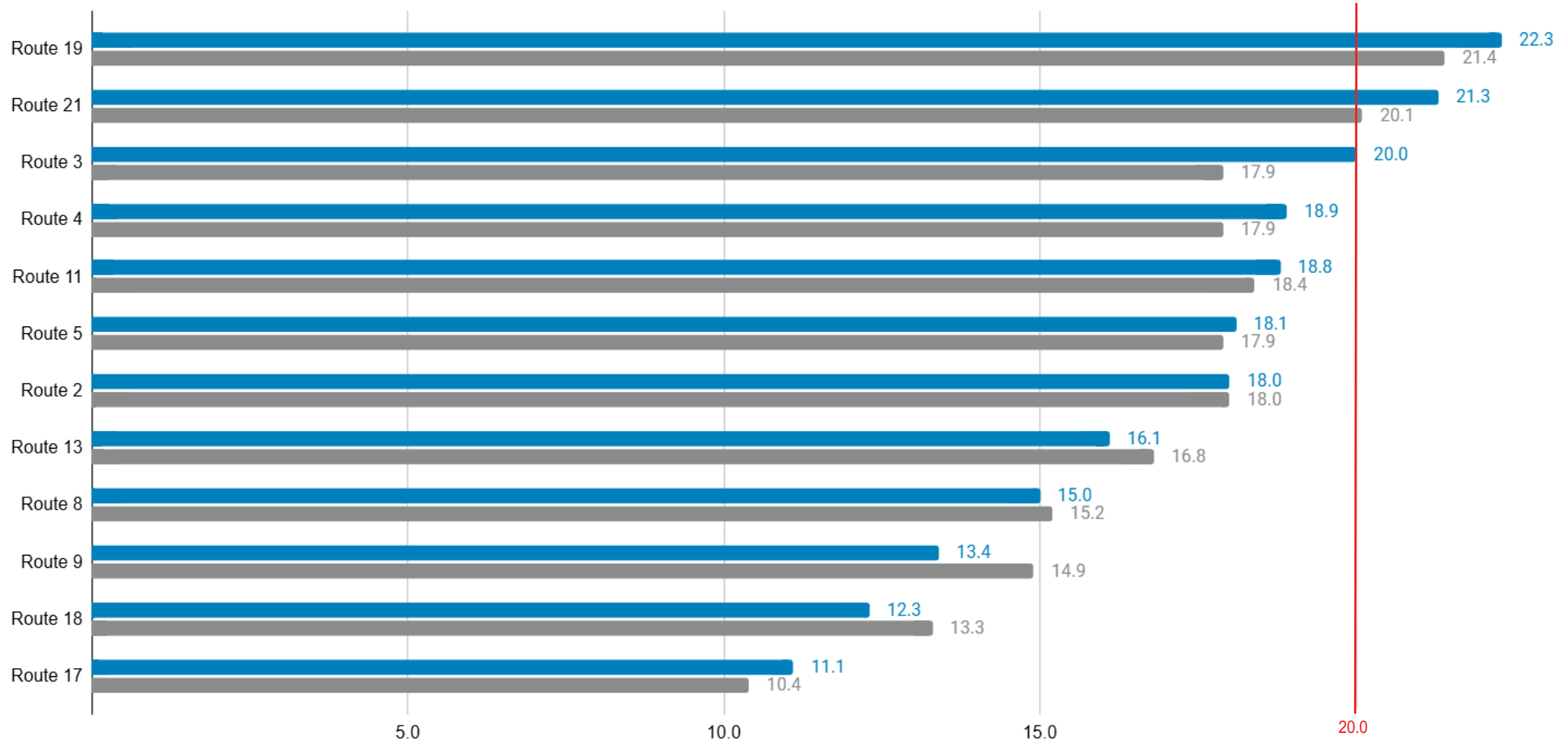
Route Productivity



WEEKDAY BOARDINGS PER REVENUE HOUR LOCAL BUS SERVICE - CORRIDOR ROUTES

Target: 20 Boardings

FY25 FY24

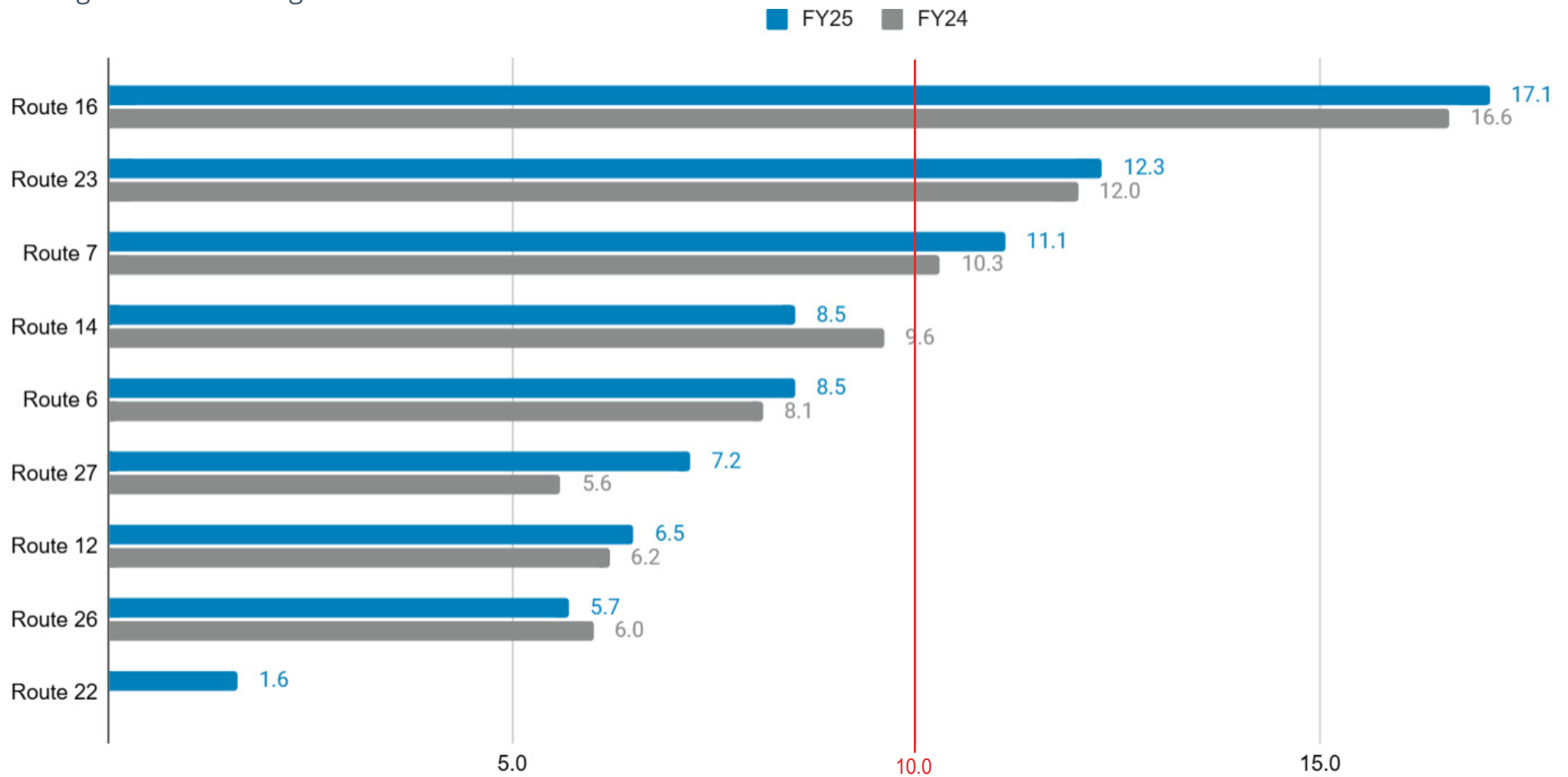


Route Productivity



WEEKDAY BOARDINGS PER REVENUE HOUR LOCAL BUS SERVICE - COVERAGE ROUTES

Target: 10 Boardings

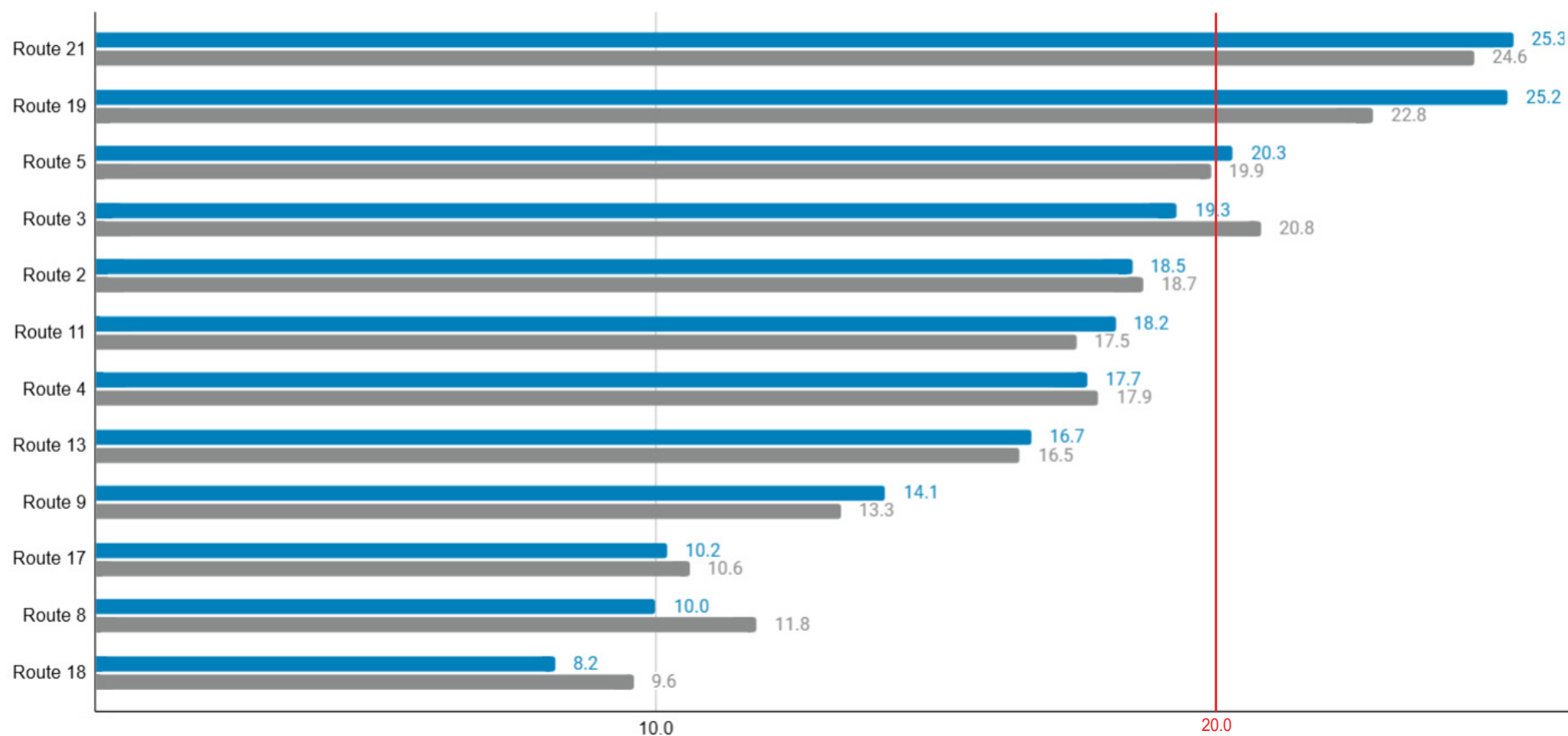


Route Productivity



SATURDAY BOARDINGS PER REVENUE HOUR LOCAL BUS SERVICE - CORRIDOR ROUTES

FY25 FY24

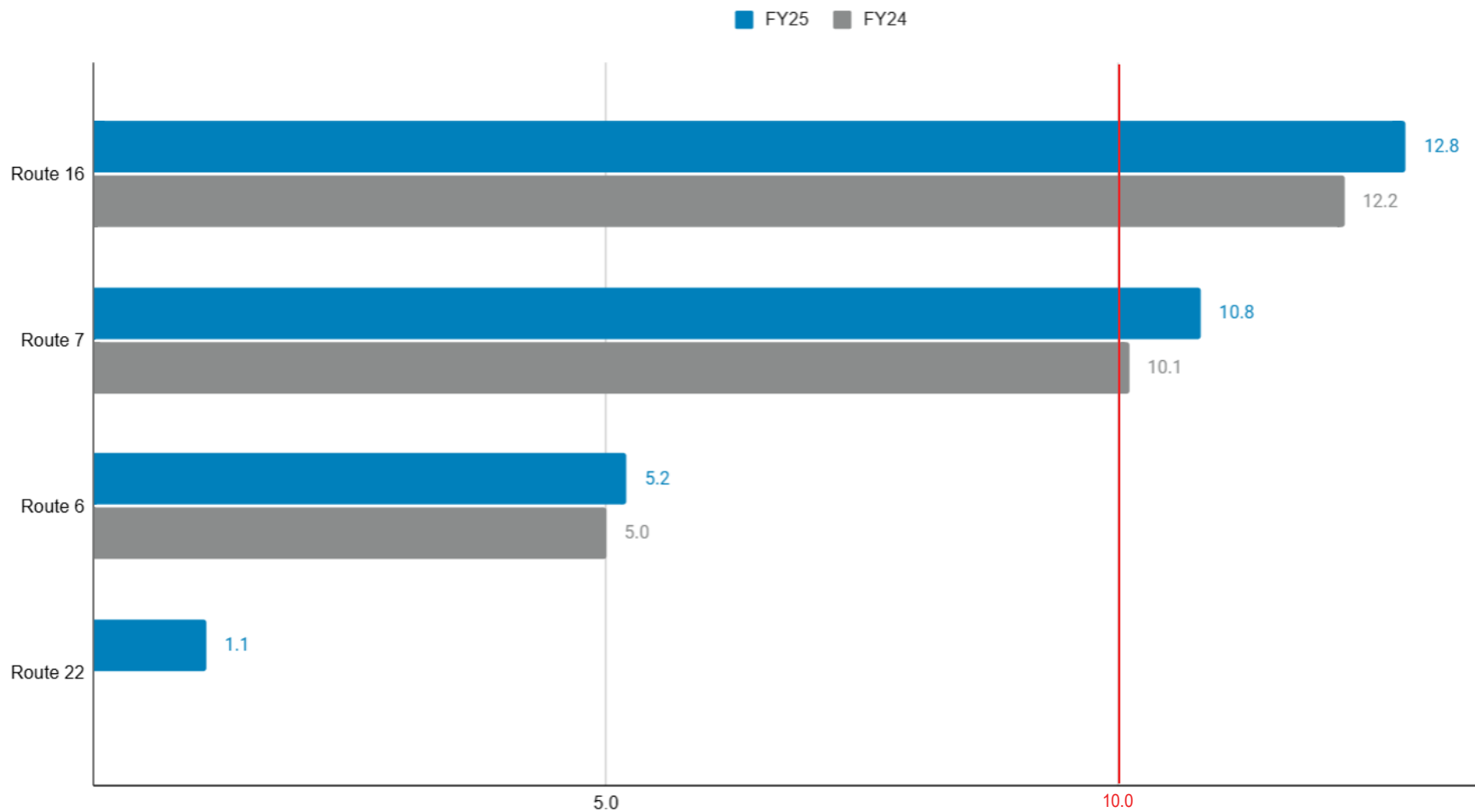


Route Productivity



SATURDAY BOARDINGS PER REVENUE HOUR LOCAL BUS SERVICE - COVERAGE ROUTES

Target: 10 Boardings

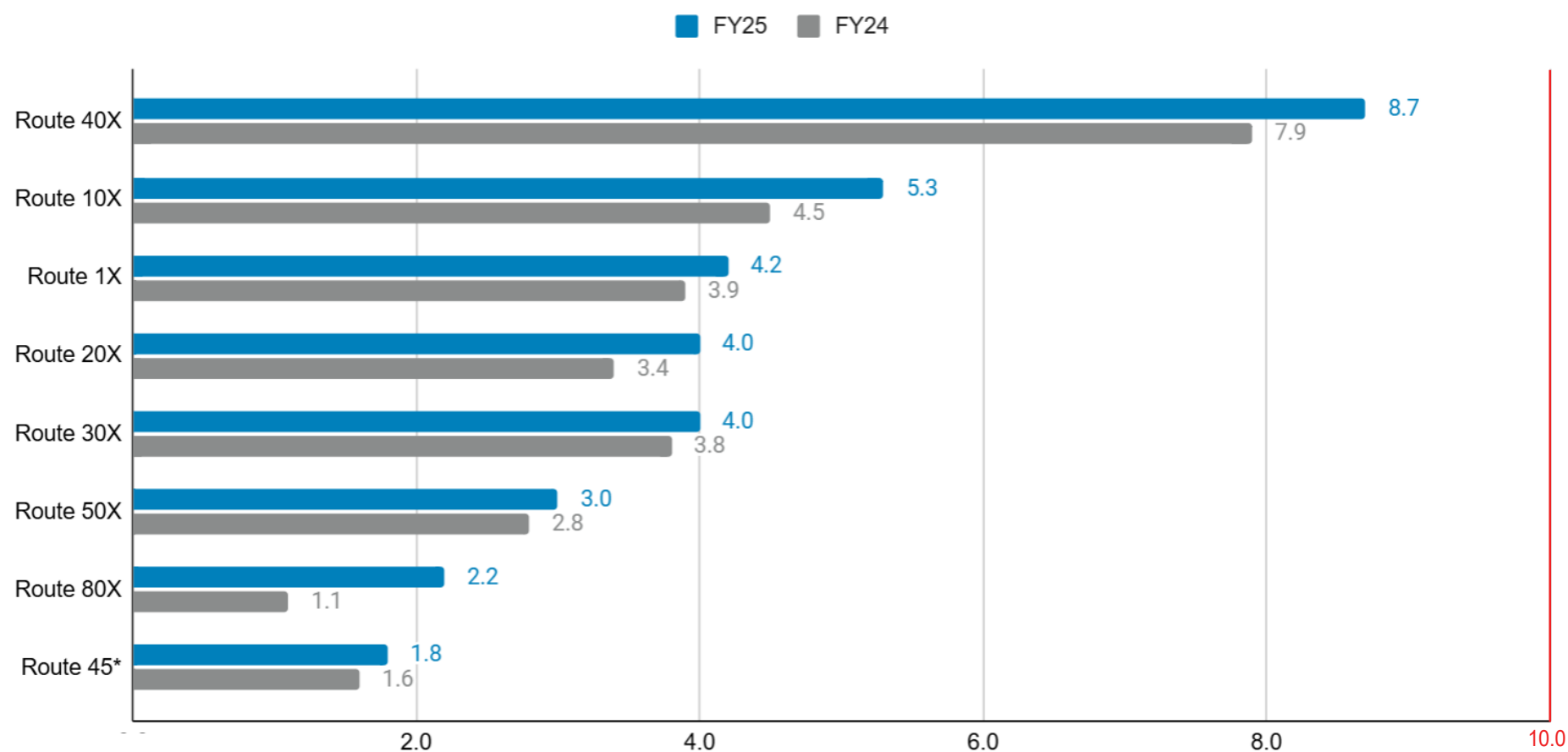


Route Productivity



WEEKDAY BOARDINGS PER REVENUE HOUR REGIONAL BUS SERVICE

Target: 10 Boardings (*Target: 5 Boardings)

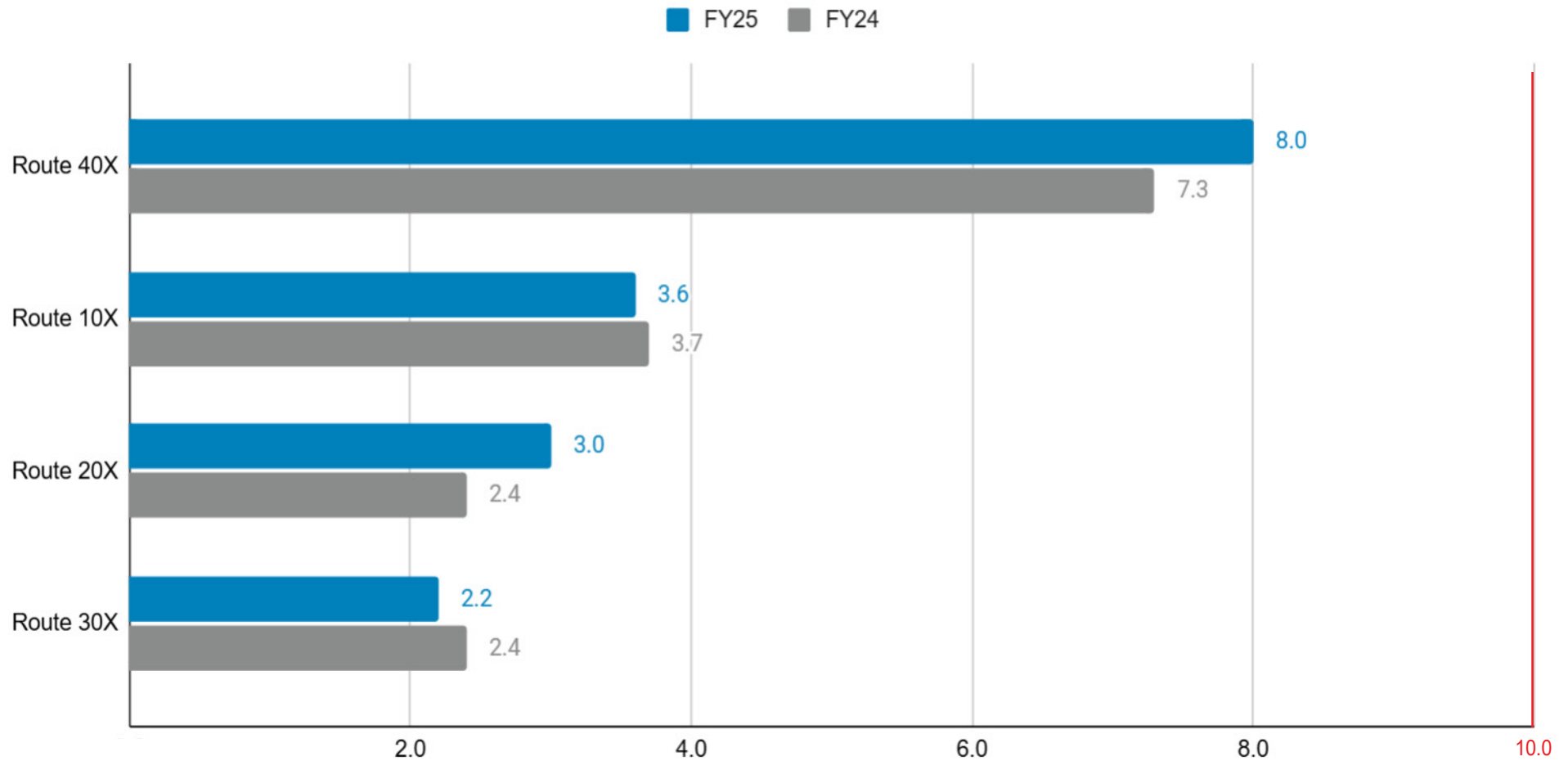


Route Productivity



SATURDAY BOARDINGS PER REVENUE HOUR REGIONAL BUS SERVICE

Target: 10 Boardings



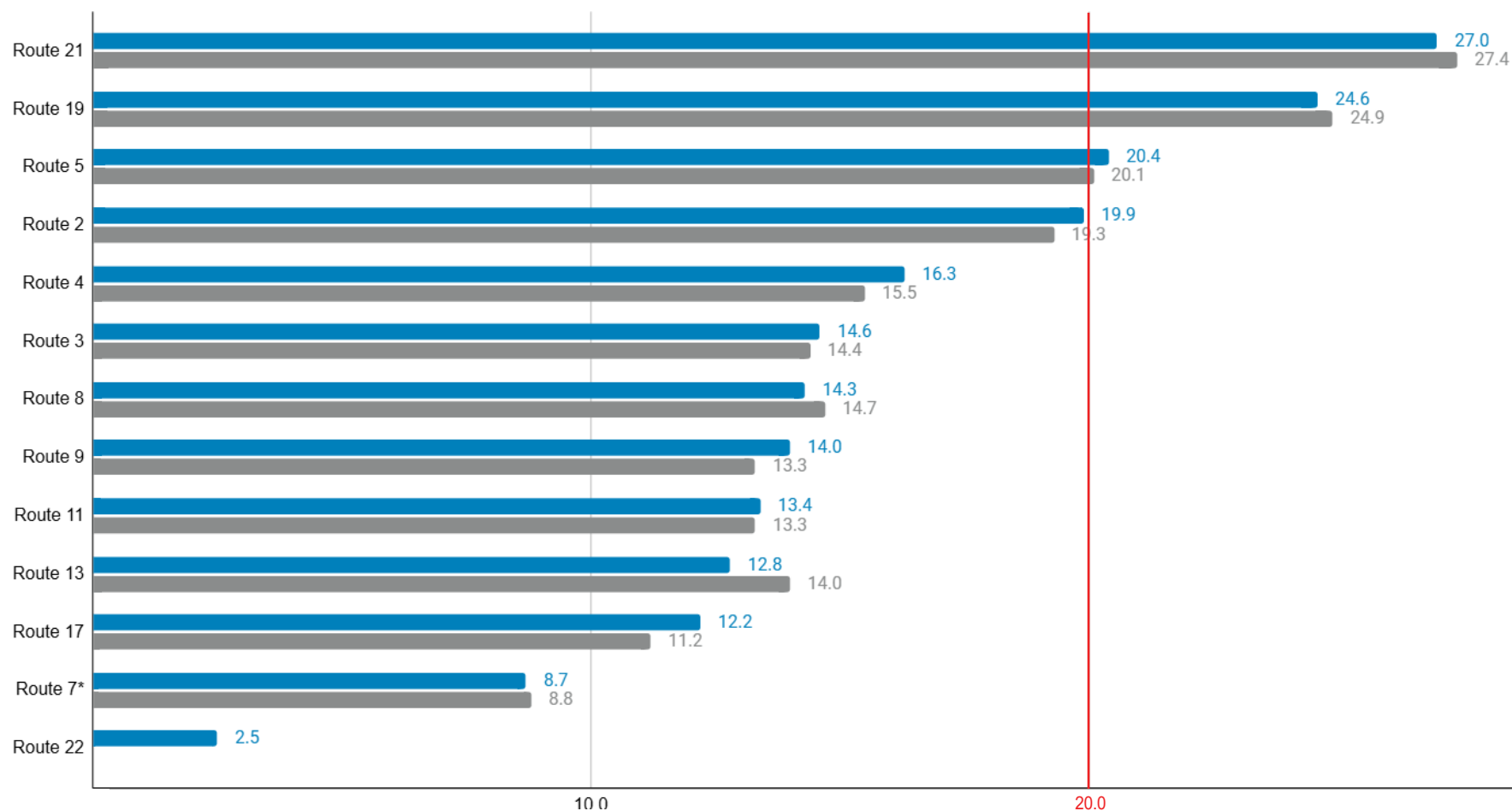
Route Productivity



SUNDAY BOARDINGS PER REVENUE HOUR LOCAL BUS SERVICE - ALL ROUTES

Target: 20 Boardings (*Target: 20 Boardings)

FY25 FY24

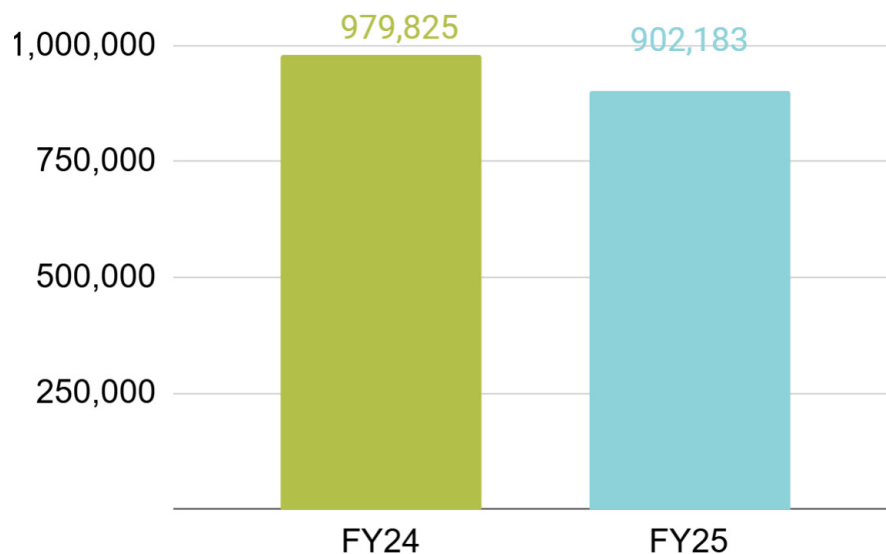


Snapshot of Youth Zero Pass Program

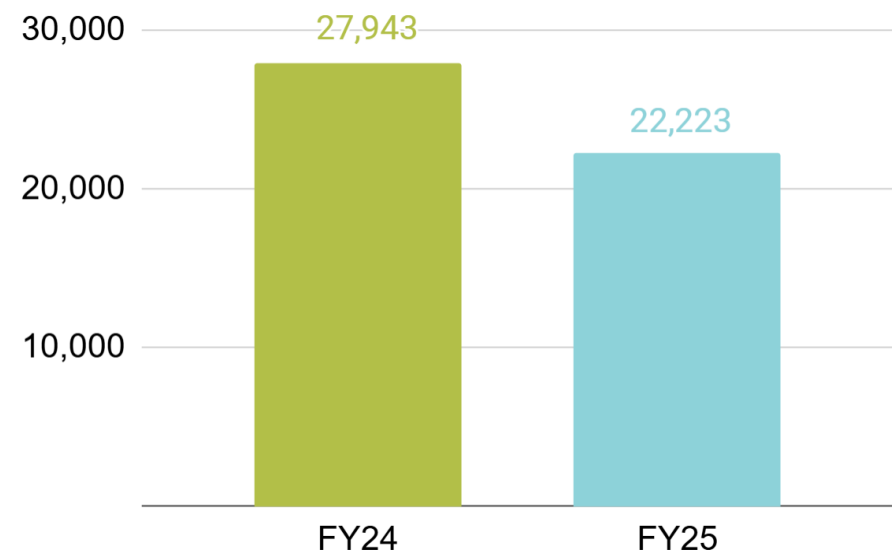


Cherriots provides rides to youth ages zero to 18 at no cost to them. In FY25, youth ridership reached 902,183 on Cherriots Local buses and 22,223 on Cherriots Regional buses. Compared to FY24, youth ridership declined on both services, with an 8% decrease on Cherriots Local and a 20% decrease on Cherriots Regional. This decrease follows the implementation of a new policy, introduced in October 2024, that requires verification of youth identification. While this policy may have temporarily affected ridership, it is a strategic measure that will support the long-term success of the Youth Zero Pass Program.

FY25 YOUTH RIDERSHIP CHERRIOTS LOCAL



FY25 YOUTH RIDERSHIP CHERRIOTS REGIONAL

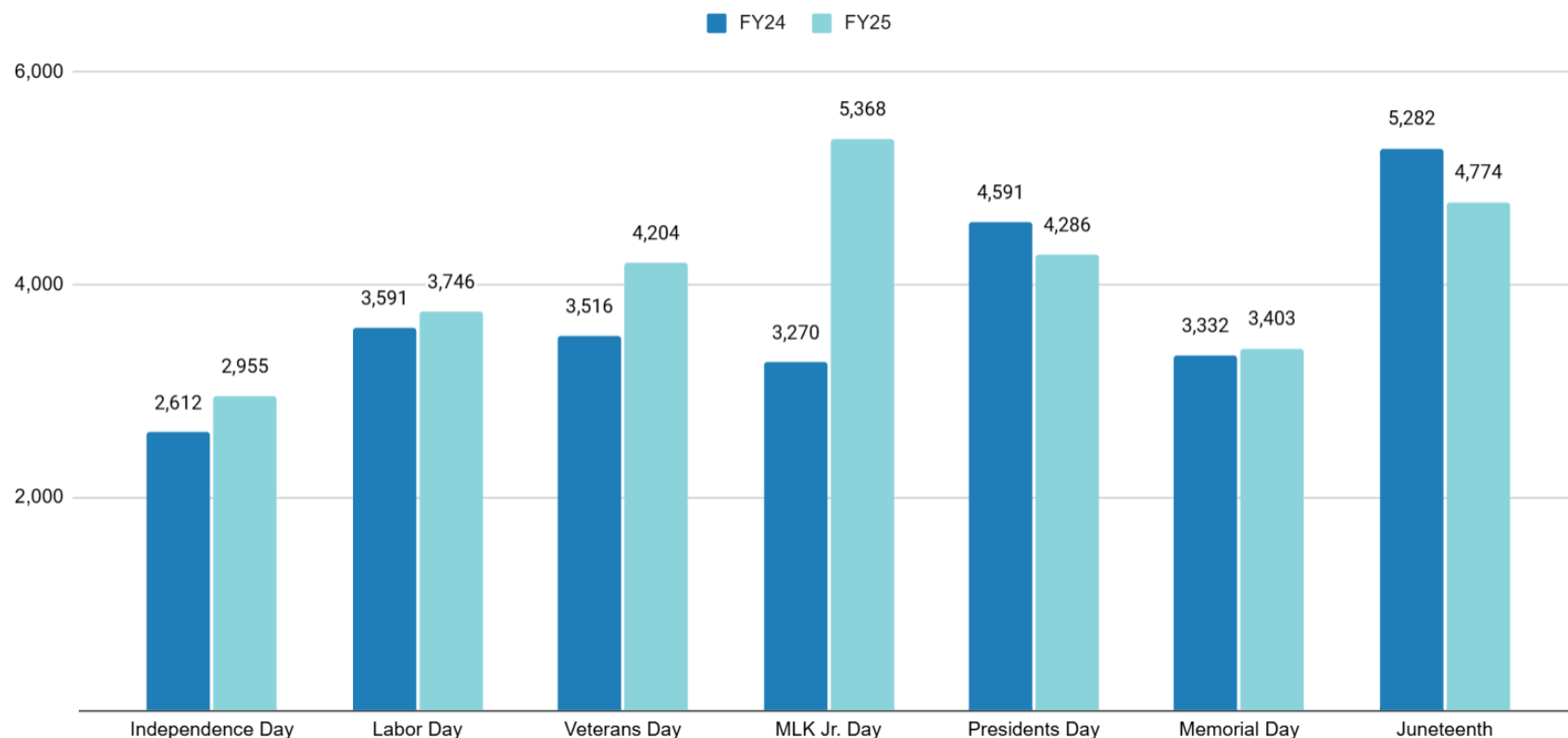


Holiday Service Ridership



Holiday service began in 2021 as part of the A Better Cherriots service change plan made possible by the Statewide Transportation Improvement Fund. Holiday service in FY25 provided a total of 28,736 rides across the seven different days. Ridership on all holidays increased over those in FY24, except for Presidents Day, due to an ice storm that disrupted service levels for several days, and Juneteenth.

FY25 HOLIDAY BOARDINGS



Cherriots Local On-time Performance



On-time performance (OTP) is the measure of how close a bus adheres to its schedule and is measured only at bus stops with scheduled departure times, known as time points.

There are three categories of OTP:

- **Early** - when a bus departs from a time point anytime before the scheduled time.
Goal: 0%
- **On time** - when a bus departs from a time point anywhere between 0 to 5 minutes after the scheduled time.
Goal: 85%
- **Late** - when a bus departs from a time point more than 5 minutes after the scheduled time.
Goal: 15%

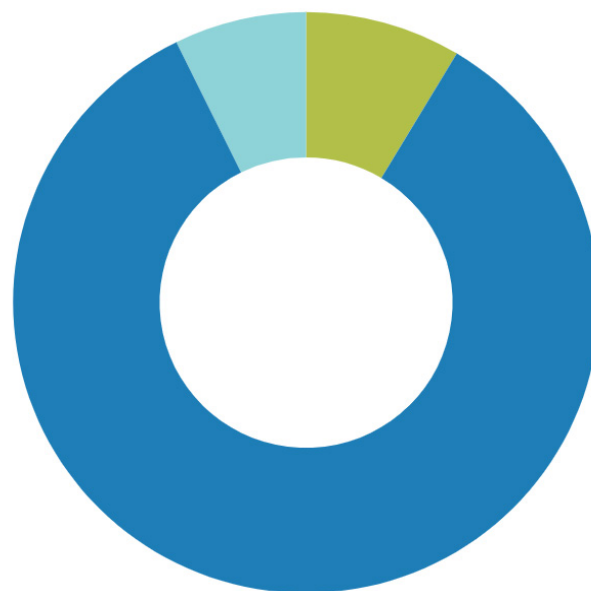
Only OTP data is currently available for Cherriots Local buses.



Cherriots Local On-time Performance



FY25 System level OTP for Cherriots Local



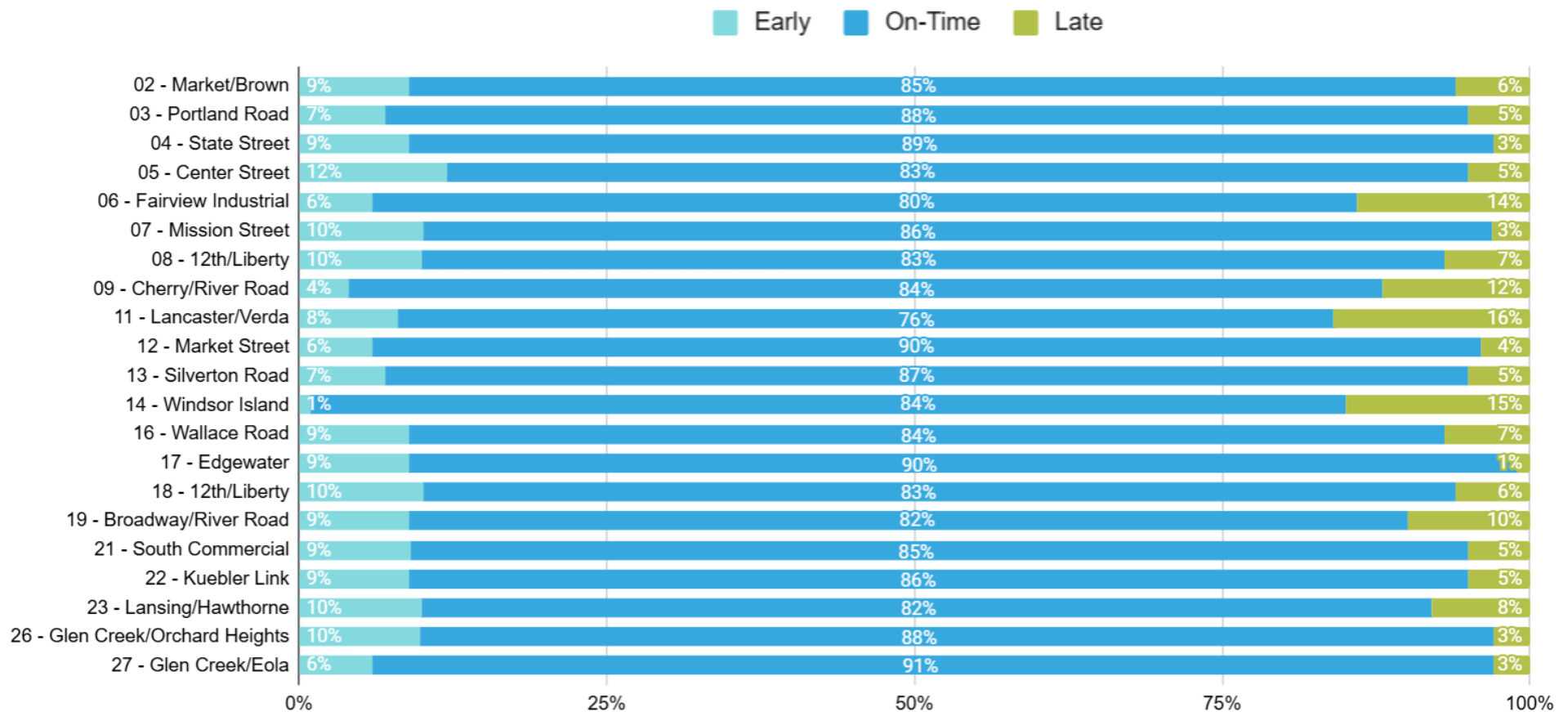
- Early: 8.6%
- On-Time: 84.1%
- Late: 7.3%



Cherriots Local On-time Performance



FY25 Route level OTP for Cherriots Local

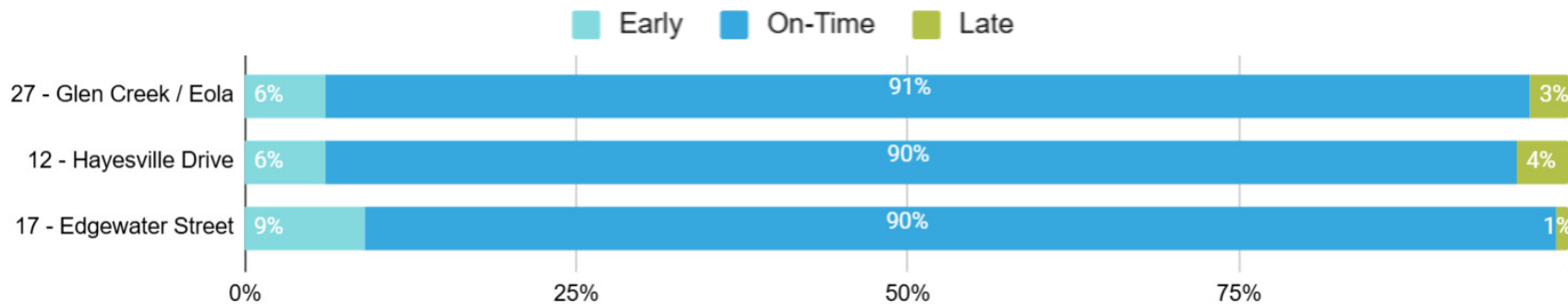


Cherriots Local On-time Performance

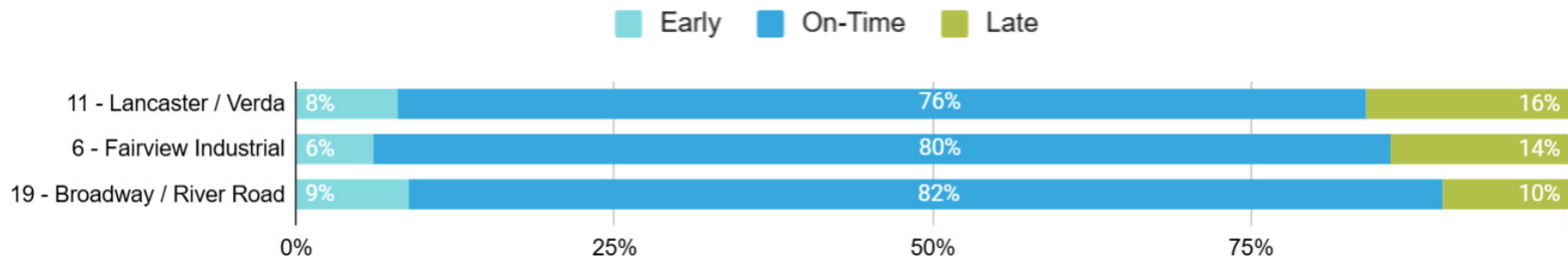


Over the coming months Planning staff will be able to analyze this OTP data and look for ways to make improvements using the tools Avail provides. One example of how this data could be used to analyze OTP is by looking at the top three and bottom three performing routes, as shown in the charts below.

The top three performing Local routes in FY25 were Route 27 Glen Creek / Eola; Route 12 Hayesville Drive; and Route 17 Edgewater Street.



The bottom three performing Local routes in FY25 were Route 11 Lancaster / Verda; Route 6 Fairview Industrial; and Route 19 Broadway/River Road.



Cherriots LIFT Trends



The Americans with Disabilities Act (ADA) is a civil rights law that requires public transportation be available to people with disabilities within three-quarters of a mile of fixed-route bus service. Cherriots LIFT is an origin-to-destination, shared-ride complementary paratransit transportation service for individuals who are unable to use the Cherriots Local bus service because of their functional ability. Individuals can be qualified for Cherriots LIFT for some or all of their trips. An eligibility process is required to ride Cherriots LIFT.

The table below highlights Key Performance Indicators (KPI) from FY25, showcasing meaningful improvements over FY24. LIFT on-time performance (OTP) has reached 89.4% for the year, higher than the national average OTP 84.7%. Productivity also advanced, with 2.4 boardings per revenue hour in FY25, an increase of 4.3% compared to FY24.

Beyond these gains, Cherriots LIFT continued to excel in customer experience. All other performance goals were met or exceeded, and riders awarded LIFT an exceptional average satisfaction rating of 4.8 out of 5.0. Importantly, LIFT's shared ride rate averaged 64%, far surpassing the national benchmark of 48.3%. These results reflect both operational progress and strong community confidence in LIFT services, underscoring a year of growth, efficiency, and rider satisfaction.

KEY PERFORMANCE INDICATORS

Cherriots LIFT - Key Performance Indicators	On-Time Performance (Goal: 91%)	Boardings/ Revenue Hours (Goal: 2.75)	Trips Denied (Goal: 0)	Complaints/ 1,000 trips (Goal: < 2)	ADA Complaints (Goal: 0)	% Boardings < 60 minutes (Goal: 75%)	Shared Ride Rate	Average Boarding Rating (Goal: 5)
FY25	89.4%	2.4	0	0.62	0	100%	64%	4.8

Cherriots LIFT Trends



Cherriots LIFT provides quality transportation that makes a difference in riders' lives.

I am blind, Jason was very helpful taking me to the door and giving me specific instructions for getting to the street sidewalk. Thank you, Jason!

-Rider 6982, 4/29/2025



4.8 Average Ride Rating
(Sept 2024 - July 2025)

The driver came after hours (by minutes) and took us home when it was storming and raining out. The fact that she took the time to come get us and we didn't have to walk home in the rain on the side of the road at night means the world to me.

-Rider 253, 5/2/2025

LIFT Service Impact Since March 2024

1,800+

Riders using service

~230,000

Trips served through Via

15%

Productivity improvement

4.8

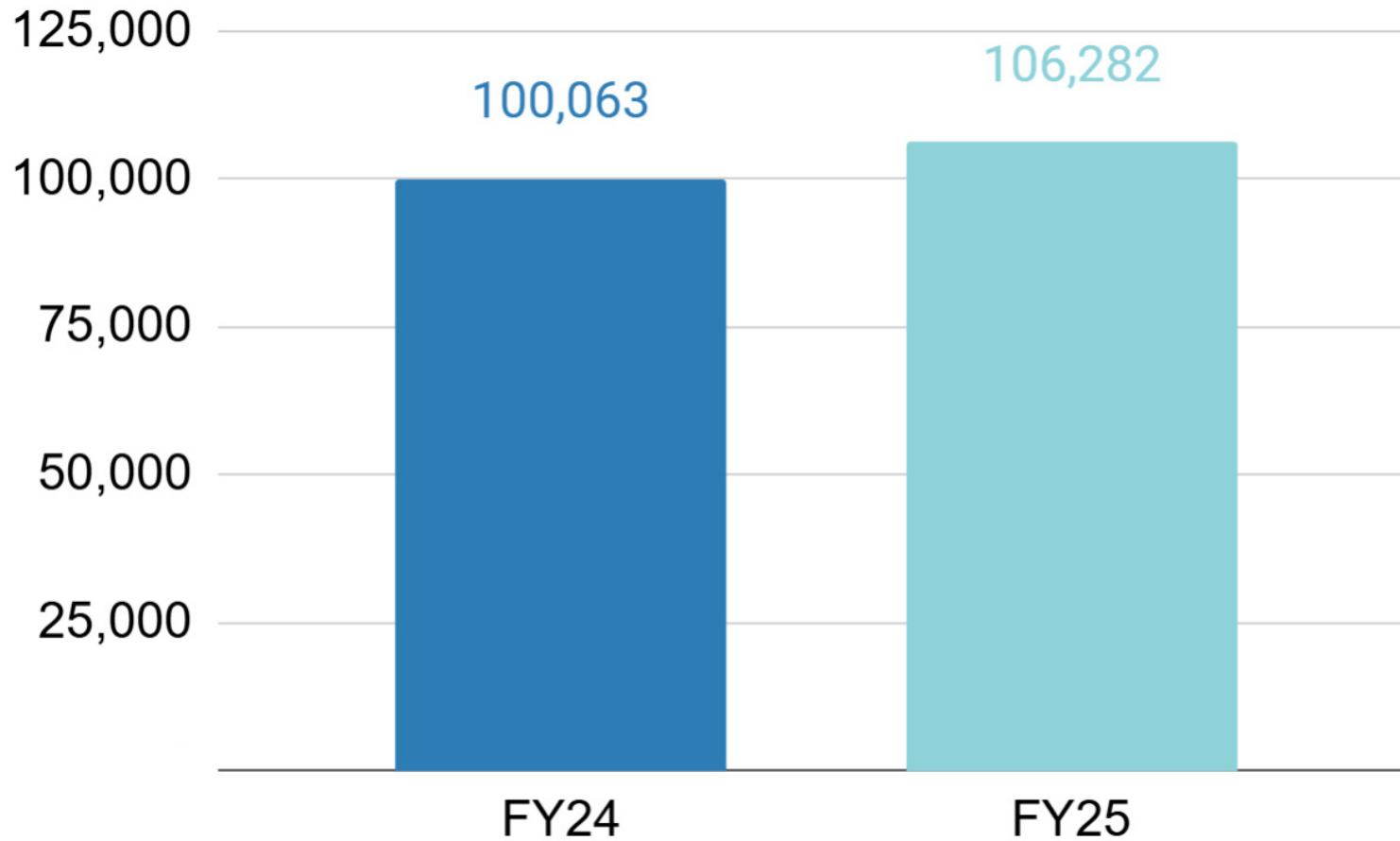
Average ride rating



Cherriots LIFT Trends



TOTAL LIFT BOARDINGS

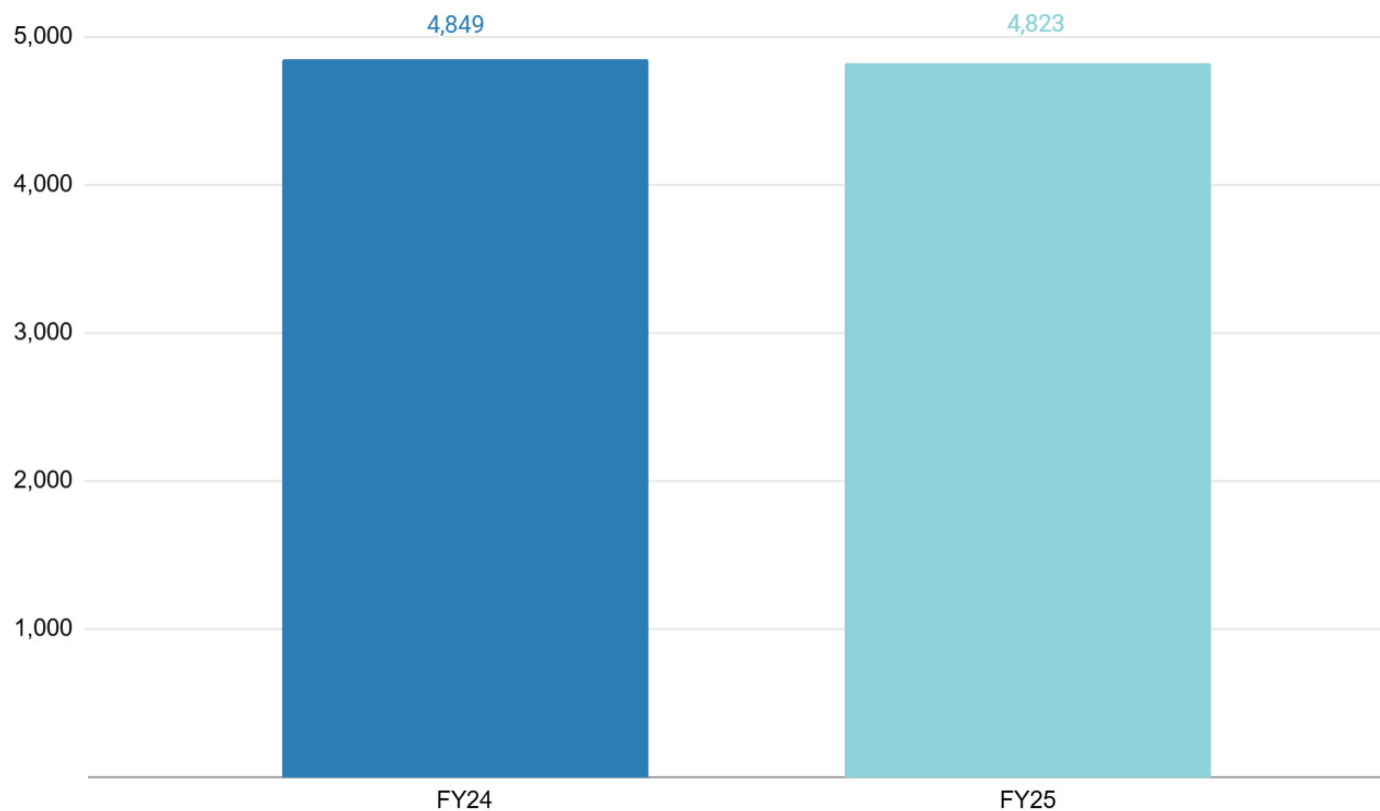


Cherriots Shop and Ride Trends



Seniors and people with disabilities who don't qualify for Cherriots LIFT complementary paratransit service can rely on Cherriots Shop and Ride, which is a door to door dial-a-ride service that can be used for shopping, appointments, and more. These trips require a reservation made through the Cherriots call center, and it only runs Monday through Friday from 8 a.m. to 5 p.m. Trips are not guaranteed on Cherriots Shop and Ride as they are on Cherriots LIFT. Shop and Ride provided a similar level of ridership FY25 as in FY24.

TOTAL SHOP AND RIDE BOARDINGS



Customer Engagement Snapshot



Cherriots Call Center provides a world class customer experience for LIFT, Shop and Ride, and Regional Route 45 customers. As shown in the table below, the Call Center is currently exceeding most of its customer experience goals with the exception of “length of call,” which is slightly above the three minute goal in FY25.

CHERRIOTS CALL CENTER - KEY PERFORMANCE INDICATORS

Cherriots Call Center - Key Performance Indicators	Total calls received	% Calls Answered in < 3 minutes (Goal: 97%)	% Calls Answered in < 5 minutes (Goal: 100%)
FY25	48,611	98%	100%

CHERRIOTS CALL CENTER - KEY PERFORMANCE INDICATORS BY SERVICE

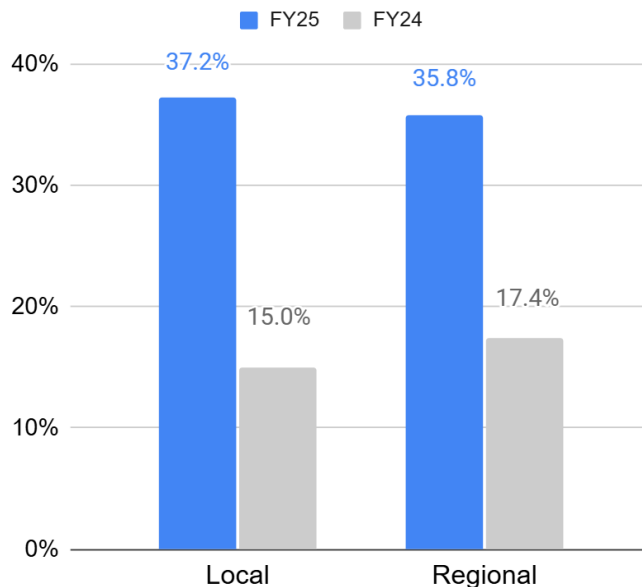
Service	Avg Speed of Answer (Goal: < 3 minutes)	Avg hold time (Goal: < 3 minutes)	Length of Call (Goal: < 3 minutes)
LIFT	0:00:27	0:00:03	0:03:15
Shop and Ride	0:00:28	0:00:03	0:03:22

Marketing Engagement Snapshot



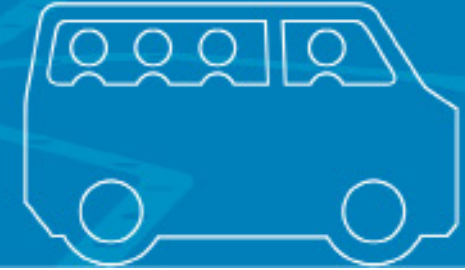
Cherriots launched Umo, a reloadable electronic fare payment system, in August 2023. Umo offers riders a convenient way to pay their fare by tapping a reloadable card or using a mobile app with an onboard electronic fare reader. Cherriots continues introducing and promoting Umo across its service area, and rider familiarity with the system is steadily increasing. In FY25, 37.2% of local bus trips and 35.8% of regional bus trips were paid using Umo—up from 15% and 17.4% in FY24, reflecting the success of staff-driven promotional initiatives.

Cherriots actively promoted its services and events through social media during FY25, using platforms such as Facebook, Instagram, LinkedIn, and X. A total of 553 posts were published, reaching an audience of 409,033 views and generating 12,195 engagements—including likes, comments, and shares. These outreach efforts help increase public awareness of Cherriots services and strengthen community connection.



FY25 Social Media Engagement Metrics			
	Posts	Impressions	Post Engagement
Q1	141	52,706	2,554
Q2	151	124,651	2,918
Q3	151	89,601	3,255
Q4	110	142,075	3,468
Total	553	409,033	12,195

Vanpool Program



Cherriots Commuter Options (CO) organizes and subsidizes vanpools for employees who share similar travel patterns. Groups of co-workers or commuters with consistent routes can apply through the CO program to receive a van for daily use. Cherriots staff provide training, rider support, and access to the Guaranteed Ride Home program to ensure reliability and convenience.

In FY25, Cherriots supported 39 active vanpools serving 216 commuters traveling across Polk, Marion, and Yamhill counties. By strategically combining riders with overlapping routes, efficiency and occupancy improved, even as the total number of vanpools expanded. For example, in the Santiam Canyon, three new vanpools were launched and later consolidated into two, ensuring higher productivity and better resource use.

Eligibility for subsidies is tied to worksites located within the three counties served by the CO program. In FY25, Cherriots provided \$209,169.21 in vanpool subsidies, covering an average of 37% of operating costs per vanpool. This investment continues to make vanpooling an affordable, sustainable, and efficient commute option for regional workers.

The following key performance indicators and success metrics are reported to Cherriots leadership on a quarterly basis.

FY25 Vanpool Performance Metrics	
Max Operating Vanpools	39
# of Unique Riders	216
# of Passenger Trips	92,837
Vehicle Revenue Miles	500,308
Vehicle Revenue Hours	12,788
Average Occupancy Rate	67%
Percentage of Subsidy per Vanpool	37%



Safety and Reliability Trends



Safe and reliable service is important for Cherriots to deliver and for customers to experience. Two of the measures used to evaluate the safety and reliability of Cherriots services are the frequency of mechanical failures resulting in a road call (i.e., while the bus is in service) and the frequency of preventable bus collisions. In FY25, Cherriots LIFT was the only service not to have met or exceeded the goal for preventable accidents. However, its performance was closer to the target than in FY24.

All services exceeded the goal for road calls.

PREVENTABLE ACCIDENTS PER 100,000 TOTAL MILES TRAVELED
(GOAL: < 2 PER 100,000 MILES)

Preventable Accidents per 100,000 Miles Traveled (Goal: < 2 per 100,000 miles)			
Service	FY25 Total Preventable Accidents	FY25 Total Miles*	FY25 Preventable Bus Collisions per 100,000 Miles
Local	44	2,856,741	1.54
LIFT	12	594,928	2.02
Shop and Ride	0	31,551	N/A**
Regional	2	521,261	0.38

*Local = Total Revenue Miles + Deadhead Miles. Other services = Total Revenue Miles.

**Total miles did not exceed 100,000; calculation is not applicable.

ROAD CALLS PER 10,000 MILES TRAVELED
(GOAL: < 1 PER 10,000 MILES)

Road Calls per 10,000 Miles Traveled (Goal: < 1 per 10,000 miles)			
Service	FY25 Count of Road Calls	FY25 Vehicle Miles Traveled	FY25 Road Calls per 10,000 Miles
Local	159	2,968,790	0.54
LIFT	16	666,119	0.24
Shop and Ride	0	39,026	N/A**
Regional	27	604,188	0.45

**Total miles did not exceed 100,000; calculation is not applicable.



Safety and Reliability Trends



Other practices that contribute to safe and reliable service are performing preventive maintenance and major cleanings on Cherriots buses. These activities were a major focus of the Maintenance department in FY25, as demonstrated by the high percentages in the tables below.

PREVENTIVE MAINTENANCE INSPECTIONS ON-TIME PERFORMANCE (GOAL: 100%)

FY25 Preventive Maintenance Inspections On-time Performance (Goal: 100%)			
Service	# Completed	# Completed Outside Limits	Percent On-time
Local	505	0	100.0%
LIFT	109	1	99.1%
Shop and Ride	8	0	100.0%
Regional	101	8	92.1%

MAJOR BUS CLEANINGS (GOAL: 100%)

FY25 Major Bus Cleanings* (Goal: 100%)			
Service	Total # of Buses Available**	Total # of Cleanings Completed	Percent Completed
Local	827	736	89.0%
*This metric is only tracked for Cherriots Local buses.			
**Anywhere from 60 to 66 buses were available to clean every 30 days			



Battery Electric Bus Trends



The Battery Electric Bus (BEB) fleet has been introduced on Route 11 Lancaster / Verda to create Cherriots first Zero Emissions Corridor. Cherriots has encountered operational challenges with its battery electric buses (BEBs), including having to remove BEBs from service mid-day due to low charge and intermittent charging issues at KTC. These factors have required additional staff support and affected overall fleet availability. To address these concerns, the Planning team has been tasked with reviewing and optimizing the blocking for Route 11 as part of the upcoming September 2025 service change.

Despite ongoing challenges, there has been progress in deploying the BEB fleet. The 10 BEBs entered service in the second quarter of FY25 and collectively traveled 189,758 miles by the end of the fiscal year, including all operator training activities. The distance traveled increased steadily each quarter. The average regeneration rate for the BEBs was 29.98%, which is close to the maximum of the typical range of 10%-30%. In FY25, the use of BEBs reduced greenhouse gas (GHG) emissions by approximately 105,709 pounds—the equivalent of eliminating 9,893 car trips.

FY25 BEB Performance Metrics				
	FY25Q2	FY25Q3	FY25Q4	FY25
Total Distance Driven (mile)	31,320	67,254	91,184	189,758
Average Regeneration Rate	27.9%	26.6%	35.4%	30%
Net GHGs Avoided (lbs)	11,338	21,397	72,974	105,709
Equivalent Car Trips Avoided	1,061	2,003	6,829	9,893

Note: BEB was in pilot phase in FY25 Q1



Appendix A.

Cherriots Annual Performance Report for FY25

(July 2024 - June 2025)

Route	On-Time Performance (OTP)	Ridership / Revenue Hour	Ridership	Weekdays		
				Changes from FY 24 to FY 25		
				Revenue Hour	Ridership / Revenue Hour	Ridership
LOCAL BUS SERVICE						
2 - Market / Brown	85%	18.0	269,208	0.1%	0.1%	0.2%
3 - Portland Road	88%	20.0	161,334	0.1%	11.4%	11.5%
4 - State Street	89%	18.9	155,840	0.2%	5.7%	5.9%
5 - Center Street	83%	18.1	264,426	0.1%	0.8%	0.9%
6 - Fairview Industrial	80%	8.5	47,828	-0.1%	4.4%	4.3%
7 - Mission Street	86%	11.1	68,450	0.2%	7.1%	7.4%
8 - 12th / Liberty	83%	15.0	97,896	0.2%	-1.4%	-1.2%
9 - Cherry / River Road	84%	13.4	103,985	0.2%	-9.7%	-9.5%
11 - Lancaster / Verda	76%	18.8	516,739	0.3%	1.8%	2.1%
12 - Hayesville Drive	90%	6.5	23,956	-0.1%	5.0%	5.0%
13 - Silverton Road	87%	16.1	130,662	0.2%	-4.1%	-3.9%
14 - Windsor Island Road	84%	8.5	32,494	0.0%	-11.2%	-11.2%
16 - Wallace Road	84%	17.1	42,870	0.0%	3.5%	3.5%
17 - Edgewater Street	90%	11.1	143,284	0.1%	7.0%	7.1%
18 - 12th / Liberty	83%	12.3	78,127	0.0%	-7.9%	-7.9%
19 - Broadway / River Road	82%	22.3	318,466	-1.2%	4.6%	3.3%
21 - South Commercial	85%	21.3	308,769	0.1%	5.6%	5.7%
22 - Kuebler Link	86%	1.6	19,253			
23 - Lansing / Hawthorne	82%	12.3	45,853	0.0%	2.6%	2.6%
26 - Glen Creek / Orchard Heights	88%	5.7	11,137	0.0%	-4.6%	-4.6%
27 - Glen Creek / Eola	91%	7.2	14,985	0.2%	28.4%	28.6%
Total	85%	15.4	2,855,562	5.8%	-2.9%	2.8%
LOCAL COMMUTER EXPRESS ROUTE						
1X - Wilsonville / Salem Express	63%	4.2	12,563	0.0%	9.0%	9.0%
Cherriots Local Totals	84%	15.2	2,868,125	5.7%	-2.8%	2.8%
REGIONAL SERVICE						
10X - Woodburn / Salem Express	78%	5.3	22,724	0.2%	16.4%	16.7%
20X - N. Marion Co. / Salem Express	86%	4.0	13,670	-0.9%	18.2%	17.2%
30X - Santiam / Salem Express	84%	4.0	11,423	-1.9%	4.8%	2.8%
40X - Polk County / Salem Express	77%	8.7	48,901	-3.1%	10.5%	7.0%
50X - Dallas / Salem Express	78%	3.0	4,451	-2.1%	9.5%	7.3%
80X - Keizer / Wilsonville Express	93%	2.2	3,766	-3.2%	101.5%	95.1%
Cherriots Regional Express Totals	82%	5.4	104,935	-1.7%	13.6%	11.6%
Regional Deviated Fixed Route						
45 - Central Polk County	72%	1.8	4,376	-2.8%	10.1%	6.9%
Cherriots Regional Totals	81%	5.0	109,311	-1.9%	13.5%	11.4%
Dial-a-Ride (Cherriots Shop and Ride Totals)	NA	1.7	4,823	-6.7%	6.6%	-0.5%
Cherriots LIFT Totals	89%	2.2	94,933	3.4%	2.2%	5.7%

Saturday					Sunday					Preventable Accidents per 100K miles (Target: <2)	Roadcalls per 10K miles (Target: <1)
Ridership / Revenue Hour	Ridership	Changes from FY 24 to FY 25			Ridership / Revenue Hour	Ridership	Changes from FY 24 to FY 25				
		Revenue Hour	Ridership / Revenue Hour	Ridership			Revenue Hour	Ridership / Revenue Hour	Ridership		
										1.54	0.54
18.5	26,213	1.0%	-0.8%	0.2%	19.9	13,470	0.0%	3.1%	3.1%		
19.3	15,048	0.3%	-7.1%	-6.9%	14.6	9,870	0.0%	1.1%	1.1%		
17.7	14,086	-0.1%	-1.0%	-1.2%	16.3	11,311	0.0%	5.5%	5.5%		
20.3	28,859	0.9%	1.9%	2.8%	20.4	13,783	0.0%	1.3%	1.3%		
5.2	5,703	1.9%	2.6%	4.5%							
10.8	8,121	0.0%	7.3%	7.3%	8.7	5,656	-0.5%	-1.3%	-1.8%		
10.0	11,290	0.4%	-15.7%	-15.3%	14.3	9,689	0.0%	-2.6%	-2.6%		
14.1	11,372	0.5%	6.1%	6.6%	14.0	9,813	0.3%	5.2%	5.5%		
18.2	52,274	0.1%	4.0%	4.1%	13.4	34,925	0.0%	0.8%	0.8%		
16.7	11,722	-0.1%	0.8%	0.7%	12.8	8,507	0.0%	-8.7%	-8.7%		
12.8	5,798	2.3%	5.3%	7.7%							
10.2	14,175	1.0%	-4.3%	-3.3%	12.2	8,269	0.0%	9.1%	9.1%		
8.2	9,335	2.0%	-14.3%	-12.6%							
25.2	34,943	1.1%	10.5%	11.7%	24.6	16,635	0.6%	-1.2%	-0.6%		
25.3	35,136	1.0%	2.8%	3.9%	27.0	18,283	0.4%	-1.4%	-1.0%		
1.1	2,530		NA		2.5	1,631					
14.6	286,605	10.3%	-7.1%	2.5%	15.1	161,842	5.5%	-3.5%	1.7%		
14.6	286,605	10.3%	-7.1%	2.5%	15.1	161,842	5.5%	-3.5%	1.7%		
3.6	1,383	0.3%	-3.1%	-2.8%						0.38	0.45
3.0	1,409	1.1%	26.4%	27.7%							
2.2	825	0.0%	-6.6%	-6.6%							
8.0	5,980	0.8%	9.4%	10.3%							
4.9	9,597	0.6%	8.0%	8.7%							
										NA**	NA*
2.1	5,998	-10.0%	10.5%	-0.5%	2.2	5,351	13.1%	12.5%	27.2%	2.02	0.24





BOARD MEETING MEMO

Agenda Item 7.B

To: Board of Directors
From: Cliff Carpentier, Chief Safety Officer
David Trimble, Deputy General Manager
Thru: Allan Pollock, General Manager
Date: September 25, 2025
Subject: Fiscal Year 2025 (FY25) Annual Safety and Security Division Report

ISSUE

Shall the Board receive the FY25 Annual Safety and Security Division Report?

BACKGROUND AND FINDINGS

Each fall, the Board receives the annual report on the District's safety, security and emergency management activities, provided by District staff, PPC Solutions, Inc. and DPI Security. Cliff Carpentier, the Chief Safety Officer will facilitate the report with support from various Division staff. Report is shown in Attachment A.

FINANCIAL IMPACT

None.

RECOMMENDATION

For information only.

PROPOSED MOTION

None.

FY25 Annual Safety and Security Division Report

Cliff Carpentier
Chief Safety Officer



Executive Summary

In FY25, the Safety & Security Division advanced its mission of safeguarding the District's riders, employees, and assets by strengthening system safety, risk management, emergency preparedness, and security operations.

- **System Safety:**

Expanded Safety & Security Committee responsibilities, introduced a Safety Risk Rating Matrix, and adopted the updated Agency Safety Plan with measurable performance targets. Customer safety perception remains strong, though employee engagement surveys highlight the need for continued focus on workplace safety.

- **System Security:**

Expanded de-escalation training, implemented a new incident reporting system, and responded proactively to FTA directives on transit worker assaults. Security presence at transit centers and operations facilities provided visible deterrence, though challenges remain around youth behavior, shelter management, and community resource limitations.

- **Risk Management:**

Delivered measurable reductions in workplace injuries, strengthened workers' compensation programs, and enhanced property/liability resilience. Strategic insurance stewardship and proactive loss control positioned Cherriots for growth while controlling costs.

- **Emergency Management:**

Achieved national StormReady designation, implemented continuity planning, and conducted multiple full-scale exercises in collaboration with regional partners. FY25 responses to the ice storm and Courthouse Square outage validated readiness and resilience.

- **Looking forward to FY26, priorities include:**

- Finalizing the Emergency Operations Plan and Pandemic Recovery Plan.
- Expanding security training and contracting mobile patrol services.
- Continuing investment in technology, infrastructure upgrades, and safety analytics to align with FTA requirements and community expectations.

Through integration of Safety Management Systems, risk-based decision-making, and strong external partnerships, Cherriots is building a safer, more resilient, and trusted transit system for the region.

Stakeholder Collaboration

- The Chief Safety Officer is in contact with several community partners, building relationships that could be mutually beneficial.
 - Salem Police Department
 - Keizer Police Department
 - Marion County Sheriff's Office
 - Marion County Juvenile Department
 - Salem-Keizer Schools

Safety Management System (SMS) Integration

FY24–25 Achievements

- Expanded Safety & Security Committee role
- Committee education on SMS & hazard ID
- Introduced Safety Risk Rating Matrix
- Adopted updated Agency Safety Plan

Key Impacts

- Alignment with FTA SMS requirements
- Improved hazard analysis & mitigation
- Stronger safety accountability
- Clearer oversight & risk ownership

FY26 Focus

- Expand safety data & analytics use
- Strengthen continuous monitoring
- Embed SMS in training & daily ops
- Enhance committee oversight role



System Safety FY25 Highlights

Presented by:

Karen Garcia, Security and Emergency Management Manager

- Expansion of the role of the Safety and Security Committee
 - Committee education related to SMS processes
 - Deeper analysis of Hazard Identification
 - Introduction of Safety Risk Rating Matrix
- Adoption of the updated Agency Safety Plan
- Establishment of Safety Performance Targets

Agency Safety Plan (ASP)

- Safety Performance Targets
 - Established in FY25-26 plan
 - 3-year average of National Transit Database (NTD) reportable events
 - Based on calendar year
- Mid-Calendar Year 2025 monitoring

SPT: Fixed Route Bus - Local

SAFETY PERFORMANCE MEASURES	SAFETY PERFORMANCE TARGETS	CY-25 MID-YEAR	ACTUAL VS TARGET SO FAR
Vehicle Revenue Miles	2,473,095 (Average)	1,314,329	
Major Events Rate (S&S 40)	0.41	0.30	Low
Collision Rate	0.25	0.30	High
Pedestrian Collision Rate	0.03	0.08	High
Vehicular Collision Rate	0.21	0.23	High
Fatalities Rate	0.00	0.08	High
Transit Worker Fatalities Rate	0.00	0.00	-
Injury Rate	0.57	0.45	Low
Transit Worker Injury Rate	0.04	0.00	Low
Rate of Assaults on Transit Workers	2.64	2.28	Low
System Reliability	111.00	62.00	High

SPT: Non-Fixed Route – Demand Response – ADA Paratransit

SAFETY PERFORMANCE MEASURES	SAFETY PERFORMANCE TARGETS	CY-25 MID-YEAR	ACTUAL VS TARGET SO FAR
Vehicle Revenue Miles	561,733 (Average)	321,226	
Major Events Rate (S&S 40)	0.23	0.31	High
Collision Rate	0.16	0.31	High
Pedestrian Collision Rate	0.00	0.00	-
Vehicular Collision Rate	0.16	0.31	High
Fatalities Rate	0.00	0.00	-
Transit Worker Fatalities Rate	0.00	0.00	-
Injury Rate	0.12	0.00	Low
Transit Worker Injury Rate	0.00	0.00	-
Rate of Assaults on Transit Workers	0.65	0.31	Low
System Reliability	8.00	9.00	High

Perception of Safety

- **Customer Satisfaction Survey:**

- I feel safe riding the bus
 - 2% either disagree or strongly disagree
- I feel safe and secure waiting for my bus
 - 8% either disagree or strongly disagree
- Top priorities
 - I feel safe riding the bus #3
 - I feel safe and secure waiting for my bus #4

- **Employee Engagement Survey:**

- I feel like my safety is priority
 - Represented: 50% either disagree or strongly disagree
 - Non-Represented: 11% either disagree or strongly disagree
- Top priorities
 - Represented: Workplace safety #1

System Security

Presented by:
Justin Kinyon, Security Coordinator



Program Objectives

- **Aims to:**

- Provide a safe and secure environment for riders, employees and members of the public
- Ensure the comfort and convenience of those who use Cherriots services
- Provide a deterrent to unwanted behavior and unauthorized entry to facilities.
- Be a resource to support riders and staff with safety and security needs.
- Provide staff training to heighten awareness to potential security issues

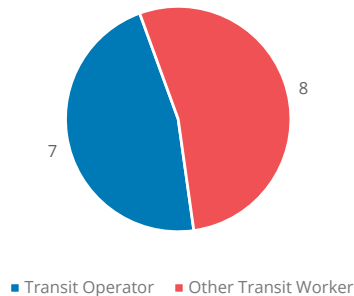
FY25 Key Achievements

- Over 150 operations and customer service staff received de-escalation training in accordance with the ASP
- Extension of the DPI Security contract at the Del Webb Operations Headquarters
- Agency-wide implementation of the TransTrack incident reporting system
- Response to FTA General Directive 24-1 regarding assaults against transit workers

Assaultive and Threatening Events involving Transit Workers

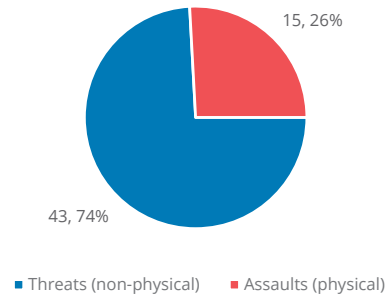
Physical assaults by worker type

Total Physical Assaults: 15



NTD reportable assaults (physical) and threats (non-physical)

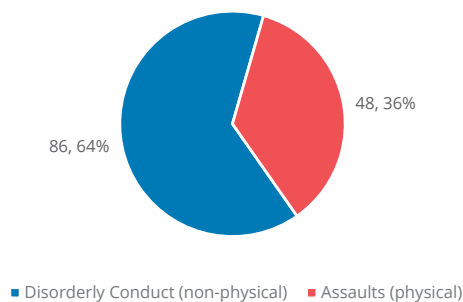
Total Threats and Assaults: 58



Note: Calculation based on number of events, not individual instances

Assaultive and Disorderly Conduct Events involving public

Total Events: 134

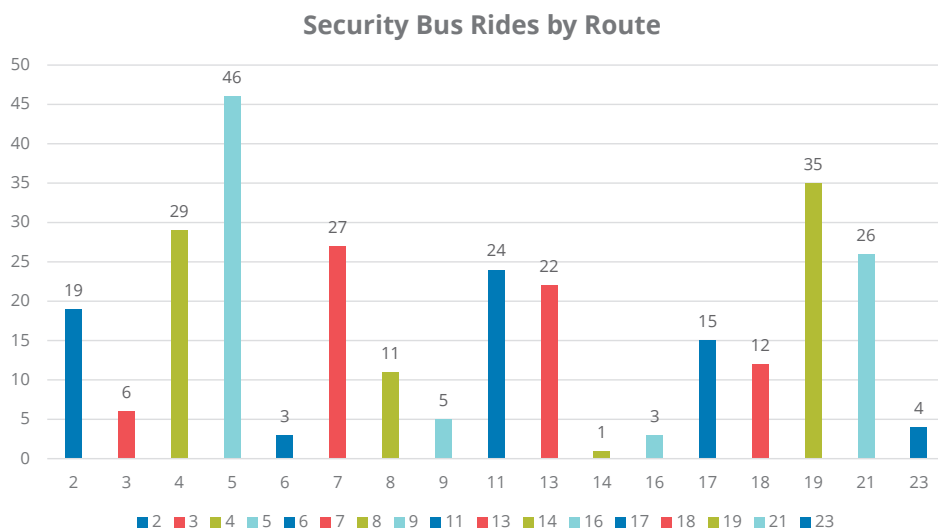
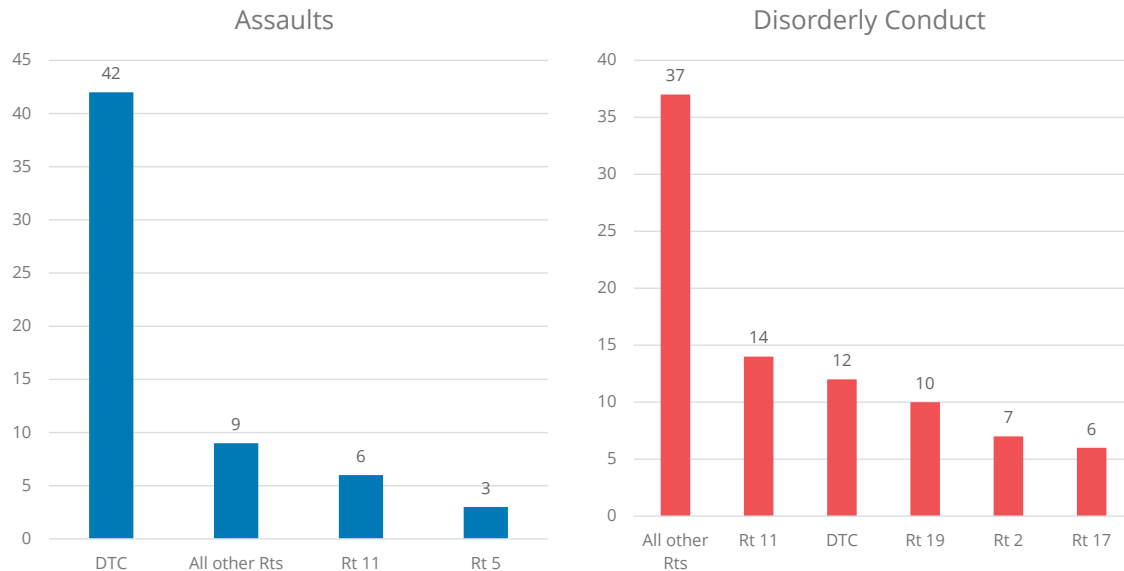


Local Service rates:

5 events / 100k Revenue Miles

4 events / 100k Boardings

High Frequency Locations involving the public



Note: Security Bus Rides are conducted when adequate security staffing is available.
A total of 288 riders were completed.
Security bus rides are only conducted on the Local service routes.

Law Enforcement activity

- SPD reported 319 responses to the Courthouse Square Block
 - Includes a variety of response types. Examples may include administrative follow ups, alarm response, disturbance, crime in progress, drugs or alcohol complaints, etc.
- Cherriots recorded 74 events as Police Activity
 - Includes events where law enforcement were on Cherriots property for events, investigations, crimes, reports, etc. that did not involve transit
 - 60 DTC
 - 10 KTC
 - 4 on Routes

Private Security Services

- The Del Webb Operations Headquarters
 - Contractor: DPI Security Inc.
 - 24 hours per day, 365 days per year.
 - One officer is assigned
- Transit Centers
 - Contractor: PPC Solutions Inc.
 - Assigned during all hours of Local service
 - Downtown Transit Center staffing: 2-3 officers
 - Keizer Transit Center staffing: 1-2 officers
 - Total staff hours of security service provided: 21,348 (64% of contracted)

Challenges

- Security faces many challenges that require partnerships and resources to address, which include:
 - Shelter monitoring and management, address loitering, criminal conduct and damage to property
 - Youth behavior, including fighting and assaultive behavior
 - High St sidewalk activities are a community concern that impacts transit
 - Community partners with limited resources

FY26 Program Objectives

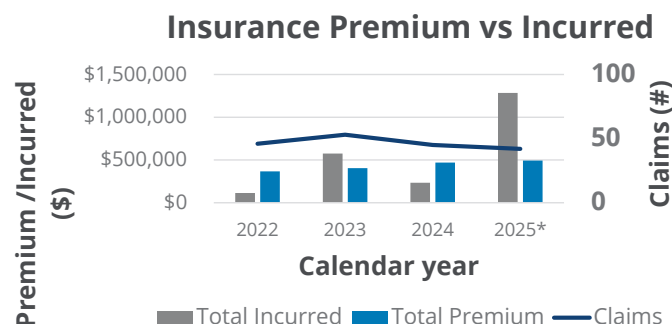
- Ensure delivery of de-escalation training to all staff unique to their role and exposure, as outlined by the ASP
- Contract with a private security provider to provide mobile services
- Expansion of the Security Committee activities in assessing hazards and identifying mitigation strategies, as required by the ASP
- Del Webb Fence and Exterior Security Upgrades
 - Receive environmental concurrence from FTA
 - Finalize engineering drawings and scope of work
 - Issue a solicitation for equipment procurement and construction
- Upgrade video system onboard contracted services fleet
 - Regional fleet is complete
 - LIFT fleet is currently underway

Risk Management: Strategic Advantage

Presented by: Deborah Grant, Risk Manager

- **Cherriots Risk Management** is a critical arm of the Safety & Security Division, proactively safeguarding employees, riders, assets, and community reputation through risk identification, mitigation, insurance, and loss control - preventing costly losses and enhancing district-wide resilience.
- Risk Management is focused on reduction in workplace injuries, demonstrating proactive value and a measurable return on investment.
- Safety integration with emergency management, security, and compliance keeps Cherriots ahead of regulatory and operational risks, supporting our mission for safe, reliable, and equitable transit.

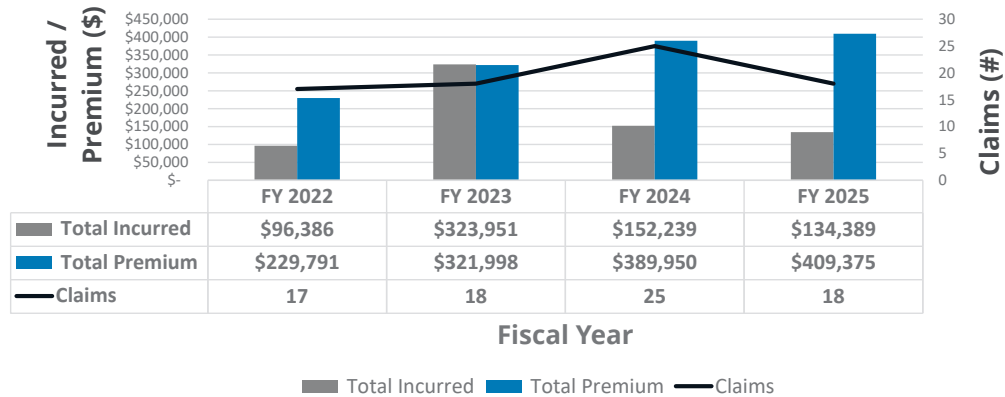
Insured Programs & Asset Stewardship



- **Asset stewardship:** Insurance strategy matches growth, with rising TIV supporting new vehicle technologies, facilities upgrades, and climate resilience investments.
- **Premium rate control** reflects effective claims management and insurer partnerships—even amid industry rate surges.
- **Proactive reviews and market bidding** delivered stability and flexibility, letting Cherriots confidently upgrade assets while keeping financial risk in check.

Workers' Comp: Protecting Our Team

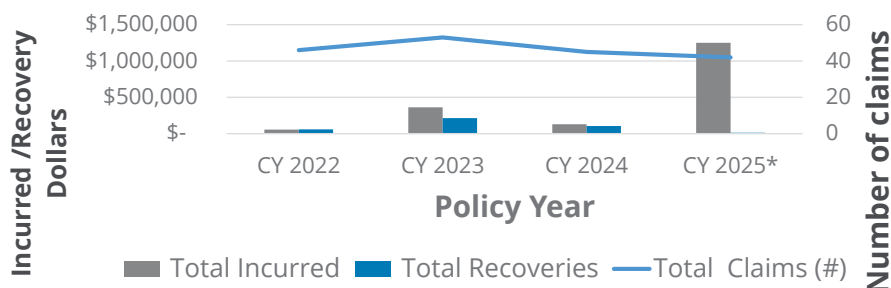
Workers Compensation Premium vs Incurred



- **Injury reduction** reflects a heightened focus on safety and wellness initiative - including targeted prevention and return-to-work support.
- Integration with **SAIF Employer At Injury Program** means recovered dollars are reinvested in payroll, safety tech, and ergonomic equipment.
- Focused training, ergonomic investments, and rapid & thorough reporting have lowered severity and claim costs.

Property & Liability: Resilience and Recovery

Incurred & Recoveries



- Vigilant loss tracking and incident analysis have driven a continued decline in major property and liability events.
- Common loss events—fleet accidents, facility damage—are mitigated by rapid incident response and improved security measures.
- Recoveries offset loss costs, supporting continued reinvestment in fleet safety, secure transit centers, and rider protection.

Safety Risk Mitigation: Future-Focused Innovation

- **Agency Safety Plan** expansion included new metrics, safety committee empowerment, and advanced risk analytics.
- **Safety Committee:** Active, frontline oversight and input on claims and risk trends.
- **Monthly inspections** and targeted facility modifications addressed emerging hazards, keeping risk low and compliance strong.
- **Training programs** scaled for all employees: defensive driving, climate adaptation, security response, and customer service.
- **Asset and Infrastructure Investments** in security cameras and zero-emission fleet infrastructure build district resilience and align Cherriots with climate action priorities.
- **Safety Assurance Technology** and stakeholder engagement for accountability and continuous improvement—making risk management a driver for transit excellence and public trust.
- **Continuous Improvement Projections:** Expanded analytics, wellness campaigns, annual reviews, and process improvements aligned with long-term strategic goals and regulatory requirements.

Emergency Management

Presented by:
Randy Navalinski, Emergency Coordinator



Program Objectives

- **Aims to:**

- Ensure NIMS (National Incident Management System) compliance
- Support staff and family preparedness
- Enhance transit service readiness
- Strengthen community disaster resilience

- **Achieved through:**

- Collaboration with stakeholders and partners
- Plan development and ongoing maintenance
- Recurring staff training through exercises and real-world events
- After-action reviews to drive continuous improvement

FY25 Key Achievements

- Developed a Continuity of Operations Plan monthly maintenance program
- Implemented the Continuity & Emergency Planning Advisory Committee
- Completed annual review of Winter Operations Plan and procedures
- Achieved the national NOAA-NWS StormReady agency designation
- Fully implemented and exercise Emergency Procedures for the Del Webb Operations Headquarters
- Delivered comprehensive staff training initiatives

Exercises and Activations

- **Homeland Security Exercise & Evaluation Program (HSEEP)**
 - Quarterly Joint Communication Checks w/Marion County (MC)
 - Semi-Annual Fire- Evacuation joint functional exercises w/MC
 - The Great Oregon ShakeOut joint functional exercise w/MC
 - Winter Operations tabletop exercise
 - Active Threat joint tabletop exercise w/MC
- **Real-World Events**
 - 2025 Ice Storm - Winter EOC Activation
 - Courthouse Square Power Outage Emergency Response

Stakeholder Engagement

- Hold monthly collaboration meetings with Courthouse Square Joint Safety workgroup
- Delivered BEB and CNG First Responder Emergency Response training for 350+ SFD, KFD, and MCFD firefighters, fire marshals and battalion chiefs
- Attend monthly & quarterly local city, county, and state advisory groups
- Participate in community planning groups with local, county and state government entities, and private partners and stakeholders

FY26 Program Objectives

- Finalize the Emergency Operations Plan (EOP)
- Complete revamping of the Emergency Response Guide (ERG)
- Finalize the Pandemic Response & Recovery Plan (PRRP)
- Review and confirm Alternate Sites for transit operations
- Align Staff Training for NIMS Compliance by incorporating the Incident Command System (ICS) and National Incident Management System (NIMS) training guidelines and coursework

FY26 Division Priorities

- Establish a Safety and Security training program that responds to changing needs.
- Fully implement a de-escalation training program.
- Review and monitor changes to FTA requirements and update ASP as needed.
- Continue collaboration with security providers to ensure accountability to Cherriots riders and employees.

To: Board of Directors
From: Allan Pollock, General Manager
Date: September 25, 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:	Board Member:	Committee:
1	Joaquín Lara Midkiff	West Salem Business Association
2	Director Navarro	State Transportation Improvement Fund Advisory Committee (STIFAC)
3	Director Carney	Finance Subcommittee Legislative Subcommittee Salem-Keizer Area Transportation Study (SKATS) Salem Scenario Planning Advisory Committee
4	Director Hinojos Pressey	
5	Director Davidson	FY27 Service Enhancement Subcommittee Mid-Willamette Valley Council of Governments (MWVCOG)
6	Director Duncan	Community Advisory Committee (CAC) Diversity, Equity, and Inclusion Subcommittee Mid-Willamette Area Commission on Transportation (MWACT)
7	Director Holmstrom	MWVCOG Regional Rail Advisory Board

FINANCIAL IMPACT

None.

RECOMMENDATION

For informational only.

PROPOSED MOTION

None.